

2020

ANNUAL REPORT

Bringing the light of Christ into communities

In communities across Queensland and Melbourne, Churches of Christ in Queensland shines Christ's light. Since 1883, individuals and families have been welcomed into our churches and services without judgement and to find the support they need to live their life to the fullest.

As a leading faith-based, not-for-profit organisation, we are committed to responding to community need and helping people live hope-filled, meaningful lives through innovative and caring services.

From services for children, youth and families, to community housing and support for seniors, each individual receives person-centred care that responds to their unique needs, goals and aspirations.

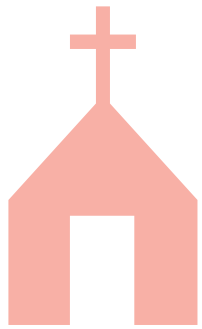
OUR VALUES

- Unconditional love
 - Continual improvement
 - Mutual trust
 - Wise stewardship
-

OUR VISION

- Building supportive, integrated communities
- Delivering innovative, holistic, caring services
- Empowering people to live hope-filled, meaningful lives.

Who we are



66

Affiliated churches

3,840

Team members



822

Volunteers



6,290

Weekly church attendees

3,173 Female team members



667 Male team members



106

Aboriginal & Torres Strait
Islander Team Members

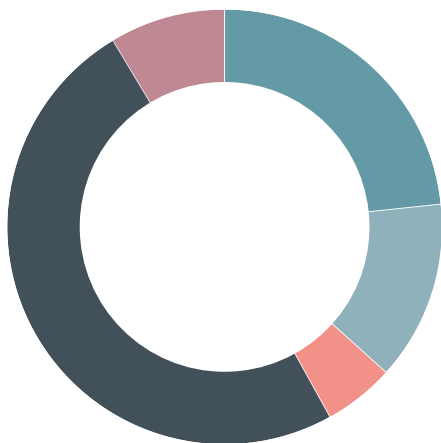


1,207

Team members
born overseas



Who we serve



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

5,153

Children, young people
and families supported



2,915

People assisted across
our Housing Services



1,136

Retirement village
residents



1,862

Residential Aged Care
places (operational)



10,828

Home Care clients



8,864

Medical Santo patients
and clients



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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, respect 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 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.

2019-2020 CONSOLIDATED FINANCIAL REPORT

View our 2019-2020 Consolidated Financial Report online at cofc.com.au/publications.

Message from the Chair of Council



Welcome to the Churches of Christ in Queensland 2019-2020 Annual Report. The current global disruption has caused us all to think beyond buildings and past methodologies. The doors may have closed at times, but God is always open for business. Our business is people. Our identity is founded in the person and work of Jesus Christ—this is the core of what we do: ‘Bringing the light of Christ into communities’.

We are far more than ‘strategic plans’, ‘activity statements’, and ‘financial reports’. We are about what God is doing in and through our member congregations and caring agencies. People of all ages matter to God. From building young lives in foster care to vulnerable social housing clients to the intentional care of aging seniors to our local congregations; collectively, we impact thousands of lives each week.

We are a growing, Christ-centred, collaborative, faith movement, and building the Kingdom of God is our priority. Churches of Christ are a movement with historical understandings of the Christian faith. The Churches of Christ in Queensland Council continue to strengthen our work’s Christian fabric and resource our local congregations. We also have accountable oversight for ministry endorsement and the operation of the Ministry Ethics Unit.

The practical workings of Council include understanding our responsibility to member churches, the Board’s performance, and our movement’s strategic intent. We are responsible for maintaining our key theological

position and faith-based issues. The Council also, as the steward of our movement, promotes friendship between churches, seeks resolution of the outstanding problems, and encourages evangelism and caring engagement to meet the needs of our community.

Council is responsible for the Healing and Redress sub-committee. We are a participating group in the National Redress Scheme and have had no redress claims against our churches in the past year. Direct Personal Response is now available with any redress claims.

I commend Council members for their service and wisdom. I particularly acknowledge our two retiring Council members’ valuable contribution, Vicki Marney and David Taylor, and welcome our new Council members. As this is my fourth and final year as Conference President, I am grateful and humbled to have represented our movement at the national and state level.

We have a voice and a presence in so many echelons of our community. Through our churches and care services’ growth, I believe we are in God’s place to be a continued benefit to Queensland and beyond.

Geoff Charles, **Conference President**
Chair of Council

Message from the Board Chair



Commit to the Lord whatever you do, and he will establish your plans. PROVERBS 16:3

The past financial year has been unprecedented in the life of Churches of Christ in Queensland and the world at large through the COVID-19 pandemic. It's ramifications, and the control measures needed to keep our most vulnerable communities and residents safe, had a marked effect on staff and volunteers over the past six months, and there remains no end in sight at this point.

In the first half of the financial year, Churches of Christ in Queensland residential aged care services navigated the new Aged Care Quality Standards and the industry's increased scrutiny through the Royal Commission into the Aged Care Quality and Safety. We derive 57 per cent of total revenue from

our residential aged care services. This challenging period was followed closely by COVID-19, which is ongoing. Extra resources, personnel and operating procedures have been a high cost to the organisation, where good governance and risk need to be maintained and strengthened. Despite this, the organisation achieved earnings before interest, taxes, depreciation, and amortisation (EBITDA) of \$17,381,598.

I would like to acknowledge the Council and Board's effort through oversight and diligence in supporting management through these changing times. We had an extra-ordinary Board meeting in October 2019 and extended meetings while working through new processes and procedures with

Message from the CEO



Since 1930, Churches of Christ in Queensland has been bringing hope and meaning to people's lives through our social services. This year marks 90 years since the Churches of Christ in Queensland Conference formed the Social Services Committee, responding to the Great Depression's challenge. We have continued to dispense support, kindness and practical assistance ever since.

Significantly, 2020 also marks milestone anniversaries for two of our primary service areas – 70 years of delivering residential aged care and 50 years of providing out-of-home care for children and young people.

Each milestone had humble beginnings responding to identified community needs.

Today, we are one of the largest and most diverse not-for-profit organisations in Australia, supporting tens of thousands of individuals and families each year. Yet, at our heart, we remain a grassroots organisation working with individual communities to deliver the support they need and identifying how we can bring to the light of Christ into their community.

The year has thrown many challenges. From being separated from loved ones to impacts on employment and wellbeing, the road has been tricky.

For Churches of Christ in Queensland, I am proud of how we have navigated through an unprecedented time.

In August 2019, we released our Strategic Plan 2019-2024. While a pandemic was not a part of this plan, being steadfast in our direction and understanding of who we are, what we do, and most importantly, why we do it, has given us the strength of purpose to power through.

We bring the light of Christ into communities. That is who we are and what we do. There are many ways that we do this through our churches, our services and other mission-focused activities. Where there is darkness, where there is a need, we proudly shine Christ's light.

We welcome people into what we are doing free of judgment and embracing their unique gifts, abilities, and experiences—from our dedicated staff and volunteers to the people we serve and those in our church communities. This year, we have welcomed an extra 185 staff to our organisation and two new church affiliations, each helping us deliver our mission.

We help people live their life to the fullest and focus on their wellbeing, helping them live as well as they can for as long as they can. We support almost 11,000 older Queenslanders to stay in their home for longer through our Home Care program. We helped over 1000 residents receive the individualised care they needed through our residential aged care services.

Our Housing Services and Children, Youth and Families services help almost 5800 individuals and families find

management. Thank you also to the three sub-committees (Finance and Property, Governance and Risk and Mission, People and Culture) who met monthly and conducted a deep dive into the business's operations.

