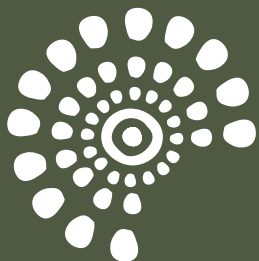


2025 Year in review



Contents

Who we are	3
Message from our CEO	4
General Manager's report	7
Our housing & homelessness services	8-9
Connection makes communities	12
Purpose makes progress	20
People make perfect	32



Acknowledgement of Country

We, at Churches of Christ, acknowledge the traditional custodians of Country throughout Australia and pay our respects to Elders past, present and emerging, for they hold the memories, traditions, cultures, hopes and aspirations of First Nations People. We acknowledge and recognise the resilience of generations of First Nations People and stand with you now and always. We are committed to walking alongside First Nations Peoples to establish a foundation of trust and take meaningful action to preserve, affirm and promote the world's oldest living culture.

Stakeholder thanks

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

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

Front cover: Resident Terri from Slacks Creek Community Housing Initiative in the gardens she has helped cultivate since living at the site.

Our legal status

Churches of Christ Housing Services Limited is a not-for-profit company limited by guarantee, with Public Benevolent Institution and Deductible Gift Recipient status, and is a wholly-owned subsidiary of Churches of Christ in Queensland. We are a Tier 1 provider under the National Regulatory System for Community Housing and have been operating for over 40 years.

The Churches of Christ Housing Services *Year in Review* is a point-in-time document. The names, positions, and data contained within are correct as at 1 July 2025.

Who we are

Churches of Christ Housing Services is a Tier 1 Community Housing Provider and Specialist Homelessness Service operating in Queensland.

For over 40 years, we've been offering safe, secure and affordable accommodation and support that ensures people in housing stress and facing homelessness can be optimistic about their ability to find and maintain a place to call home.

As a provider-developer, we work collaboratively with governments, corporate partners, other charities and local communities to create new housing stock. In addition to increasing the supply of affordable homes available in Queensland, what we build facilitates safety, helps reduce isolation and gives people the confidence to pursue their goals.

Client demographics

59%

Identify as women and girls

64%

Report having a disability or serious medical condition

11%

Identify as Aboriginal and/or Torres Strait Islander

Community demographics

54

Different nationalities represented in our communities

784

Single person households

33

Households where all parents/carers are 25 or younger

Support offered:



2,375

Total persons assisted

across



1,523

Households

with a housing, homelessness or support service, including:

88

Households supported with case management

60

in homelessness programs

28

in social and affordable housing programs

and



30

Households supported with brokerage



Message from our CEO



Over the past year, Churches of Christ in Queensland has entered a season of rebuilding as an organisation. We've taken deliberate steps to renew our strategy, reshape our processes and recentre our culture so that we can better serve our residents, clients and stakeholders.

Even as we've navigated this change, our core commitment has remained unchanged: to offer high-quality care services.

Churches of Christ as an organisation possesses a rich history of more than 140 years. Our legacy is built on strong partnerships, sound governance, and the generosity of governments, communities and individuals who support our mission of care. This legacy, and the trust placed in us, calls us to do something greater.

It calls us to stand with those have been left behind, the discriminated against, those with disability or who are living with the effects of trauma, the people escaping domestic and family violence, the people in financial hardship and those simply down on their luck. Their wellbeing is not just something we have been entrusted with—because of who we are, ensuring their wellbeing is our responsibility.

The Housing Services Team has continued to walk alongside some of the most vulnerable members of our society, despite operating in a complex and increasingly pressured environment over the past year. Demand has increased but so has our commitment.

The team has not just participated in our organisational rebuilding—for them, it has been just as literal thanks to several new housing developments, each one offering safety, dignity and hope.

One of these projects, Wiltshire Apartments at Basin Pocket, is named after a woman whose legacy continues to inspire Churches of Christ, Beryl Wiltshire AM. Beryl's life was dedicated to care, and now her legacy continues through her annual scholarship and the Wiltshire Apartments project. Beryl's legacy embodies what Churches of Christ is all about—paying it forward, in the hope for a better future.

I applaud Gus Taddeo and the Housing Services Team for the work they are doing, ensuring every Queenslanders who needs it has a safe place to call home and can shape their own futures in the way that they see fit.

A handwritten signature in black ink, appearing to read 'Bill Lyon', with a stylized flourish at the end.

Bill Lyon
CEO
Churches of Christ in Queensland

General Manager's Report

I'm pleased to present the Churches of Christ Housing Services Year in Review 2025. This report showcases the strides our service made towards improving housing outcomes for Queenslanders. We were incredibly proud to have supported 2,375 individuals with housing, homelessness or support services in the past 12 months, helping people stabilise their circumstances and experience the sense of safety and confidence that comes with knowing you have a safe, affordable and secure place to call home.

As both a Community Housing Provider and Specialist Homelessness Service, we know firsthand that there are a wide variety of factors that cause housing stress and homelessness. Whether direct, indirect, personal or systemic, each of our clients has experienced something that forced them to seek out support of a service like ours.

While many consider homelessness and rough sleeping the same, our sector considers the security of where someone lives, not just the location where they live, as a key marker of homelessness. Beyond just location, many factors contribute to housing being insecure, including how affordable it is (and how long it is likely to remain affordable), how permanent and resilient it is and whether it offers a sense of personal safety.

Homelessness warrants proactive action, not just reactions. By reframing how homelessness is thought of—remembering that a victim of domestic violence is unsafe as someone sleeping in a car—the right support can prevent bad circumstances from getting any worse. Not only does this mean a better outcome for the client; doing so reduces burdens on already over-subscribed parts of support systems.

Queenslanders are experiencing these challenges alongside important shifts in government policy aiming to reduce pressure on the housing market. The re-election of the Federal Government has provided much-needed stability at the federal level

and ensures that mechanisms like Housing Australia and the Housing Australia Future Fund (HAFF) can continue to catalyse innovative housing products across the country.

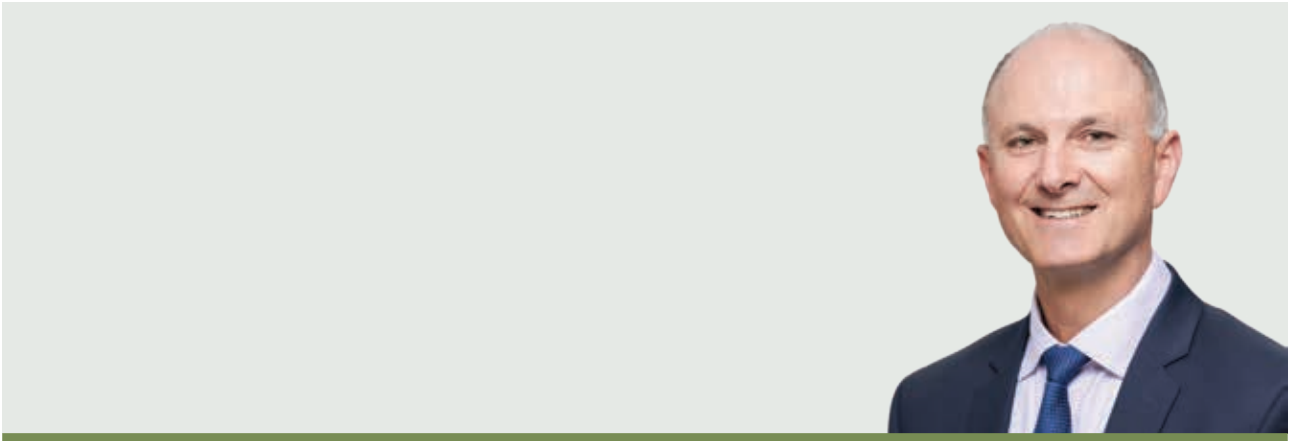
Recent state-level changes to the social housing landscape included a new Master Agreement and rent parity policy. Rent parity creates fairness between public housing and community housing tenants, while providers benefit from additional simplicity and certainty, with knock-on effects to daily operations and even future planning.

The Master Agreement aims to simplify obligations, terms and conditions, ensuring operators can spend more time focusing on delivering their services. The new Queensland Government is charting a promising direction for community housing growth, keeping these and other positive changes high on the agenda.

Of particular interest for our agency is the new Government's focus on the untapped potential of using church and charity-owned land for community housing. We are the only Tier 1 Community Housing Providers in Queensland with a strong, established network of affiliated churches, putting us in a unique position to make the most of this opportunity. This topic invites another group to the table to discuss housing in Queensland, which can only be beneficial to increasing housing supply.

Community movements like 'Yes in My Backyard' recognise that solving the housing crisis requires more than government targets—it requires local communities embracing positive change. A government focus on bringing church and charity-owned landowners to the discussion sits squarely in this vision.

In September 2024, our tender for the management of a former retirement village, now known as the Slacks Creek Community Housing Initiative (SCCHI), was successful. Delivered in partnership with YFS, the site offers on-site support for the 123 tenancies. SCCHI operates as a long-term community housing program, with a focus on supporting people who have a sustained need for housing. The acquisition of this site by the Queensland Government increased the supply of social housing overnight, in tandem with ongoing,



new-build construction. Almost 12 months on, the site is nearly fully-tenanted and offering much-needed accommodation in the Logan area.

We are actively exploring innovative build forms as part of our efforts to increase the supply of social and affordable housing, too. Modular construction has the potential to deliver homes more quickly and efficiently than traditional building methods. However, the key challenge remains access to suitable land. Without available and well-located sites, even the most efficient construction solutions cannot achieve the scale of new housing that Queensland needs.

Construction of Wiltshire Apartments in Basin Pocket, Ipswich was completed in early 2025. This re-development saw us decant ageing dwellings and increase the capacity of the site with a brand-new, four-storey building. It's rare for a Community Housing Provider to have an existing property prime for redevelopment like this, particularly when factoring in the availability of nearby amenities like public transport and employment opportunities. We are proud to have delivered this project, increasing the availability of seniors' accommodation in the area.

At the start of the 2025–26 financial year, our agency will transition from our customer relationship management platform of over a decade to a modern platform called Zavanti Housing. This milestone marks the culmination of a two-year transition. We are optimistic about what this significant investment will mean for our operational efficiency going forward, and how its increased functionality will allow greater innovation when it comes to data capturing and reporting. This is important, particularly as the private sector joins the discussion about housing supply. While social and affordable housing cannot make a return-on-investment in profit, the economic, social and governance (ESG) benefits we offer are unmatched.

In line with the larger Churches of Christ in Queensland organisation, I'm proud of the momentum our team has maintained over the past year. Increased demand for our service and the growth of our portfolio means 'business as usual' is busier than ever, but paired with significant changes like the implementation of Zavanti, our staff have truly shown their dedication and perseverance through change.

We are proud of what has been achieved in 2024–2025, and we are even more determined to play our part in shaping a future where safe, secure and affordable housing is within reach for all.

A handwritten signature in black ink, appearing to read 'Gus Taddeo', written in a cursive style.

Gus Taddeo
General Manager
Churches of Christ Housing Services

Support offered



SOCIAL HOUSING PROGRAMS are for people who are waiting for housing assistance on the Queensland Social Housing register.



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



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



HOMELESSNESS SERVICES are for individuals and families experiencing crises or with complex needs who require assistance from support workers.



COMMUNITY DEVELOPMENT INITIATIVES are to promote social connectedness, healthy communities, and the personal capacity and ability for clients to self-determine.



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



Property portfolio



1,379

Total properties

1,048

Units

117

Semi-detached properties/
townhouses

96

Detached houses

101

Caravan park sites

17

Rooms in share houses

719

Properties owned

470

Managed on behalf
of governments

190

Managed on behalf of others

72

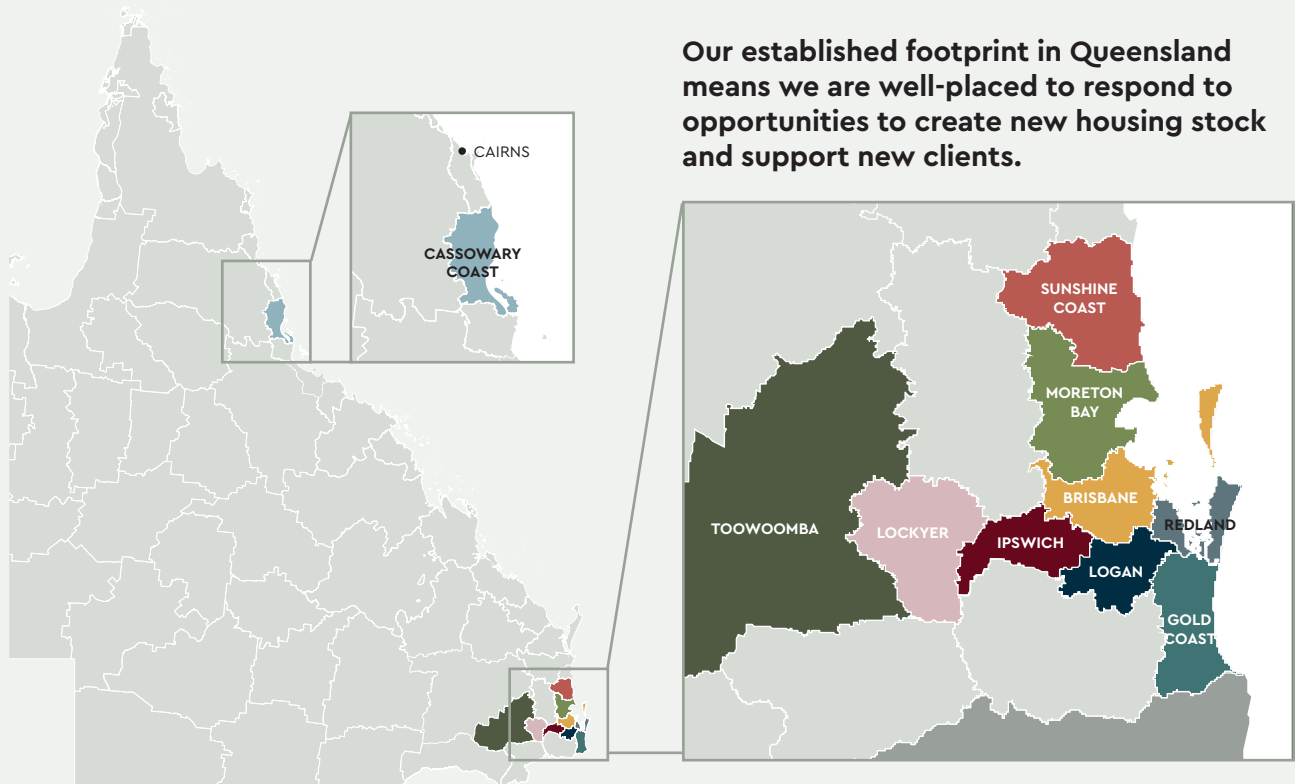
Immediate and urgent responsive
maintenance repairs completed

3,923

Routine responsive maintenance
repairs completed

Service areas

Number and type of housing we own and manage by LGA 2024–25



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

LGA	NUMBER OF DWELLINGS	SOCIAL HOUSING	AFFORDABLE HOUSING	DISABILITY HOUSING	SPECIALIST HOMELESSNESS SERVICES	OFFICE
Ipswich City	413	●	●	●	●	📍
Moreton Bay City	346	●	●		●	📍
Brisbane City	220	●		●	●	📍
Logan City	166	●	●	●	●	📍
Sunshine Coast	116	●	●	●		📍
Gold Coast City	95	●	●			📍
Lockyer Valley Regional	8	●				
Redland City	6	●				
Toowoomba Regional	5			●		
Cassowary Coast Regional	4	●				

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

MOTEL



Immediate Housing Response

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

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

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

During their stay in the hotel, in addition to case management services, we supplied the family with food donations collected during regular food drives we run in our local communities. These food drives are themed around nutritious, appliance-friendly meals, being that most hotels don't provide stovetops or ovens, making meals hard to prepare.