On behalf of the Board and myself, thank you to the executive group, management and staff for their commitment and dedication through these unprecedented times. The Chief Executive Officer and Executive Team have adapted to meet the challenges while adhering to the new Strategic Plan, government regulations and new standards.

We continued to grow through our developments, with the opening of Hillcrest affordable apartments, stage one Lady Small Haven retirement village at Benowa, and the new facility at Fassifern Aged Care Service in Boonah. Another 83 affordable living apartments are currently under construction on Bribie Island.

We continue to enjoy government support at federal, state and local levels, with our services through Residential Aged Care, Retirement Living, Home Care, Children, Youth and Families, and Housing.

The Board planned and visited some of our residential aged care services (until the pandemic hit) during the year to gain first-hand understanding of the services we provide to our

residents. These visits were very informative and motivating for Board and staff members at the services alike. We look forward to commencing these again once the pandemic situation has eased.

We also participated in the regional information sessions, which many of our church members embraced through dinners or video conferencing meetings. It is a real testament to our churches throughout Queensland how they have continued to look after their members and local communities.

At the beginning of the year, the Board underwent an external Board review, which focused on Board performance and gap analysis for skills and training. Since presenting the report, we have worked through the findings. We believe the Board is in an excellent position to continue to steer the business into the future while helping achieve the organisation's goals and aspirations to 'bring the light of Christ into communities'.

Blessings



Ken Ewald, **Board Chair**

the warmth and embrace of home. We firmly believe that a fundamental aspect of being human is our need for belonging and acceptance, to be valued as we are, and we have supported people to find this.

Without a doubt, one of our prime drivers is the community. Without a sense of community and being an active part of our many and varied communities, we would not deliver our mission. We are present in over 100 communities across Queensland and Melbourne. We partnered with local faith-based community groups and governments to see communities flourish. We know that through our partnerships and relationships, we can help, be present, and grow.

We do all of this through our faith. As a Christ-centred organisation, we believe that God is the source of all good things and continually brings His light into communities. Through our faith communities, chaplains, engagement partners, and individuals delivering our mission, we get the best of our efforts while having faith that God works alongside us.

Tough decisions have been made along our journey this past year. As we continue to operate in increasingly tricky industries and environments, we are centred by our mission and our faith that we deliver it with a commitment to our values.

In our aged care industry, while through the pandemic, we have been steadfastly committed to doing what is necessary to protect the most vulnerable. The sector has also faced increased scrutiny through the Royal Commission into Aged Care Quality and Safety. We continue to support the commission and await the final report in 2021.

A strong focus on growth and development initiated a phase of new significant developments across Queensland in our previous strategic plan. In the 2019-2020 period, we proudly completed two of the final developments – the new facility at Fassifern Aged Care Service in Boonah and the new Lady Small Haven Retirement Village on the Gold Coast. These

facilities join our other developments at Little Mountain, Warwick and Stanthorpe completed in previous years. We also completed a housing development in Logan and commenced construction of another on Bribie Island. Over the past five years, through these developments, we have contributed over \$150 million to the Queensland economy and created warm and welcoming communities where people can find a home and increased wellbeing.

The following report highlights what we have achieved in the 2019-2020 year, and I could not be more pleased to share it.

Despite the challenges we may have faced individually, I am proud of the Churches of Christ in Queensland community for coming together, helping one another, and showing empathy, compassion and dedication.

God knows what the world will be like in July 2021. I trust that His light continues to shine bright through all of our communities.

God bless.



Gary Edwards, **Chief Executive Officer**



'UNEMPLOYED TEAS' AT ANNERLEY CHURCH - 100 OR MORE MEN SAT DOWN TO A SUNDAY EVENING MEAL.

90 years of giving hope and meaning

Delivering hope and meaning, and shining Christ's light in time of darkness, has always been at the heart of everything we do.

In 1930, we had a big ambition: to improve the lives of vulnerable people in our community impacted by unemployment and poverty as a result of the Great Depression, and the Queensland Conference of Churches of Christ established the Social Services Department.

1930s

Initially, the newly formed department was dependent on donations from local churches. During the early 1930s, clothes and food were donated, and passed onto families who had hit hard times, and those out-of-work were helped to find employment. The committee saw itself as part of Churches of Christ and not a separate entity, relying on the churches for support and distribution of aid. The care, compassion and social awareness exhibited by our churches through the two great wars and depression saw the emergence of Churches of Christ in Queensland as a group of churches that genuinely cared for the society around them.

1940s

During the war years, the Social Services Committee remained dedicated to a group of causes, in particular backing temperance campaigns and highlighting problems associated with gambling.

1950s

In 1950, Clive Burdeu was named State President of the Social Services Committee, and this saw the true beginnings of our care services.

He established a Christian Guest House (Burdeu House) in Spring Hill, our first aged care service. This was followed in 1958 by Mylo House in Toowoomba. This service was a pertinent example of the partnerships between church and the Social Services Committee.

1960s-70s

We continued to open aged care services in South East Queensland, supported by the church and community. Churches began ministries to 'at risk' children, with homes established in Maryborough (1970) and Mackay (1976).

1980s

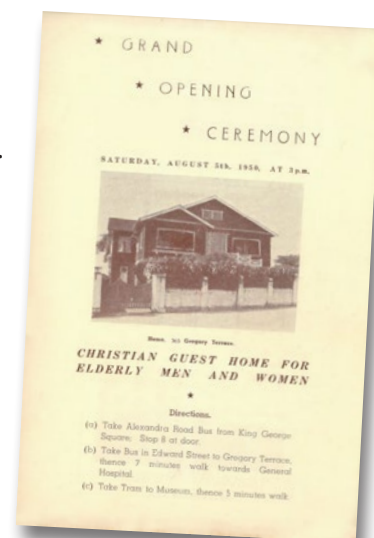
Social Services Department was renamed Churches of Christ Care in 1987. The Social Service and was a leading operator of aged care services and retirement accommodation, the largest non-government provider of foster care in Queensland and is recognised as a key provider of quality early childhood care in Australia.

1990s - now

We have continued to grow our services, supporting tens of thousands of Australians across our services.

Nine decades later, our focus remains on delivering the best care possible to our residents and clients. We're about helping them find the welcoming embrace of home and to live their life to the full, while continuing to partner with churches and others to encourage communities to flourish.

Read more about our history in The Church from the Paddock Volume 2 at cofc.com.au/publications.



STRATEGIC PLAN 2019-2024



Bringing the light of Christ into communities

Strategic Plan 2019-2024

In August 2019 we released our Strategic Plan 2019-2024.

While it has been an exciting time of growth over the past number of years as we actively brought to light of Christ, it has also been a challenging time for the communities we serve. Our Australian population is ageing, there are increases in child, youth and family issues, increases in homelessness, and Christianity is in decline in Australia and the Western world.

The Strategic Plan 2019-2024 aims to shape and guide our organisation, churches and movement for our next season.

As we move into a new season of growth, it is important for us to strengthen what we already do. For the next five years we intend to focus on seven strategic areas that will see us:

- **Build the Kingdom of God**
- **Lead in serving the community**
- **Innovate and improve**
- **Build our culture**
- **Develop our people**
- **Provide the right support**
- **Manage well.**

THE CHURCHES OF CHRIST WAY

The Churches of Christ Way (CofC Way) is an overall expression of who we are and the outcomes we want to see for our communities and those we support.

There are five key elements of the CofC Way:

- **Welcome** – we invite people into what we are doing
- **Wellbeing** – we help people to live life to the full
- **Home** – we help people find home
- **Community** – we help communities build community
- **Faith** – we come with faith.

These elements reflect our identity, vision, mission and values and we seek to embody these in all that we do.

Our strategic priorities and the CofC Way will guide us on our continued journey as we seek to bring Christ's light into our communities.

Meeting our strategic priorities

THROUGHOUT 2019-2020 WE HAVE MADE EXTENSIVE HEADWAY IN OUR JOURNEY TO ACHIEVE THE OUTCOMES OF THE PRIORITIES SET OUT IN OUR STRATEGIC PLAN 2019-2024.

BUILD THE KINGDOM OF GOD

People are coming to Christ, churches are growing, and individuals are growing spiritually.

- Home Care chaplaincy pilot
- Residential Aged Care chaplaincy
- New church affiliations at Little Mountain and St George

LEAD IN SERVING THE COMMUNITY

We are one of the state's top three community service providers in seniors and supported living, children, youth and families, and housing services.

- Membership with industry bodies
- Focus on client-centred services
- Commitment to quality and compliance
- Refreshed branding to engage the community

INNOVATE AND IMPROVE

All mission and service teams engage in continual improvement and innovation.

- Major developments
- Mobile applications to support the wellbeing of seniors in their homes and our services
- Innovative technology to help seniors
- Commitment to environmental sustainability in housing developments

BUILD OUR CULTURE

Workplace culture is positive, and employee satisfaction levels are consistently high.

- Focus on values
- Embed inclusion and diversity in our workplace
- Organisation-wide Christmas and Easter messaging

DEVELOP OUR PEOPLE

Workforce capacity and capability are optimised. People are competent and committed to our values.

- Employees are encouraged to drive their performance outcomes and accomplish our mission.
- Celebrating achievements and successes
- Leadership training and development

PROVIDE THE RIGHT SUPPORT

Effective processes and systems are delivering efficiencies and reliability.

- Compliance across the organisation
- Review of policies and procedures in response to new Aged Care Quality Standards

MANAGE WELL

Responsible stewardship of funding and assets are delivering an acceptable return on investment and missional support.

- Housing Service and Access Place operating surplus
- Inaugural recipient of affordable housing loans
- Redeployment of staff during COVID-19
- Review Retirement Living contracts in line with Retirement Villages Act.
- Government subsidy Aged Care Funding Instrument reached highest level ever by end of financial year with investment in dedicated team.

Our role and commitment to Aboriginal and Torres Strait Islander peoples

Churches of Christ in Queensland exists to bring the light of Christ into communities. For us, this means building safe, inclusive, respectful and compassionate communities where individuals experience belonging and have opportunities to reach their potential. We are committed to promoting the rights, dignity and respect of all people, particularly for the marginalised and those experiencing vulnerabilities.

We acknowledge the grief and loss Aboriginal and Torres Strait Islander people have endured over the past 200 plus years resulting in historical, cultural and intergenerational trauma.

Churches of Christ in Queensland support Aboriginal and Torres Strait Islander children, young people, families and individuals across our services and community. We believe community involvement and input into the work we do not only promotes strong working relationships between our organisation, stakeholders and community; it maximises the knowledge and experience upon which decisions are based and leads to better outcomes for all.

We have a genuine commitment to reducing the over-representation of Aboriginal and Torres Strait Islander children and young people in the child protection system.

To achieve this, we focus on building strong cultural connections and hearing children and young people's voice, alongside their families, communities, and networks.

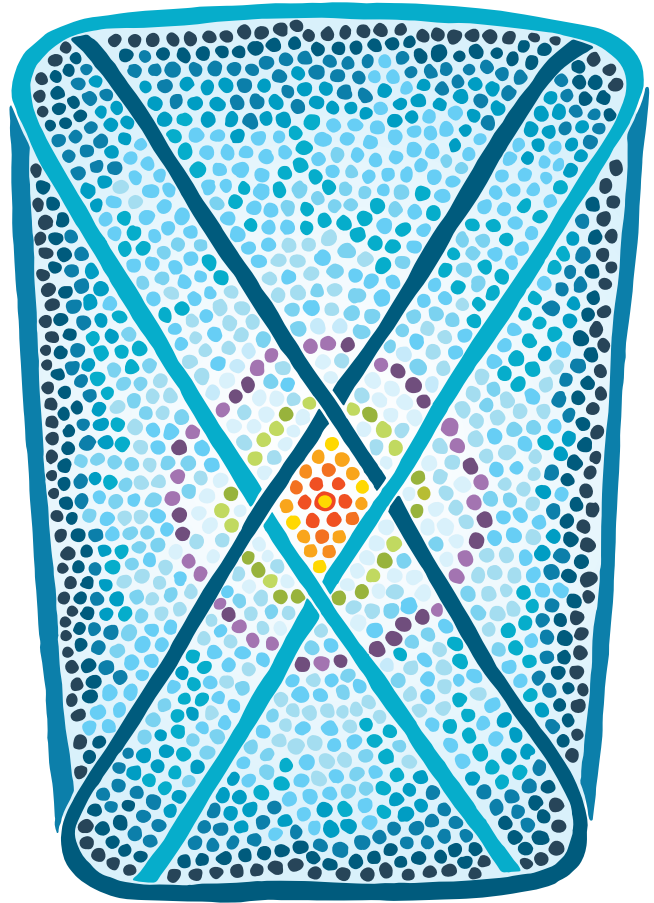
The Gili Burra Advisory Committee plays a critical role in influencing our work to achieve positive outcomes for Aboriginal and Torres Strait Islander children, families and communities. The committee provides cultural advice and considerations relating to our practice. Our Aboriginal and Torres Strait Islander Engagement Officers develop local, regional development action plans for their area to create more opportunities to work with, engage, hear and empower local Indigenous leaders, children, young people, families and communities.

INNOVATE RECONCILIATION ACTION PLAN

In 2017, we launched our Innovate Reconciliation Action Plan, which was endorsed by Reconciliation Australia, and we have continued to implement the priorities throughout the period.

Our Reconciliation Action Plan forms a public commitment to improving how we engage and work with Aboriginal and Torres Strait Islander peoples – as clients, colleagues and communities.

As our second Reconciliation Action Plan, it has an even stronger focus on building respectful relationships. It explores



how Aboriginal and Torres Strait Islander peoples' views and voices can be heard across all levels of our organisation and services.

Reconciliation describes the path we must take to realise a future where Aboriginal and Torres Strait Islanders and other Australians stand together as equals. By walking this path, we have the opportunity to contribute to realising the mission and values of Churches of Christ in Queensland.

KEY OUTCOMES FROM OUR RECONCILIATION ACTION PLAN 2017-2019:

- 51 relationships and partnerships with Indigenous organisations
- Member Reconciliation Australia
- Annual organisational celebration of National Reconciliation Week and NAIDOC Week
- Indigenous cultural awareness in Management Development Initiative and Adventures in Leadership programs
- Aboriginal and Torres Strait Islander staff feature in employer branding images
- Cultural leave introduced
- Monthly reporting on Aboriginal and Torres Strait Islander employee data
- 259 staff in 2019 completed cultural awareness training delivered by Traditional Owners and Elders (200 completed in 2018).

Church and Community Engagement

Our churches, chaplains, regional engagement partners and Kingdom Access Places across Queensland continue their mission of introducing people to the person and life of Jesus and invite them to follow Him. We build the Kingdom of God through recognising and responding practically to needs, advocating for the vulnerable and marginalised, and bringing uplift and transformation as they engage in their communities.

Jesus said, "I am the way and the truth and the life. No one comes to the Father except through me." - JOHN 14:6

On average, over 6,290 people attended services each week in our 68 churches throughout 2019-20. Another 5,489 people connected with our churches in some way each week through various ministries and programs as our churches continue to reach out to their local communities in love and service. In an unprecedented year, COVID-19 restrictions meant churches stopped meeting in person in March. Many quickly went online and activated their pastoral care networks, meaning our congregations could continue to experience connection, teaching, worship, and receive practical assistance, helping combat isolation.