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

HOMELESSNESS SERVICES

Throughout the year, 60 households comprising 205 people, passed through one of our homelessness programs:

HOMELESSNESS PROGRAMS			WHEN PRESENTING FOR ASSISTANCE:		
30	9	21	43	51	2
Households in Crisis Accommodation Program	Households supported with domestic violence funding	Households in Immediate Housing Response	Persons were imminently experiencing domestic, family or sexual violence	Persons identified mental ill-health as currently impacting them	Were young family households (all <25 years)



Donation drives

Families we support with emergency accommodation and case management services experienced small but powerful moments of joy, thanks to generous community donations at during Homelessness Week and at Easter and Christmas.

Donation drives promoted at the Churches of Christ in Queensland head office and nearby One Table Café, as well as to our partners including affiliated churches, offer our communities an opportunity to directly support the clients whom we support.

One family, navigating the challenges of hotel living with three energetic children while working with us to find more sustainable accommodation, received a voucher for a local activity centre. It offered not just

a fun day out for the kids, but a genuine moment of respite for their parent.

Another parent, caring for a newborn and a toddler, received a thoughtful care package. The toys and some self-care essentials were just as heartening as they were practical.

There was also excitement around a special outing to the cinema, an experience that brought smiles, laughter, and a welcome sense of normalcy to several families.

Generous donations of pantry staples also meant that families entering emergency accommodation with few-to-no possessions didn't have to worry about their next meal. Our annual 'motel meals' food drive meant that new clients could be gifted a grocery bag full of food—meaning one less thing to worry about.



"Without my support worker, I wouldn't be in such a good place right now with my kids."

HOUSING SERVICES
CLIENT



Connection makes communities

Effective engagement is a cornerstone of our approach to service delivery.

Activities with residents are primarily designed to encourage strong communities, reduce social isolation, increase capacity and champion self-determination. We encourage residents to create and deliver activities, with support to do so offered if it's required.

Engagement with our broader communities helps people understand the role that housing and homelessness service providers play and gives them an opportunity to support the delivery of our services.

41

New dwellings brought to market in Ipswich

123

Management contracts secured for units in Logan

5

Project proposals submitted to governments





ENGAGEMENT ACTIVITIES FOR RESIDENTS

58

Delivered by Housing Services staff, with 1,171 participants

680

Delivered by chaplains

3

Delivered by Regional Engagement Partners

2

Delivered by affiliated churches

75+

Delivered by residents and resident social clubs

Downsizer workshops for the future

In April 2025, a year after the completion of Banksia Apartments at Little Mountain, we conducted data-gathering workshops with the residents who had downsized from large public housing properties. Many downsizers had lived in their previous homes for decades and weren't actively considering moving, until they were given the opportunity to do so as part of the project's under-occupancy strategy.

Data from the workshops showed that, across the board, residents felt their quality of life had improved since moving to Banksia Apartments. They felt safer and less isolated, while also feeling that they were part of a larger community.

A community room offers residents the ability to meet, both intentionally and spontaneously, contributing to a sense of social integration that many residents identified in the workshop as a significant, positive change. Banksia Apartments residents are supported by property managers (who utilise an on-site office), community development staff and a chaplain.

Another significant benefit participants reported was that their homes were easier to manage and access, and were of a high quality. Units were designed with accessibility in mind, meeting gold and platinum Livable Housing Australia design guidelines. Hardwearing floors, open-plan living, seamless thresholds and communal features like lifts all contribute to a sense of accessibility for residents. Even though not all residents drive, the fact that each unit having its own on-site carpark was also important for residents who did drive, stating that having their own car helped them feel independent and self-reliant.

"I drove past my old house and a single mum with kids has moved in. I saw the Christmas stuff in the yard and I was delighted. It feels so good to see the house being used for a family."

DOWNSIZER WORKSHOP PARTICIPANT

Residents rated their quality of life at Banksia Apartments an average of 9.2 (out of 10), compared to an average of 5.5 for their previous homes.

Data from this workshop reaffirms that our underoccupancy projects have mutual benefit: downsizers benefit from low-maintenance homes supported by a strong sense of community woven into the design of where they live; and the large public housing properties they vacate can be fully utilised by large families or redeveloped to increase their quality or density.

This was the first workshop of its kind, with another planned for our next development in Ipswich. Learnings will be applied to future developments, helping us build better homes and offer more useful support.

This workshop was independently facilitated by Civic Shifts through a Community Housing Futures grant. The facilitator will also deliver a workshop at Wiltshire Apartments after residents have had an opportunity to settle in. The workshop framework that Civic Shifts developed means we can continue to use a standardised approach to data collection for each new development.

Thank you to the Queensland Government for their capital support of this project and continued commitment to partnering with Community Housing Providers to increase the supply of social and affordable housing in Queensland.

"I was isolated at my previous home. It was a quiet, safe street but people came and went, and I didn't talk to any of my neighbours. It was lonely. I love it here. I have my privacy but also connection to community when I want it."

DOWNSIZER WORKSHOP PARTICIPANT



PARTICIPANT DEMOGRAPHICS

75%

Previously lived in a house with 3 or more bedrooms; 25% lived in a unit

41%

Had lived in their previous home for over 30 years; an additional 33% had lived in their previous home for over 20 years

66%

Used their own vehicle as their primary mode of transport

75%

Of participants lived alone

25%

Lived with a partner

All but one participant, who was working full time, was in receipt of an aged, disability or DVA pension.



Left: Linus Power MP; then Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts; and Churches of Christ in Queensland CEO Gary Edwards at the official opening in 2021. Right: Marblewood Apartments

Celebrating five years of Marblewood Apartments

In March 2025, the Marblewood Apartments community at Hillcrest celebrated its fifth birthday with residents, their families, staff and other supporters.

The 5-year birthday festivities were hosted as a celebration of the community and all its supporters who have contributed over the past 5 years. Attendees enjoyed lunch, birthday games, visits from previous staff, birthday cake and a nostalgic walk down memory lane of the site and its community's history. The development was completed in 2020 and comprises 32 units. Over its history, 52 people have called the development home, many of whom downsized from large public housing properties as part of an under-occupancy strategy used to first tenant the building.

Fiona was the first housing officer for Marblewood Apartments and was one of the previous staff members invited to attend the birthday celebration. In most cases, she was the first person from Churches of Christ Housing Services with whom residents spoke.

During building construction, she recalls visiting each new resident at their previous homes to conduct interviews, welcoming prospective residents at site tours, and how rewarding it was to see the excitement on their faces when moving day finally came and residents began moving into their new homes.