CHURCHES OF CHRIST COUNCIL OF AUSTRALIA MEETING AT KENMORE, WITH GEOFF CHARLES AND GARY EDWARDS.

KEY STATS

- 66 affiliated churches
- 6,290 average weekly attendance in church services
- 5,489 other people connect with our churches weekly
- 161 Baptisms
- 16 Strategic Action Leadership Teams
- 6 Regional Engagement Partners
- 47 Kingdom Access Places
- 3,747 people engaged through Kingdom Access Places
- 24 Chaplains
- 9 Integrated Communities

Over the COVID season, the Church Engagement Team provided rapid advice and support to church leaders regarding changing COVID restrictions for Places of Worship and invested significantly in professional development and connectivity via video conferencing for our pastors.

Through our 47 Kingdom Access Places, an average of 3,747 people engaged with our 402 workers each month.

Our Chaplains in housing and aged care settings listen to individuals and those experiencing a crisis, help them find hope and meaning, and access the support they need. In 2019-20, our 18 aged care chaplains facilitated almost 48,000 pastoral care contacts with residential aged care residents, families, and staff. They also held 1,147 church services, devotions, and sacraments in aged care services. Our five Housing chaplains had 1,173 pastoral contacts with residents. For the first time, we have appointed a chaplain for a 6-month trial, three days a week, offering spiritual care to our Home Care clients.

Our five Regional Engagement Partners spearheaded activities to bring churches, care services, and the broader community together. The Regional Engagement Partners led our 16 Strategic Action Leadership Teams (SALTs), comprised of 167 staff, church, and community members, together forwarding 48 strategic mission priorities across Queensland.



LAUNCH PAD SESSION AT KENMORE IN EARLY 2020.

Community leaders were also actively involved alongside our churches and services in eight of our SALTs.

A core element of our Strategic Plan 2019-2024 is the growth of our Integrated Communities – locations where multiple care services, community-facing facilities, and faith community promote faith, resilience and wellbeing. Our nine integrated communities respond to the needs of the people within and around them. Our campuses continue to transform through their local campus leadership, bringing change and uplift for all those who come into contact with them.

Internally, the team focused on building a great culture and are united in our mission and strategic plan's outworking.

GROWING LITTLE MOUNTAIN

We have seen the emergence and growth of the Little Mountain Church of Christ. After four years of waiting on God, and lead by our Seniors Chaplain Simon Teunis, we now have an average of 60 people who call Little Mountain church their faith home. This church completes our vision of the campus, which has been pursued since 2012.

MA MA CREEK CHURCH OF CHRIST HELPS LOCAL FARMERS

Ma Ma Creek Church of Christ members rallied together in support of local drought-affected farmers and families in the surrounding areas of Fordsdale, Mt Whitestone, Ma Ma Creek, Winwill, Veradilla, Ropeley and Mt Sylvia.



Vegetable hampers and boxes filled with goodies were donated and distributed to families following the church's harvest service.

"As a church, we saw the need in our local area to reach out to those who were suffering from the severe drought conditions," Church Elder Peter Metcalf said.

HERVEY BAY COMBINED CHURCHES

In a place of desperation and carrying an injury, a new Hervey Bay resident contacted the Hervey Bay Combined Churches Care Line for help. With pastoral support from a team of volunteers, she has been able to access the foodbank and receive Christian counselling. She has joined the Hervey Bay Church of Christ Pot Luck Dinners, where she is welcomed with open arms.

She has shared that she has felt God close by, helping her.

Hervey Bay Church of Christ has united with other local Christian churches to help their local community during the pandemic.

Our Churches

Aboriginal & Islander Christian Fellowship - Mareeba Community Fellowship
Aboriginal & Islander Christian Fellowship - Normanton Christian Centre
Aboriginal & Islander Christian Fellowship - Cross Flow Ministries
Aboriginal & Islander Christian Fellowship - Logan Aboriginal Community Church
Aboriginal & Islander Christian Fellowship - Mount Isa Christian Centre
Aboriginal & Islander Christian Fellowship - Tarragindi Office
Acacia Ridge Church of Christ
Ann Street Church of Christ
Annerley Church of Christ
Arana Hills Church of Christ
Beth-El Brisbane
Bongeen Church of Christ
Boonah Church of Christ
Boondall Church of Christ
Bribie Island Church of Christ
Brisbane North Church of Christ
Browns Plains Church of Christ
Bundaberg Avenell Heights Church of Christ

Bundaberg Church of Christ
Burleigh Heads Church of Christ
Caboolture Living Hope Church of Christ
Caloundra Church of Christ
Camp Hill Church of Christ
Chinchilla Church of Christ
Dalby Church of Christ
Fernvale Community Church
For JC Church
Gatton Church of Christ
Gladstone Church of Christ
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 Door of Hope

Church of Christ
Mount Walker Church of Christ
Mountain Top Community Church
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
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
Toowoomba North Church of Christ
Townsville Church of Christ
Vietnamese Church of Faith
Warwick Church of Christ
Westside Church of Christ
Whitehill Church of Christ
Withcott Church of Christ
Zillmere Church of Christ

Children, Youth and Families



Through our Children, Youth and Families services, we want individuals, families and communities to be empowered to reach their full potential and for their voices to be heard.

This year, we have continued to work closely with the Department of Child Safety, Youth and Women and our communities to give support where needed to help children, young people and families to grow, belong, connect and thrive.

EARLY LEARNING AND CARE

Our family day care, in-home care, and centre-based care services partner with families to provide gentle care and quality education. This year, 478 children were supported to grow and learn through our services.

We proudly run the only early childhood centre, kindergarten, and after school and vacation care service in Cunnamulla, providing a quality learning and care environment to the remote community.

EARLY INTERVENTION AND FAMILY SUPPORT

Our early intervention and family support services help families address their varied needs to help build their capacity to safely care for and protect their children. We work closely with families as early as possible to provide individualised information and practical support that responds to their unique needs before they reach crisis point.

We provided guidance, upskilling and group education to 1824 families who accessed resources to create an environment where they can safely care for and protect their children and be confident in their parenting.

FAMILY-BASED AND ALTERNATIVE CARE

Every child needs a safe and caring home to belong. We support children and young people when it is unsuitable or unsafe to stay in their family home. We provide supportive homes through our foster and kinship care services or our residential and supported independent living homes.

We are a leading out-of-home care provider, supporting 22.4 per cent of all children and young people in Queensland

KEY STATS

- 478 early learning and care clients
- 2,606 children and young people in foster and kinship care
- 1,455 foster and kinship carers
- 1,824 clients supported through Family Support Services
- 245 young people in Transition Services
- 177 Youth CONNECT clients
- 27 young people in CYCLE



on child protection orders in out-of-home care. Our dedicated teams support over 123 young people in residential, most of whom have suffered trauma and early childhood adversity.

We were awarded \$4.2 million in extra funding per year for six new residential services in the Moreton and South East regions to care and support 14 young people at a time.

Our priority is to keep children and young people safe in homes where they can belong while maintaining connections to family, kin, culture and community.

This year 1,455 foster and kinship carers supported 2483 children and young people.



TRANSITION TO ADULthood – YOUTH CONNECT AND NEXT STEPS PLUS

The transition faced when leaving adolescence and entering adulthood is incredibly difficult for young people leaving the child protection system. They often face this experience with limited social supports and resources. We supported 245 young people on their journey in 2019-20, including 68 young people through our Supported Independent Living Service.

Youth CONNECT supports young people aged 15 to 25 by addressing the need for safe and stable housing, education and work-readiness, employment, personal development, and social and community connectedness.

Delivered under a Queensland Government-issued Social Benefit Bond since 2017, Youth CONNECT will support 300 young people over the six-year life of the program. The bond's outcomes-based arrangement involves the Queensland Government, valued investors, and Churches of Christ in Queensland. There are currently 177 young people in the program.

This year, we were awarded funding for the Next Step Plus program (a newly developed program with the Department of Child Safety, Youth and Women) in Townsville and Mount Isa to support 16 to 25-year-old young people transition from out-of-home care towards independence.

BRIGHTER FUTURE

"It has been encouraging working with the Youth CONNECT program because it has helped me look forward to the things I want to do, like getting a house. Without them, I wouldn't be looking forward to the future; I would be stuck in the same mindset, like 'stuffed in the head.' Without Youth CONNECT, I wouldn't believe I could achieve my goals. The workers are very nice and understanding. My Case Manager has helped me get to my appointments and helped me with things I need to do and helped me towards my goals." – Youth CONNECT client

CYCLE

All children and young people have the right to education no matter what their personal circumstances.

The flexible Child and Youth Centre for Learning and Employment (CYCLE) Believe and Achieve Educational Support Program is designed to adjust to children and young people's individual learning requirements. It is mainly focused on those at risk of disengagement or disengaged, suspended, or excluded from the mainstream or alternative education programs, and 27 young people took part in the program in this reporting period.



SCHOOL READINESS EVENT

In January 2020, the Brisbane Families Together (Intensive Family Support Service) held their inaugural School Readiness event. Over 50 children and 20 parents attended the event, which aimed to prepare children to engage and learn, and for parents to understand their child's health and development needs – giving them the best chance to learn. A range of allied health and other professionals provided advice and support.

The service was recognised for this event, receiving a Highly Commended award at the 2020 Queensland Child Protection Week Awards for Outstanding Practice.

RAATSICC PARTNERSHIP

Children, Youth and Families developed and implemented an Aboriginal and Torres Strait Islander model in strategic partnership with the Remote Area Aboriginal and Torres Strait Islander Community Care (RAATSICC) organisation. This partnership supports foster and kinship care in the Cape York region's remote communities. Management of the service will fully transition to RAATSICC over five years. This year has seen the embedding of partnership agreements and training provided to staff from both organisations.

VIRTUAL YARNING CIRCLES

As part of a strategy to embed inclusion and diversity in the workplace, Isaiah Dawe facilitated virtual yarning circles. Approximately 50 staff from across Queensland took part in the five weekly sessions. Participants video conferenced into the virtual yarning circles and discussed ways to keep children and young people connected to their culture through the period of isolation. Young people who have just transitioned from statutory care also took part in the final yarning circle.

50 years

This year marks 50 years since Churches of Christ in Queensland specifically commenced providing support and care to children and young people who could no longer live at home. From humble beginnings in Maryborough in 1970, we have grown to be a leading provider of early childhood, early intervention and prevention services, out-of-home care, and transition services to over 5000 Queensland children, young people and families each year.



Housing Services

Churches of Christ Housing Services delivered another successful year in 2019-20. We continued to focus on improving our service delivery and growth capacity as we embarked on our first year of the 2019-24 Strategic Plan, delivered through our annual operational plan.

Through our diverse range of housing programs, 2,915 people were assisted in 2019-20, as summarised in the graph opposite.

In March 2020, we completed another seniors' development at our Hillcrest Campus in Logan. We delivered this 32-unit \$8.2 million project in partnership with the Queensland Government's Department of Housing and Public Works. Residents have moved into their units, designed to Liveable Housing Australia Gold and Platinum Standard.

In October 2019, construction commenced on another development in partnership with the Department of Housing and Public Works. Located next to our existing affordable housing development at Bongaree on Bribie Island, the 83-unit Bongaree Stage II affordable housing development will increase local seniors' housing options.

Also developed in partnership with the Department of Housing and Public Works was 20 homes of varying sizes as part of our innovative, affordable housing initiative at Ripley, Ipswich enables tenants to progress further along the housing continuum, including the future possibility of low-cost homeownership.

We also secured new funding for our digital outreach service, DigiAsk, with \$60,000 from the Department of Housing and Public Works and \$10,000 sponsorship from Locality Planning Energy (LPE). During 2019-20, DigiAsk supported over 300 patrons with digital assistance and advice with just under 200 mobile phones donated. We also secured a \$20,000 grant from RACQ in June 2020 for use in the 2020-21 year

KEY STATS

- 2,915 people assisted
- 1,210 properties owned or managed
- 322 people supported through outreach services

to purchase new mobile phones and laptops for vulnerable community members who need digital support.

Our Social Enterprise gardening and maintenance service also had an encouraging year and delivered a small surplus. The service maintains the grounds, gardens, and common areas across our housing developments, while also providing valuable work experience for its employees who would otherwise be disadvantaged in the workplace.

This year, we handed back 100 National Rental Affordability Scheme properties to the National Affordable Housing Consortium as the program comes to an end. We look forward to working with government to deliver alternative solutions in the affordable housing sector.

AWARD-WINNING

A Churches of Christ in Queensland housing project that supports aging parents and their adult children living with a disability won the CEO's Award at the 2019 Urban Development Institute of Australia (QLD) Awards for Excellence. Completed in October 2018, the \$560,000 development in Crows Nest, in rural Queensland, was constructed under the Elderly Parent Carer





MARBLEWOOD APARTMENTS AT HILLCREST.

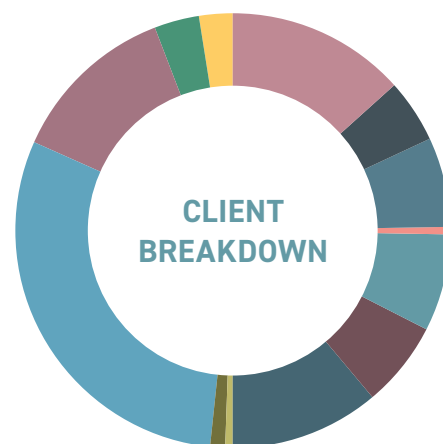
Innovation Initiative in partnership with the Queensland Government's Department of Communities, Disability Services, and Seniors.

2019 TENANT SURVEY HIGHLIGHTS:

- 85% agree or strongly agree their life has improved since moving into one of our homes.
- 87% agree or strongly agree that they are satisfied with the services we provide.
- 90% agree or strongly agree that they are happy with the quality of the maintenance services we provide.

COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

- Urban Development Institute of Australia EnviroDevelopment Certification achieved for Hillcrest and Bongaree developments – achieving all six sustainability elements of ecosystems, waste, energy, materials, water, and community.
- Solar PV power was installed at Coolamon Apartments on Bribie Island and on our Hillcrest development to provide power to the communal areas. Hillcrest's embedded electricity network and our new Bongaree development will reduce day-to-day living costs for tenants.



- Affordable Housing
- Affordable Living
- Crisis Accommodation
- Care Community Housing
- Community Managed Studio Units
- Caravan Park
- Community Rent Scheme
- Disability Housing
- Lady Musgrave Trust
- Long Term Community Housing
- National Rental Affordability Scheme
- Short Term Lease
- Youth Connect

ROAD TO A BETTER FUTURE

Amid the unfolding COVID-19 crisis, Steven was sleeping rough in Booval, Ipswich, when he was temporarily placed in a hotel. As his stay was coming to an end, Churches of Christ in Queensland offered Steven a place to live and emergency funding to furnish his new home. Steven lived on the streets for six months, following spells of couch surfing over the past year. Often fearful for his safety while living on the streets, and short of money for food, Steven now has a safe and secure home and a place to store his treasured possessions.