"I was welcomed into their homes to discuss the prospects for their future lifestyle and health. They had a big decision to make, and I encouraged them to ensure their close family members or trusted friends were there to help with the decision making. It wasn't always an easy or comfortable situation, but I'm proud of all who made the change."

"After the residents moved in, I used to see them on weekly, sometimes on a daily basis, and got to know some of them very well, so getting to come back

and see everyone again was such a privilege and an honour. Seeing them all now, it's like everyone has lived here forever."

Chaplain Graham had been the site's chaplain from the beginning, but recently moved to another role within the organisation. The celebration doubled as a farewell and thanks to him for all his work.

"The development has always had a strong sense of community about it," he said.

"From day one, residents had a desire to put some structure around this. A social committee was formed and helped run events over the years. The residents' local connections made these events special—they also ran regular fundraisers [for local causes]."

Since the outset, local state member for Logan Linus Power MP, has had a strong connection with the community, which continues to this day. He contributed the birthday cake for the celebration, which Mary, Marblewood Apartments' current oldest resident and their lovingly-described "matriarch", blew the candles out on.

"It was great to be able to give something back to the residents who love to host their own events," said a member of the community development team. "We even acknowledged residents who had moved to aged care or passed away—they are still in the memories of their neighbours and staff, so we wanted to make sure they were remembered as part of the history of the place."

Marblewood Apartments is a 32-unit development comprising seniors community housing units and Specialist Disability Accommodation units, an on-site office, an outdoor barbecue area, and a community room. It is part of a Churches of Christ integrated campus and is co-located with the Churches of Christ Clive Burdeu Residential Aged Care Service.



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

Reconciliation

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

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

In both Ipswich and Logan, our service is in high demand and proportionately so are the number of our clients who identify as Aboriginal, Torres Strait Islander or both. We have strong links to local services, as we

actively seek out opportunities to link our clients with culturally appropriate support agencies.

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

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



Chaplaincy

As a way of providing holistic care to residents, chaplaincy services have been embedded into our Housing Services across the entire Churches of Christ in Queensland network. Nine chaplains work across our various sites in Brisbane, the Gold Coast, Ipswich, Logan, Moreton Bay and the Sunshine Coast to provide emotional, spiritual and practical support to residents and staff as requested.

This support is realised in various activities such as barbecues, morning and afternoon teas, resident engagement meetings, as well as activities such as bingo and bible studies. Another significant aspect of chaplaincy is the many one-on-one pastoral care visits and conversations. The most common themes of these pastoral care visits include emotional health, physical health, practical support offerings, housing/tenancy support and spiritual care.

Chaplains work alongside our Housing staff to develop a sense of home and belonging by fostering positive neighbourhoods, encouraging healthy relationships and promoting meaningful community development. Together, we can nurture a sense of home, not just a place to live.



Graham Friis
Chaplaincy Team Leader

CASE STUDY

Pastoral care opens doors

This year, a new tenant moved into our housing community at a critical time. When they moved in, they were facing imminent primary homelessness. With the collaborative support of the campus church and chaplaincy, the tenant was able to transition smoothly into safe and stable accommodation at Coolamon Apartments.

As relationships developed, it became evident that they were continuing to struggle with substance abuse, which was significantly impacting their daily functioning. In response, pastoral care was offered, and referrals were made to ensure the tenant had access to the appropriate resources.

Following many conversations with chaplains and ongoing encouragement, they recently made the courageous decision to seek help for their substance use. Together, we were able to guide them through the next steps of this process, offering practical support and emotional reassurance. Their openness to change marks a hopeful turning point in their journey, and we remain committed to walking alongside them as they continue to pursue healing and stability.

WELCOME TO WHITEHILL



2024-25 CHAPLAINCY SERVICES

9,700+

Connections made with tenants

1,074

General contacts

921

Pastoral Care Visits

Whitehill Church of Christ and us

As Chaplains serving the Ipswich Housing Services Team, we are privileged to have a strong and supportive partnership with Whitehill Church of Christ in Raceview, Ipswich. Their ongoing commitment to our mission enables us to better serve our tenants and help them live their best lives.

Practical Support

Whitehill Churches of Christ generously provide food hampers filled with non-perishable items for tenants in need. These hampers are available at a moment's notice, simply through a phone call. This timely and compassionate support is deeply appreciated by all who receive it.

Nutrition Education & Skills Training (NEST)

Over the past few years, we've also had the opportunity to host the NEST program three times at Whitehill's quality facilities. The Whitehill complex includes a commercial kitchen and a spacious hall—ideal for both the educational sessions and the shared meals that follow.

Through this program, tenants have gained valuable cooking and nutrition skills, while also becoming familiar with using commercial kitchen appliances. The aroma of meals being prepared often draws church staff to the kitchen, sparking friendly interactions and occasional tastings. These moments help build bridges between our tenants and the church community.

Building Relationships

One of the most meaningful aspects of our partnership is the personal involvement of Pastor Matt. He regularly attends our monthly barbecues, where he connects with tenants, encourages them, and lends a practical hand with setup, cooking, and cleanup.

When asked why Whitehill is so eager to partner with us, Pastor Matt shared, "Because there is great opportunity to help do great good. We long to see stories of lives transformed in the complexes throughout our region.

"We'd love to see others partner with us or do the same in their communities. And I would love to create more opportunities for my church members to partner with Churches of Christ."

Without the ongoing support of Whitehill Churches of Christ, our work as Chaplains would be significantly more challenging. Their generosity, facilities, and personal engagement have made a lasting impact on our tenants and our team.

We are truly grateful for this partnership and look forward to continuing our shared mission of care and transformation.



Michelle Warren
Housing Chaplain

Purpose makes progress

Churches of Christ Housing Services is a business committed to increased housing supply, in addition to offering quality services. We work with governments, the private sector, charities, communities and individuals to develop and launch innovative housing solutions.

During the past financial year,
our business:

41

New dwellings brought
to market in Ipswich

123

Management contracts
secured for units in Logan

5

Project proposals
submitted to
governments



No better choice: Yes in Faith's Backyard

Over the past decade, churches and other faith-based charities have told successive Queensland Governments that they want to be a bigger part of the solution to homelessness. These organisations often control large, unused parcels of land in well-serviced locations, but have struggled to build on them due to planning regulations and development costs.

For Community Housing Providers that develop their own social and affordable housing properties and who are often themselves not-for-profits, land scarcity is a major barrier to increasing housing supply.

In late 2024, the Queensland Government introduced a raft of legislative reforms to support the Yes in Faith's Backyard movement and help address the state's housing crisis. The changes aim to unlock underutilised land owned by faith based and charitable organisations for affordable housing.

These changes will allow approvals for community housing (social and affordable housing) on church and charity-owned land to be expedited through mechanisms such as the Ministerial Infrastructure Designation (MID), and by negating the need for development applications in certain circumstances.

This approach to increasing housing supply combines the funding available to Community Housing Providers with the broad availability of land controlled by faith-based organisations and charities that is sitting idle, but which they desperately want to use.

As any use of charity land that intends to take advantage of planning reforms must be done in partnership with a Community Housing Provider—all of which are highly regulated—this expedited approach ensures neither the quality of builds nor the agnostic administration of services to residents based on their level of need are compromised.

This meaningful and welcome change is unique for Churches of Christ Housing Services, as it is the only Community Housing Provider in Queensland with the a network of affiliated religious institutions already behind it.

Our strong connection with affiliated churches, who already support us to deliver many community development and pastoral care activities in Southeast Queensland, means we as an organisation are well-placed to be a leader in the Yes in Faith's Backyard reforms.