"I'm really happy to be here. This place is great. I can go out and meet up with my friends and have my own place to come home to at night. It's such a relief."



DIGIASK BRINGS TECH AND SUPPORT

In December 2017, we launched DigiAsk, a digital outreach service to assist people experiencing homelessness and digital exclusion in the Brisbane and Ipswich communities.

Volunteers operate the 'all things digital' service from a mobile office (the 'DigiVan'). It provides free access to WiFi, donates reconditioned mobile phones, and offers technical support and printing, scanning, and copying facilities.

Several other outreach service providers accompanied DigiAsk and supported patrons.

Each fortnight, the DigiAsk van visited Yumba Hostel in Brisbane's West End to provide residents access to WiFi and tech support. The Hostel is a temporary accommodation service managed by Aboriginal Hostels Ltd.



Retirement Living

LADY SMALL HAVEN RETIREMENT VILLAGE

Residents of our 23 villages experience freedom, independence, privacy, dignity and security. By collocating with other services for seniors, including home care and residential aged care, residents can access the support and services they require as care needs change, allowing them to age-in-place with the people and communities they know and love.

This year, we welcome 91 new residents to our villages, with a total of 1,136 residents in our 1,123 units.

The pinnacle of the year was the opening of a brand-new retirement development on the Gold Coast. Completed ahead of schedule, the architecturally-designed building, featuring 65 modern and stylish retirement living apartments, sits alongside our existing village at our Lady Small Haven Campus at Benowa. Designed under the Liveable Housing Australia Guidelines, the apartments have a Green Star rating for reaching best practice benchmarks for sustainability in building. Residents can enjoy the onsite swimming pool, café area, hair and beauty salon, entertaining rooms, landscaped gardens and barbeque areas.

FAMILY AND FRIENDS INVITED TO HOLIDAY

We have introduced a Family and Friends unit at Sugarland Gardens in Bundaberg. Family and friends of residents are able to stay at the village for a set period of time in a two-bedroom unit, with all fees going back to the village. The feedback has been very positive. We hope to deliver the

KEY STATS

- 1,136 residents
- 1,123 units
- 23 villages



TOP: RESIDENTS AT ST JAMES RETIREMENT VILLAGE IN TOWNSVILLE GIVE BACK TO THEIR COMMUNITY. ABOVE RIGHT: RETIREMENT LIVING MANAGER NORM STEERE WELCOMES THE FIRST RESIDENT TO LADY SMALL HAVEN.

same initiative in our Townsville and Warwick villages in the future.

VICTORIAN TEAM ILLUMINATE OUR VALUES

The Victorian team have worked diligently through-out the pandemic and showed our values in action. They have shown unconditional love to all residents, innovation given the lock down restrictions, mutual trust in allowing others to take some of the load at times, and wise stewardship when managing residents' resources. Each manager has sought to actively engage their residents with puzzles, games and keeping active to ensure that they remain in a mentally good

place during the lockdown periods. They have also conducted phone calls to ensure the wellbeing of each resident in all villages and when Victoria continued with lockdown and were somewhat disheartened, the other managers in area South stepped up and made the calls to the five Victorian villages so that residents had someone new to engage with, which in turn lifted spirits.

Home Care

Providing care services to older people in their own homes, in their own communities, allows them to remain independent for longer.

In 2019-2020, we supported 10,828 clients across our Home Care programs in Queensland.

Our Service delivery was rapidly adapted in 2020 to meet new government regulations and unplanned COVID-19 requirements. The commitment to continue the highest level of services to our clients through these external changes is a testament to the entire Home Care team. Critical review of changes as they occurred, including how they would impact our clients combined with clear and concise communication, has been the key to our success. Client and family feedback confirmed that our approach has supported many of our communities through what has been a very challenging time.

Welfare checks were a feature of our support during the COVID-19 pandemic, particularly when some regular services could not go ahead. We made 22,101 welfare calls to our clients across Queensland. Clients were offered grocery and medical support, along with updates and key COVID-19 information so that they remained informed. These calls were key to ensuring those most vulnerable in the community were connected to the support they needed.

An initiative by the Commonwealth Home Support Program to fund personal monitoring resulted in \$100,000 worth of technological assistance setup in clients' homes. Conversations with family members identified that many clients in the community were not offered this service by their regular provider due to the tight six-week turnaround. The concentrated effort of the sites and Kenmore team to access suppliers and products through established networks resulted in our clients becoming connected to the outside world.

The highly sought-after Commonwealth Home Support Tender is rarely offered. Through this tender process, we were successful in gaining additional funding to bring much needed services to the Wide Bay, Darling Downs and Townsville regions.

MUSIC THERAPY

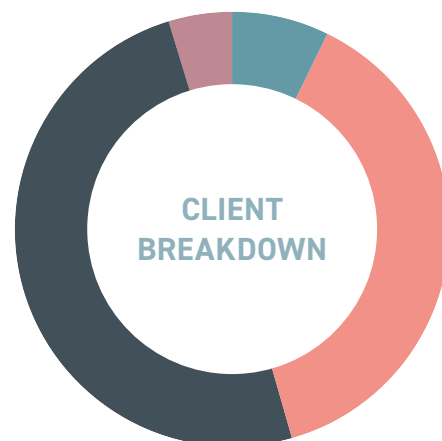
It has been well established that music can have a positive impact on wellbeing. Home Care worker Drew is using music to better connect with his clients, particularly during the COVID-19 pandemic.

Music is part of a person-centred approach to care. "I consider each individual's history, likes and capabilities. I learnt to play 'That's Amore' for an Italian client. Another liked me to sing after I'd cleaned her house. And then there was a client my age with similar musical tastes to mine - I played songs we both liked and his wife would sing along," Drew said.

Drew and his client Dr Ralph, share a strong musical bond and enjoy jamming together on their guitars. The pair have even started the restoration together of an old guitar.

KEY STATS

- 10,828 clients
- 22,101 welfare calls during COVID-19

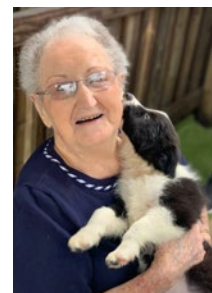


- Home Care Packages
- Home Assist Secure
- Commonwealth Home Support Program
- Veterans Home Care

NORMA AND LINDA'S SPECIAL CONNECTION

Norma and Linda shared a special connection from the first day they met. The 98-year-old home care client and her carer enjoy spending time together and bonding over their similar interests.

When Norma's beloved border collie passed away, Linda took her on a special outing to Collies & Co café in Samford to cheer her up. They enjoyed beautiful day sharing lunch with the puppies.



Residential Aged Care

ENTRY TO THE NEW DEVELOPMENT AT
FASSIFERN AGED CARE SERVICE IN BOONAH.

Residents at our residential aged care services experience personalised care that responds to their wants and needs. It is through this person-centred approach that they experience greater wellbeing in our services.

At the end of June 2020, we had 1,862 residents choosing to live in our services, representing a 92.17 per cent occupancy rate.

The introduction of new Aged Care Quality Standards in July 2019 increased focus on having residents at the centre of decision-making in all aged care settings. Our teams received extensive training in the new standards. Visits by the Aged Care Quality and Safety Commission assessed services against the new standards throughout the year, with four of our services found not fully to meet these new standards. The issues identified were all subsequently resolved, with significant and valuable learnings and insights gained.

At the end of June 2020, residents at our Boonah service moved into their new home, with the completion of the new 64-bed facility at our Fassifern Aged Care Service, which was purpose-built to replace the old nursing home. Our unique services at Little Mountain and Warwick, which opened in the 2018-19 period, have also continued to welcome new residents as they grow to their full capacity.

Of our 30 services, 19 offer specialised care in a secure environment for residents living with dementia. These residents have access to and benefit from specialised technologies to assist with their care, staff training, and advice. Residents in our newer services also benefit from contemporary dementia-friendly design principles.

The COVID-19 pandemic dominated the second half of the reporting year, triggering a significant refocus of efforts. The pandemic impacted residents, families, staff, and volunteers (including visitation, infection control, internal service activities due to social distancing, mandated influenza vaccinations for all staff, volunteers and visitors). Planning,

preparedness and response to changing government directives related to the pandemic are ongoing. At the centre of our focus has been seeking the best evidence possible in decision-making and keeping residents and families informed and engaged. Staff and volunteer training ensured essential care and services to residents continued safely. Through COVID-19 visitor restrictions, residents had enhanced avenues to stay in contact with their families with the addition of iPads and dedicated staff to support residents with this communication.

RESPONDING TO MAJOR EVENTS

COVID-19 was not the only major event for our services this year. Our staff showed exceptional dedication, commitment, and expertise, and our residents demonstrated their resilience in challenging times when significant events impacted their services:

- With the sudden closure of the Earlhaven Aged Care Service, our Golden Age and Lady Small Haven Aged Care Services on the Gold Coast welcomed 14 residents at a few hours' notice in July 2019, initially temporarily before becoming permanent residents.
- In Crows Nest, bushfires resulted in the Queensland Emergency Service ordering the evacuation of 86 residents from our Crows Nest service with four hours' notice. Residents relocated to our services in Toowoomba and Warwick and St. Vincents Hospital and Infin8 Aged Care in Toowoomba. This emergency effort demonstrated exceptional community spirit to affect this relocation with minimal impact on residents. The fire did not reach the service, and residents returned several weeks later when it was safe to do so.

KEY STATS

- 30 services
- 1,862 beds occupied
- 92.17% occupancy



JOAN, LEFT, AND HER DAUGHTER JENNY IN HER NEW HOME AT FASSIFERN AGED CARE SERVICE.

PROMOTING POSITIVE WELLBEING THROUGH TECHNOLOGY

Churches of Christ in Queensland are committed to person-centred, practical, and collaborative approaches to meet Australian seniors' care needs and preferences and their families.

An essential element of our care is recognising a resident's sense of self by giving them opportunities to express their wishes independently. We are achieving this through technology such as the My Wellbeing app, which we designed in-house.

The tool uses a series of questions to assess individuals' preferences in the care they receive, including social contact, personal development, leisure activities, living environment and daily routines. These align with our Positive Wellbeing Model of Care, a whole-of-life approach to bringing uplift and quality of life.



PHYLLIS VISITING A FARM.

The app's final question asks: "If you had a magic wand, what would you wish for?"

Phyllis's magic wand wish was to "Visit a farm and see animals in open spaces", so a staff member invited her to visit their farm. Phyllis interacted with the animals and reminisced about how she lived on a farm before moving to the service.

JOAN'S NEW HOME

Joan, 93, recently moved into her room at our new facility at Fassifern Aged Care Service and she, and her daughter Jennifer shared their thoughts of the new facility.

"My new room is very nice - I won't know myself for a while. I'll have to get used to it all! Everything is so convenient," Joan said.

"It's so fresh and beautiful. And the atmosphere is happy. I just love it, love it, love it!" Jennifer said.

Dedicated care teams located in each cottage build closer relationships with residents to understand their personal and healthcare needs better. "Nurses, staff, everybody is like a big family. Even on her down days, they help cheer her up," Jennifer said.

"It's lovely. I think I'm very fortunate to be here," Joan said.

70 YEARS

In 1950, Churches of Christ in Queensland's Secretary of the Department of Social Services, Clive Burdeu, set a new direction when he secured property at 383 Gregory Terrace Spring Hill to set up a home for the elderly. Burdeu House, our first aged care service, opened in August that year. In 1958, MyLo House in Toowoomba opened, followed by

Hillcrest Aged Christians Home in Annerley in 1963.

Today, we operate 30 aged care services across Queensland and Victoria, annually supporting over 3,000 older people to access the individualised care and support to help them live meaningful lives and support their positive wellbeing.

Centenary Development Foundation

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 APRA (Australian Prudential Regulation Authority). After paying interest to all clients, any surplus generated by CDF is used to fund Churches of Christ in Queensland's unfunded activities and enables us to deliver on our mission of bringing the light of Christ into communities.

The weighted average interest rate earned at 30 June 2020 was 1.70%, reduced from 2.27% in 2019. The RBA reduced the cash rate to its lowest ever of 0.25% in March 2020.

Our new Long Service Leave Provision Savings Account has been well supported by churches and Ministers, with new churches also joining in.

We are excited to announce that we have a new investment type that we'll be introducing early in 2021 – follow our website and Facebook page for the details to be revealed later.

Build on THE Foundation
Centenary
Development Foundation



Medical Santo

MEDICAL SANTO
TEAM MEMBER ON AN
OUTREACH SERVICE

As a vital medical service provider in Northern Vanuatu, Medical Santo was there to support thousands of people access the health care they needed and otherwise may not have accessed. Since its opening in 2013, the service has grown considerably to become an essential and respected service that works closely with the Vanuatu Government and hospital in delivering health services and responding to natural disasters.

In 2019-2020, Medical Santo cared for 8,864 patients, with over 98 per cent of these being members of the local community, with less than two per cent international travellers.

The service employs 10 paid staff, nine locals and one expatriate. The service relies on individuals giving their time and expertise to volunteer and over the year they welcome 42 volunteers, including 13 doctors, five allied health specialists, six nurses, one paramedic, four maintenance, three administration and 10 student volunteers.

The Community-Based Rehabilitation Program, which supports people in Northern Vanuatu living with a disability, saw 667 clients over the year. This vital program was funded through a friendship grant from the Australian Department of Foreign Affairs and Trade.

In late-March, in response to the COVID-19 pandemic, Vanuatu implemented a hard border closure. This resulted in Medical Santo being left with no doctors at that time for

the foreseeable future. The country went into a State of Emergency as we held our collective breath to see if COVID-19 had entered the country. Before it was completely verified that there was no virus, Vanuatu was hit by a Category 5 cyclone, Cyclone Harold, on 6 April 2020. This compounded the problems that were arising from having a closed border with no tourism to feed the local economy. Despite catastrophic damage to the northern islands, Medical Santo escaped with only superficial damage. The service was able to assist those who needed them most despite the shortage of staff. Some local staff completely lost their houses, but remained physically safe. We are thankful for this. In the following months the service continued to change lives in Northern Vanuatu even in their reduced circumstances.

In July 2020, Medical Santo became its own charitable organisation, Pacific Island Health and Education Limited, which enables it to deliver the vital health services, education and training required in the island nation. Churches of Christ in Queensland will continue to support Medical Santo financially through Pacific Island Health and Education Limited, and will promote the valuable work they do and encourage people to volunteer and financially assist. We look forward to this next phase of support to Medical Santo over the years ahead.



WE ARE COMMITTED TO SUPPORTING OUR TEAM MEMBERS TO BE THE BEST THEY CAN BE.

Our people

At Churches of Christ in Queensland, our people are our greatest asset, and our 3,840 team members and 822 volunteers actively delivered our mission and displayed our values in their communities.