As these changes come into effect, we're thrilled to have an opportunity to become even closer partner with both our affiliated churches and other likeminded faith-based organisations to ensure they have a direct path to live out their values and contribute to a world without homelessness.



Gus Taddeo
General Manager

Positive Environment, Social and Governance outcomes

Environmental, Social, and Governance (ESG) outcomes are an important metric for businesses, particularly not-for-profit human services agencies.

We strive to ensure the communities we serve and operate in are positively impacted by our actions, that our properties are environmentally sustainable, and that our service is administered in a way that is safe, equitable and viable. Our approaches to creating positive ESG outcomes include:

- **Environmental Sustainability:** incorporating energy-efficient design principles and appliances to reduce environmental impact and promote long-term sustainability.
- **Social Responsibility:** enhancing social cohesion through meaningful community engagement activities that foster connection, inclusion, and wellbeing.
- **Governance Excellence:** maintaining robust governance frameworks that ensure transparency, accountability, and continuous improvement.

Through these efforts, we aim to create thriving communities and contribute to a more sustainable future. To further establish our commitment to ESG outcomes, we recently became a certified Adopter of the Australian Community Housing ESG Standard for Australian Community Housing (ACH). The Standard comprises 12 themes across the three ESG dimensions outlined in the diagram below.

As a leading Tier 1 Community Housing Provider, we chose to contribute data (in line with the Standard's Core and Enhanced criteria across each of these themes) for use in the ACH ESG annual report.



Read the ACH ESG annual report by scanning the QR code.

COMMUNITY HOUSING ESG STANDARD FOR AUSTRALIAN COMMUNITY HOUSING

Environmental Sustainability

- Climate Change
- Ecology
- Resource Management

Social Responsibility

- Affordability & Security
- Building Safety & Quality
- Resident Voice
- Resident Support
- Placemaking

Governance Excellence

- Structure & Governance
- Board & Trustees
- Staff Wellbeing
- Supply Chain Management



Our impact

7.3 ★

Banksia Apartments
Energy Efficiency

7 ★

Wiltshire Apartments
Energy Efficiency

Our recent developments, Banksia Apartments at Little Mountain and Wiltshire Apartments at Basin Pocket, achieved an average energy efficiency rating of 7.3 and 7 stars respectively (averaged across whole-of-building). 46% of our owned properties have rooftop solar.

80%

Of our residents state their quality of life has improved since becoming a CCHSL tenant

75%

Of our residents are satisfied that we listen and act on their views

56%

Of our residents have had a tenure of more than three years

58

Community activities led by CCHSL, with 1171 attendees

Indicator	Benchmark	Churches of Christ Housing Services	Difference
... your future security?	66.59	77.80	+11.21
... how safe you feel?	71.20	82.16	+10.96
... your standard of living?	73.97	80.25	+6.28
Wellbeing index	67.09	★ 73.18	+6.09
... your personal relationships?	66.72	72.82	+6.10
... your life as a whole?	70.04	75.76	+5.72
... what you are achieving in life?	64.54	68.00	+3.46
... feeling part of your community?	65.34	68.45	+3.11
... your health?	61.75	61.88	+0.13

30%

Turnover of the Board over FY22/23–FY23/24.
Board comprised of 2 women and 7 men

27%

Annual staff turnover

3%

Gender pay gap

Zavanti Housing Implementation Project

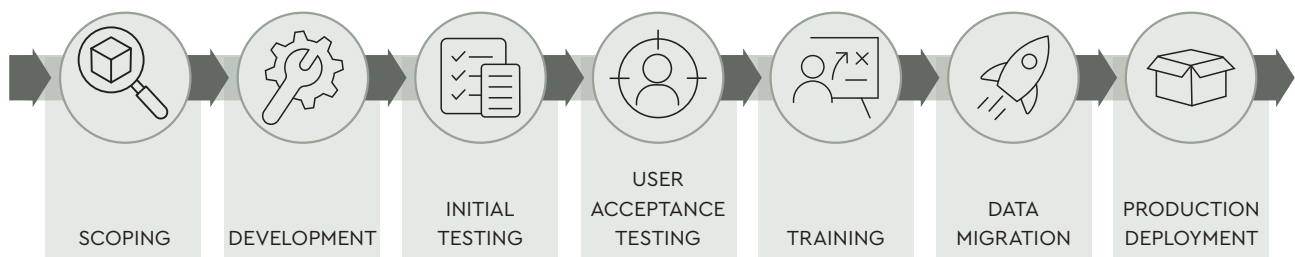
At the start of the 2025–26 financial year, we will launch Zavanti Housing, our new tenancy and property management software. The 2-year transition leading to this point was not just technical in nature, it was also cultural, focusing on our organisational values of continual innovation and wise stewardship.

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

As an organisation in a highly-regulated sector, we are also looking forward to how Zavanti Housing will improve our reporting processes. In addition to reducing the length of time reporting takes,

an improved dataset will allow us to better demonstrate to regulators, funding bodies, and other stakeholders the growing complexity of client needs and the social benefit of our work.

We are pleased to have been able to share our insights about this transition with other Community Housing Providers, contributing our learnings for the betterment of our entire sector and therefore the outcomes of the people to whom we offer our services.



Our approach to resident leadership

We believe the heart of every thriving community is its people. Residents are leaders, organisers, and the driving force behind many of the vibrant activities that bring our communities to life.

From community gardens to social gatherings and skill-sharing workshops to cultural celebrations, we encourage and support residents to play an active role in making the things happen that matter most to them.

We're continually inspired by the way residents shape their own neighbourhoods. Whether it's starting a new book club, organising a BBQ, or launching a recycling initiative, many of these projects are resident-led from the ground up.

As facilitator, we believe our role is to walk alongside residents offering support, not instructions. We provide resources, a listening ear and practical support to remove barriers, facilitate connections, assist with accessibility and foster

environments where everyone feels empowered to have a say and be involved in their community.

This approach is rooted in community development principles, focusing on lasting change, which is more likely to happen when people have ownership and agency in things that affect them. In addition to fostering safe environments, we acknowledge that some people can lack skills that give them the confidence to be involved or fully participate. Skill-building is a component of our approach, creating confidence and opportunities for self-determination that extend beyond any single activity or project.

Where resident social clubs and groups exist, we champion residents' ability to create and lead their own activities. In lieu of a formal resident social club at Coogera Apartments, Caloundra, both community development and chaplaincy staff play a role in creating community activities with the goal in mind that events will either become self-sustaining or give residents the impetus to start their own activities.



Top left: Members of the Housing Services Team. Top right: Slacks Creek Community Housing Initiative. Bottom right: Resident, Terri tending the garden onsite.

Slacks Creek Community Housing Initiative

The Slacks Creek Community Housing Initiative (SCCHI) is a supported housing model co-delivered by Churches of Christ Housing Services and Logan-based community organisation YFS.

Originally a retirement village, the site was the largest aged care or retirement facility in Queensland to be repurposed for social housing when it was acquired by the Queensland Government. The purchase of established properties for conversion into social and affordable housing was an initiative of the previous State Government, which aimed to augment housing supply through purchases of existing properties in tandem with new construction.

This strategy offers a great benefit in terms of quick turnaround, with even redevelopment projects (like Wiltshire Apartments, page 24) often taking many months to secure planning approvals and complete construction. Other development mechanisms, like the Ministerial Infrastructure Designation (MID) process, are also reducing project wait times. In recognition of the increasingly complex barriers people are presenting

with when seeking housing support, SCCHI facilitates a provider-partnership model that offers residents access to both on-site tenancy management and complementary support services.

SCCHI is a diverse, all-ages community offering 123 units, with 99 currently occupied comprising 112 people. Regular engagement activities delivered by both providers focus on sustaining tenancies, improving wellbeing, and fostering community connection. The site features on-site offices, a community room, shared gardens and green areas, a commercial kitchen, and shared spaces for visiting services such as allied health providers.

The site is designed to accommodate people requiring housing assistance who would benefit most from the integrated support available on-site. Thanks to its accessible design from its origins as a retirement village, the site has also proven to be a good fit for a number of Logan public housing residents looking to downsize but needing to remain in the local area. Our working partnership with YFS ensures that SCCHI residents have a wholistic, wraparound level of support.



Seniors social housing Wiltshire Apartments, Ipswich

Wiltshire Apartments in Basin Pocket, Ipswich was completed in February 2025. This redevelopment project converted a Churches of Christ Housing Services site comprising 13 dwellings into a 41-unit, long-term social housing community for seniors.

This infill project increased the density of an established albeit underutilised owned lot by a factor of 310%. For community housing providers like us, this opportunity is somewhat rare: providers do not usually have vacant land reserves to be developed, and even underutilised sites pose logistical challenges when attempting to decant and accommodate current residents during the redevelopment process.

The redeveloped site not only increased the number of dwellings, but the new units were also designed to gold and platinum standards of accessibility ratings in the Livable Housing Australia design guidelines.

The ability to incorporate these accessibility features, increase the sustainability of the building, include social areas like a community room and barbecue area, and even increase the availability of on-site parking, demonstrate the value of this type of project.

Wiltshire Apartments was our first underoccupancy project in Ipswich, contributing 41 new social housing units for seniors to the region and bringing our Ipswich portfolio to over 400 dwellings.

In April 2025, Minister for Housing and Public Works and Minister for Youth, The Hon Sam O'Connor MP visited the community. While there, he met with tenant Darryl (*pictured*) who downsized from a 3-bedroom public housing property in Inala to a 1-bed unit at Wiltshire Apartments.

Darryl was living in a large public housing property with his parents, for whom he had caring responsibilities. When his parents passed away,



he was left in the large property by himself and, as he himself aged, struggled to maintain the property's large yard by himself. Darryl's choice to move not only increased his quality of life by ensuring he had an accessible, fit-for-purpose and low-maintenance home, but also created an opportunity for his old family home to be used by another family in need of social housing support.

Wiltshire Apartments is named for Beryl Wiltshire AM, a figure of significant importance to Churches of Christ in Queensland. Beryl had a long and distinguished career with Churches of Christ in Queensland and was a respected leader in the welfare and community services sector. Her legacy continues to make an impact in people's lives through the annual Beryl Wiltshire Scholarship and now Wiltshire Apartments.

Opposite page: Wiltshire Apartments opened in 2025. Bottom: Pre-redevelopment site, demonstrating underutilised land on the site. Top left: Wiltshire Apartments resident Darryl and Minister for Housing and Minister for Youth, The Hon. Sam O'Connor MP. Top right: Example of an apartment's open-plan kitchen and living area. Bottom left: Resident welcome held in May 2025. Bottom right: Beryl Wiltshire AM.

The official opening of the development will occur in July 2025 with dignitaries and Beryl Wiltshire's son, Emeritus Professor Kenneth Wiltshire AO in attendance. A downsizer workshop will be delivered once tenants have settled into their new homes.

.....
Thank you to the Queensland Government for their capital support of this project and continued commitment to partnering with Community Housing Providers to increase the supply of social and affordable housing in Queensland.



Repurposing assets for purposeful housing

In 2024, we launched a transformative partnership in Acacia Ridge, Brisbane with Queensland Rail (QR). This project directly addresses the growing demand for affordable housing, focusing on older women who face housing insecurity but are ineligible for social housing due to income or asset thresholds.

The proposal involves converting two disused rail-worker cottages into seven-bedroom shared accommodation facilities. Each resident will have a private room with ensuite, with access to shared kitchen and living spaces. The model is built around cooperative living, supported by regular staff engagement and tenant-led initiatives, in line with our community development and chaplaincy practices.

As a program offered outside of the social housing system, the model focuses on fostering a community of residents who are at similar life stages, creating a supportive and respectful shared living environment. While the program operates outside the traditional social housing system and does not receive government funding, it thrives on the strength of its cooperative living approach. Our tenancy and community development teams will provide light-touch support as we do as a standard service offering and are excited to see the unique community that will naturally develop at the properties.

A major milestone was achieved with the successful granting of a Ministerial Infrastructure Designation (MID) in mid-2025, streamlining the planning process and enabling the project to progress with confidence. Next steps include appointing a head contractor, final design drawings and engaging with suppliers to donate to the project.

The project is further strengthened by the involvement of Housing All Australians (HAA), who harness skills, goods and services to collaboratively deliver innovative housing options. HAA is a national for purpose organisation creating business-led actions to deliver housing solutions for Australians in need.

HAA's role is to be the conduit for businesses across Australia to get involved and deliver change by bringing together values-aligned businesses to address homelessness in a practical and measurable way. HAA's involvement in this project is as a critical partner to support us to achieve the successful delivery of transforming the two dwellings into safe homes for older women.

We will fund establishment costs, including furnishings and appliances, and will also assist HAA in engaging the corporate sector and supporting funding applications to help finance the project.

The QR Project exemplifies our commitment to exploring innovative, scalable housing solutions—and in this situation, being able to repurpose underutilised public assets for high-impact social outcomes to allow them to be incredibly impactful.



Mark Ferrari
Manager – Business Development and Strategic Partnerships



New maintenance technology – drones

Keeping multi-storey buildings clean has always been a challenge. Traditionally, it means bringing in a specialist crew to abseil from the roof, hanging on ropes with buckets, hoses, and harnesses. It's slow, costly, and can be disruptive to tenants. Curtains stay closed for days, balconies can't be used, and the constant noise of pumps and motors become an unfortunate soundtrack.

Building maintenance is important, but ideally it should be minimally instructive on tenants' lives.

Our new system uses drones equipped with high-pressure water jets and precision nozzles. They can safely and effectively remove dirt, grime, and mould from walls, windows and eaves while controlled by an

operator on the ground. One skilled pilot can now do in a few hours what used to take a team several days. There's no need for scaffolding, scissor lifts, or rope access and the usual safety risks are almost gone.

The improvements are significant. Costs are down, not only through reduced labour and equipment hire, but also because work can continue in more conditions with fewer weather delays. Those savings stretch further, allowing us to deliver better options for other maintenance jobs or increase how often wash-downs happen.

Most importantly, tenants feel the difference. Instead of days of noise and interruption, the work now happens quietly, quickly, and with very much reduced impact on their daily lives.

It's a simple change, but a very beneficial one.



Mother's Nest: Jinndii Waijung

Since 2016, The Lady Musgrave Trust (LMT) and Churches of Christ Housing Services have exemplified what's possible when philanthropy, community expertise, and commercial acumen unite around a shared vision: that every young woman and child deserve a safe place to call home.

This enduring partnership was borne from the pressing challenge of young mothers experiencing homelessness, often without access to tailored support. In response, LMT and CCHSL co-developed an innovative, replicable housing model that is reshaping outcomes for vulnerable families.

The latest milestone, the Jinndii Waijung project in Logan, showcases the power of collaboration. LMT secured philanthropic investment and community support, including the donation of land to seed the initiative. CCHSL, leveraging its expertise as a registered community housing provider, partnered with LMT to attract government funding through the Housing Investment Fund and deliver tenancy, property, and partnership management.

Named Jinndii Waijung, meaning "Mother's Nest" in the Yugambah language—the project comprises three two-bedroom units and one three-bedroom unit, a dedicated on-site support office, and communal spaces designed for healing and connection. Importantly, the design was co-created with young local mothers who have lived experience of homelessness.

A key element of the program is its referral and intake process. LMT and CCHSL work closely with YFS and the local housing centre to identify young women aged 18–24 who are eligible for social housing, and actively engaged with YFS, to work toward long-term housing goals. This targeted approach ensures that the opportunity is offered to those most ready to stabilise their lives, access support, and begin the journey toward independence and wellbeing.

To ensure holistic support, the partnership engaged YFS as the on-site service provider, delivering trauma-informed, wraparound services that foster safety, stability, and empowerment. This integrated model, combining high-quality housing, specialist support spaces, and community infrastructure has unlocked new streams of philanthropic, corporate, and government investment, amplifying the impact far beyond what either organisation could achieve alone.

The results speak volumes:

- Young mothers and children report increased safety, stability, and hope.
- Service partners are empowered to co-design culturally safe, relevant programs with tenants.

The model is undergoing a three-year independent evaluation and is already recognised as sector-leading, accelerating replication and systemic change.

This partnership has laid the foundation for enduring transformation, proving that with the right environment, resources, and delivery partners, generational change is not only possible but achievable.

Over nine years, LMT and CCHSL have demonstrated that when community and business work in lockstep, with integrity, courage, and innovation, we can interrupt cycles of disadvantage, inspire others, and expand sector capacity. Together, we have witnessed that we are not just building houses, but building futures.

People make perfect

People are at the heart of our work—and that includes our staff. The housing and homelessness sector is relatively small, but achieves real impact far beyond its size thanks in part to its dedicated workforce.

In the past financial year, our team has grown to 56 positions, an increase from 47 at the same time last year. This growth reflects staff onboarded for the Slacks Creek Community Housing Initiative; an additional community development staff member; the establishment of a new reporting role to align with the implementation of Zavanti Housing; and growth in the maintenance team as our portfolio continues to grow.

Staff demographics

56

Staff

- 37 identify as women
- 19 identify as men

3

Employment types

- 1 casual
- 11 part time
- 44 full time

7

Age ranges

- <25 years = 2
- 25–29 years = 4
- 30–35 years = 11
- 36 – 45 years = 16
- 46 – 55 years = 14
- 56 – 65 years = 8
- 65+ years = 1

5

Tenure ranges

- <1 year = 16
- 1–3 years = 16
- 3–5 years = 10
- 5–10 years = 6
- 10+ years = 8







Learning and development

Our commitment to ongoing improvement underpins a service offering that is trauma-informed, strengths-based, inclusive, safe and of a high quality. Through both exploration and adoption of best-practice, as well as investment in staff through professional development, we ensure that our service remains positioned to meet increasingly complex needs of clients.

Participation in sector activities

Many of the professional development and knowledge-sharing opportunities our team participates in are facilitated by memberships we hold with sector organisations and events. Active involvement with sector organisations and peak bodies are also valuable opportunities to ensure that advocacy regarding the sector challenges and opportunities can be had.

From the recent development of the Queensland Master Agreement to next decade's Brisbane Olympics, peak and industry bodies help ensure that the expertise of housing and homelessness organisations is heard.

Australasian Housing Institute

The Australasian Housing Institute (AHI) is an organisation representing professionals in the housing and homelessness sector across Australia

and New Zealand. The AHI provides regular training opportunities, but also hosts events and other activities, including mentoring programs, to help develop individual workers' capacities and the overall capacity of our sector.

Two Churches of Christ Housing Services staff members sit on the AHI Queensland Branch, contributing to the creation and delivery of these sorts of events. One key event developed during the year was *The Great Housing Shortage* which focused on overarching workforce availability and capability, noting that as demand for our sector's support grows, so too must the number of people who can deliver quality services. Churches of Christ Housing Services was also proud to sponsor this event.

Ideas explored at the event included professional development delivered on both organisational and sector levels, social housing qualifications and recognition of prior learning (RPL) programs, skillset and knowledge portability from other sectors, preventing workforce burnout and inter-organisational transfer of workers.



CASE STUDY

Implementing Outcomes Star

Support workers, who deliver our tenancy sustainment and the case management components of our Specialist Homelessness Services, have recently implemented the Outcomes Star framework and now make use of Home Star and Tenancy Sustainment Star to support individuals and families in achieving safe, stable housing.

These tools offer a structured, strengths-based framework that helps us work collaboratively with clients to identify goals, monitor progress, and build long-term resilience. Stars are used in case planning, reviews and engagement sessions. By integrating them into our practice, we ensure that support is tailored, transparent and aligned with each client's unique circumstances.

We use these tools to shift from reactive support to proactive, goal-driven engagement. They help us identify early risks to tenancy and intervene before issues escalate, ultimately reducing homelessness and improving wellbeing.

Evolving our practices like this results in constant improvement to our service and the outcomes of clients. Clients have responded well to this new model, stating they feel empowered. We've seen improved communication, increased budgeting skills, and greater consistency in meeting tenancy obligations. The visual format plays a big role in helping clients see and understand their progress and therefore stay motivated.

Outcome Star as a tool has been easy to integrate into our practices. It is also used by other providers in Queensland and Australia, which creates opportunities for knowledge and best-practice sharing between agencies.

With the implementation of our new Zavanti Housing in the next financial year, we are also exploring ways to integrate Outcomes Star data into our reporting systems.



Rowena Mooney

Program Support
Coordinator



Training completed

Professional development on an individual level is made possible through a corporate training budget that staff have access to at all times throughout the year. In addition to practice changes like Outcome Star, staff are encouraged to identify professional areas of interest that they would like to receive additional training in.

The learning and development initiatives below were all completed in the past financial year:

- Advance to Zero (Micah Projects)
- Australian Homelessness Vulnerability Triage Tool (Micah Projects)
- Australian Homelessness Conference (AHURI)
- Brisbane Synthesis Series – Tenancy Sustainment (Q_Shelter)
- Brisbane Zero Forum
- Community engagement sessions (Studio THI)
- Domestic and Family Violence and Tenancy (Q_Shelter)
- DV-alert training (Lifeline)
- Managing Service Complaints in Community Housing (AHI)
- Managing Unreasonable Complainant Conduct (AHI)
- Medium rig (MR) bus licensing
- Mental Health Act 2016 Refresher Course (Queensland Centre for Mental Health Learning)
- Motivational interviewing (Q_Shelter)
- Outcomes Star training (Unique Outcomes)
- Positive Psychology for Resilience in the Workforce (Q_Shelter)
- PowerHousing Conference (Australian Community Housing)
- Project Management Foundations (LinkedIn Learning)
- Q_Shelter CEO Leaders Lunch and Forum
- Sector Orientation – Housing and Homelessness (Q_Shelter)
- SHIP training (Australian Institute of Health and Wellness)
- Squalor and hoarding training (AHI)
- The Great Housing Shortage (AHI)
- Time Management and Personal Organisation (AHI)
- Trauma Informed Tenancy Practices (AHI)
- Trauma-Informed Coach (The Centre for Healing)



Gus Taddeo – General Manager Housing Services at PowerHousing Conference November 2024.

PowerHousing Conference

Churches of Christ Housing Services continues to be an active member of PowerHousing Australia, which in June 2025 merged with Community Housing Industry Association (CHIA) National to become Australian Community Housing.

In November 2024, our senior leadership team attended the PowerHousing Australia Member Exchange and Conference, joining sector leaders from across the country to share insights, spotlight emerging trends and contribute to national conversations about housing supply, affordability and service delivery.

Strong themes throughout the conference included sustainable growth, the dynamic funding landscape, procurement challenges and the role of technology in improving service delivery.

Throughout the past year, community housing providers in Queensland have grappled with these topics, including Churches of Christ Housing Services, from our planned implementation of the Zavanti Housing platform to the unique conversion of a retirement village into the Slacks Creek Community Housing Initiative.

Consistent dialogue among PowerHousing members throughout the year means that at conference events, discussions build on a foundation that has already been established in order to offer real value and insights to organisations working to improve housing outcomes.

Throughout the year, Churches of Christ Housing Services staff also participated in PowerHousing working groups including the social media, marketing and communications and tenant engagement working groups. With the increase of movements like 'Yes in My Backyard' (YIMBY) and 'Not in My Backyard' (NIMBY), the role of marketing-communications in a sector that largely doesn't 'sell' a product has been highlighted. Storytelling and digital engagement, as well as the lived experiences of clients, can elevate the visibility of community housing and help impart knowledge on the public that can draw the broader community into the role of helping solve the housing crisis.



Tenancy Sustainment Working Group

Churches of Christ Housing Services has been part of a Tenancy Sustainment Working Group originally established by the Department of Housing and Public Works that brings together Brisbane based homelessness and housing services working in tenancy sustainment cross-organisationally.

The group meets monthly and is facilitated through a community development method whereby shared hopes and concerns that emerge are acted on collectively. During 2025, the group has focused on the intersection of health and structures supporting

tenancy sustainment. This has led to the formation of three sub-groups exploring community support access and networks: referral pathways with the mental health sector, health presentations in an SHS supported accommodation setting alongside practitioner responses and finally, models of case management and engagement.

The group hopes to share the successes that have come from working both together and across sectors on a challenging topic, how strong collaboration has been maintained over the past year and what practice learnings they have found along the way through sharing a map of their journey and reflections.

Brisbane Zero: Homelessness Week Forum

Attending the Brisbane Zero 2024 meeting was an invaluable experience, especially as someone new to the housing and homelessness sector.

It was encouraging to hear the goals of the Brisbane Zero Campaign, which aims to end and prevent homelessness for individuals, youth, and families, starting with those who are or have been sleeping rough—on the streets, in parks, in tents, in cars, or cycling through motels and emergency accommodation. By 2032, they aim to achieve this goal.

The meeting provided a comprehensive introduction to the diverse range of services available in Brisbane and offered practical insights into effective client engagement. It was encouraging to see the collaborative spirit among different organisations, all working towards the common goal of ending homelessness.

One of the highlights was participating in the information session with the Salvation Army, where I learned about their dedicated Veteran Support Program. This session deepened my understanding of the unique challenges faced by veterans

and their families, and how targeted housing and advocacy initiatives can make a significant difference in their lives.

I also attended the Brisbane Youth Service (BYS) session, which focused on programs and accommodation options for young people experiencing primary homelessness. The session provided valuable information on BYs's case management workflow and the holistic support offered to youth, which will be directly applicable to my own practice.

Overall, the Brisbane Zero meeting broadened my perspective on available resources and strengthened my confidence in supporting clients. The practical tips and networking opportunities gained will be instrumental as I continue to develop my skills in this field.



Daven Tallentire
Housing Support Worker

National Homelessness Conference

The Australian Homelessness Conference 2024 wrapped up in Adelaide on Wednesday 14 August, following two days of inspiring and though-provoking presentations and panel discussions. Attended by around 800 delegates from across the Australian homelessness sector.

The conference got off to a great start with keynote speaker Tim Richter from Canadian Alliance to End Homelessness. He spoke about how they are reframing the issue of homelessness away from the fault or failure of individuals to a solvable, structural problem that can be solved, delivering sustainable results to make homelessness rare, brief and non-recurring.

The program prioritised listening to the voices of service users, with sessions dedicated to exploring best practice and outlining the shape of programs were those with lived experience and expertise are designing and delivering programs. Over half of the sessions at the conference included a speaker with lived experience, bring this perspective clearly into focus throughout the conference.

Early intervention was a primary focus throughout the conference, identifying how small interventions are easier and more cost efficient, to prevent the really harm and the long recovery required from long-term homelessness.

The conference wrapped up with strong panel session about what's next for the homelessness system. The need for everyone to play a role, from policy makers setting a high benchmark for what is acceptable for people who are unhoused, to services like ours on the ground using human-centre system design and voices of those with lived experience and supporting the end of systemic housing shortages that fuel homelessness.



Sally Faux
Manager – Program Practice
and Development

Leaders Lunch and Forum

Every year, Q Shelter holds two CEO and Senior Leaders Forums. These events bring together specialists from the housing and homelessness sector, as well as representatives from connected industries like construction and government.

I've worked in the housing and homelessness sector for over 5 years, but up until recently only in client-facing roles. This was the largest sector event I've attended where I've been able to engage with people outside of my own organisation who are responsible for setting organisational directions, liaising with government and signing funding contracts.

Despite the number of 'movers and shakers' in attendance, the event was very conversational, with questions of guest speakers encouraged and much productive back-and-forth. Since joining, I've always felt that the housing and homelessness sector is a very united one, but getting to speak with peers at events like the forum reminded me how true this is. You could tell it was an event whose participants felt legitimately united behind a common purpose.

At the November 2024 event, Sam O'Connor MP had only been the Minister for Housing and Public Works and Minister for Youth for 13 days. Despite this, he attended and spoke to his hopes for a collaborative, person-to-person relationship with our sector. Our sector is all about people, and while hearing about government strategy is important, hearing the Minister focus so strongly on the people component of what we do again drove home a feeling of belonging in this space.

A speech from the CEO of the Property Council of Australia, who discussed build-to-rent (BTR) was also of particular interest to me. The idea of BTR seemed relatively new at the time, until I realised that this was in principle a very similar model to what many Community Housing Providers operate—new developments are built with the sole intention of being rented out, often with a focus on connection to transport and other amenities. In this sense, the model made complete sense. This knowledge-share from the construction industry, which also included overseas examples, gave some insight into other strategies that Australia is currently exploring to ease the housing crisis beyond just social and affordable housing. Housing intersects all parts of life, and I'd encourage people from all sectors interested in making a difference to participate in these sorts of events.



Jacob Creedy
Business Operations Coordinator

Thank you to our supporters

Partnerships with industry organisations, likeminded agencies, governments and our local communities are fundamental to our ability to deliver a high-quality service.

From service delivery to community development partners, grant providers and sector memberships, we truly believe that every partnership contributes in some way to improving the outcomes we can produce for our clients.

Thank you to the following partners and supporters.

SERVICE DELIVERY/PROJECT PARTNERS



- Department of Housing and Public Works
- Transitional Housing Team, Metro South Health
- Queensland Rail



COMMUNITY DEVELOPMENT PARTNERS



WITH THE CALOUNDRA CHURCH OF CHRIST CARE TO QUILT GROUP

SECTOR MEMBERSHIPS



- Community Housing Industry Association National
- PowerHousing Australia



ONE-OFF GRANT FUNDING

Gold coast City Council

Logan City Council
Community Benefit Fund

City of Moreton Bay

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

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

We look forward to the opportunities and successes that 2026 will bring.

41 Brookfield Road
Kenmore Qld 4069

P 07 3327 1674

E housingervices@cofcqld.com.au

cofc.com.au/housing