This year, the Board and Chief Executive Officer added the role of Director People and Culture to the Executive Group. This role strategically represents human resources and oversees employment relations, health and safety, payroll, learning, leadership, and culture and supports all employee experience elements from attraction through to alumni. The elevation of this role heightens our commitment to building our people's capability to understand that we would not successfully deliver on our vision and mission without the right people, culture, and leadership.

We are committed to developing our people—to broaden their knowledge and increase their potential to provide collective leadership. As a part of this, we facilitated numerous training and leadership programs throughout the year.

- 56 team members participated in the year-long Adventures in Leadership program, with 130 attending leadership community events.
- 13 team members completed the Management Development Training program.

- 230 team members from our Children, Youth and Families services completed the Therapeutic Crisis Intervention training.
- Children, Youth and Families team members, were supported to complete the Graduate Diploma of Domestic and Family Violence Practice offered by Central Queensland University. This program enhances our knowledge of and response to domestic and family violence and provides practical skills as we support the young people and families we support.
- We supported 91 students to gain real-world experience in their chosen profession.
- Health, Safety and Rehabilitation team completed nine detailed Injury Prevention and Management workshops with WorkSafe Queensland.

This year, we launched a new induction and orientation program for Ministering Persons called 'LaunchPad'. The two-day event, held twice, was attended by more than 25 Churches of Christ ministers, elders and chaplains.

Over 23-24 October 2019, we hosted the Global Leadership Summit. We are committed to the ongoing development of leaders. The Global Leadership Summit is a significant event that our pastors and team members can access to raise their leadership level.

As far as reasonably practicable, we are committed to ensuring all workers' health, safety, and wellbeing, including volunteers, contractors, and other persons that our business operations may affect. We are also committed to implementing a systematically incorporated risk management approach to health and safety that is a part of day-to-day business operations. There were 131 workers compensation claims accepted in 2019-20.

In our employee survey conducted in 2019, 63 per cent of responders stated that Churches of Christ in Queensland is a truly great place to work.

DOMESTIC AND FAMILY VIOLENCE

Churches of Christ in Queensland is committed to achieving a future where all people are safe, respected and free from violence and abuse.

As an organisation we recognise that domestic and family violence is not just a private or personal issue. The effects of violence have a significant impact on individuals, families, and the broader community.

We are committed to supporting employees affected by domestic and family violence and providing a healthy and safe work environment for all employees.

A dedicated taskforce guides Churches of Christ in Queensland to support team members and volunteers experiencing domestic and family violence, including developing policy, leave arrangements, information sheets, and regular awareness-raising activities.

AWARD WINNERS

Congratulations to our team members and teams for external recognition of their achievements:

- **Mount Isa Children, Youth and Families Team and Jules Davey** - Excellence in Children, Youth and Families Service Delivery. Our Fostering Team Leader Jules Davey received the Community Services Leader of the Year Award at Mount Isa's sixth annual Community Ball.
- **Tammy Wallace, Children, Youth and Families** - was recognised for her outstanding contribution addressing the overrepresentation of Aboriginal and Torres Strait Islander families, children and young people in the 2020 Queensland Child Protection Week Awards.
- **Families Together, Intensive Family Support Service, Brisbane South** — Highly Commended award at the 2020 Queensland Child Protection Week Awards for outstanding practice for their 'School Readiness' event.
- **John Sison, Clinical and Care Governance** - 2020 Rising Star at LASA Excellence in Age Services QLD Awards.
- **Jessica McDonald, Fair Haven Aged Care Service Maryborough** — WorkCover Qld Injured Worker Achievement Award 2019.



MOUNT ISA CHILDREN, YOUTH AND FAMILIES TEAM



TAMMY WALLACE (CENTRE) WITH LEANNE RUTHERFORD AND GARY EDWARDS



FAMILIES TOGETHER BRISBANE SOUTH WITH LEANNE RUTHERFORD AND GARY EDWARDS



JESSICA MCDONALD



JOHN SISON



COVID-19 response

The second half of the 2019-2020 year was accentuated by our response to the developing COVID-19 pandemic.

Operating in industries with some of the most vulnerable citizens to the deadly virus, our response had to be confident, swift and clinically-motivated.

A COVID-19 taskforce was established early to manage the organisation-level response. With changing Government Directions, updated health advice and community outbreaks, there was a constant requirement to remain up-to-date and on the front foot.

Our churches, services, support services and mission activities responded to the pandemic in a number of ways. Here are some of the initiatives implemented that help our communities through the unprecedented time:

- Church services moved online
- Over 22,000 welfare calls made to Home Care clients
- Extra iPads sent to residential aged care services to facilitate connection between residents and their loved ones
- Work from home set up for staff whose role allowed
- Regular COVID-19 updates to staff, including focus on wellbeing
- Creation of surge workforce, including teams from Queensland sent to help Victorian services

- Virtual Yarning Circles in Children, Youth and Families services to promote cultural connection
- Redeployment of staff to services where extra resources were required
- Family Liaison Officers installed at residential aged care services to facilitate contact between residents and their loved ones
- Over 4000 welfare calls made to Housing Services residents
- Donated food hampers and vouchers distributed
- Essential items and services delivered to families and carers, including fruit and vegetables, Wi-Fi assistance and education support
- Welfare calls to retirement living residents in lockdown areas, and activities including puzzles and games to keep residents active and engaged.

Thank you to our staff and communities for coming together, keeping each other safe and adhering to hygiene requirements during this time.

Thank you to our aged care staff, residents and families for keeping our residents safe and responding to the changing situation.

Thank you to our Churches of continue to share the Word of God virtually.

Working with others

We work with government, industry and peak bodies to ensure we deliver high-quality services and to understand and inform policies that impact our communities. The invaluable support and contributions from the below organisations allow us to deliver our mission.

We acknowledge the significant support and contribution from local, state and federal governments and departments.

INDUSTRY AND PEAK BODIES

AHI (Australasian Housing Institute)
 AHURI (Australian Housing and Urban Research Institute)
 Bentley's Care Factor Mentor Programs
 CHIA (Community Housing Industry Association)
 CSIA (Community Services Industry Alliance)
 LASA (Leading Aged Services Australia)
 LASA (Workplace Relations Advisory Group)
 LASA Q (Advisory Committee for RV and nominated for deputy chair of this committee)
 Leading Aged Services Australia
 National Council of Churches
 Property Council (member)
 QShelter
 UDIA (Urban Development Institute Australia - committee member)
 WorkSafe Qld (IPaM Consultant)

PARTNERS

Air Vanuatu
 Blackbook AI
 Choice Aged Care (Quality Use of Medicine)
 Christian Management Australia
 Cornerstone
 Developed partnership to deliver coaching to our leaders with 'the Future Leader' group.
 Footprints in Brisbane
 Direct Relief USA
 Ferndale International Group
 Gold Coast Homelessness Network
 Hayylo
 InCommunity (formerly IIYS)
 Ipswich Housing and Homelessness Network
 Ipswich Regional Advocacy Service Inc.
 Keys to Early Intervention in Homelessness Service (KEIHS)
 Max Employment
 Meaningful Aging Australia
 MDA (Multicultural Developments Australia)
 Micah Projects Inc
 Mirus (funding to subsidise care)
 Moreton Bay Homelessness Network

Multi Agency
 Paincheck (pain monitoring for cognitively impaired residents)
 RACQ Membership Team
 Richmond Fellowship Qld (w/WMHHS)
 Richmond Fellowship Queensland
 Samaritan's Purse
 Simple (application to support improvement nutrition, dietary support and dining choice for residents)
 South West Case Coordination Network
 Spiritual Care Australia
 STARH (Wesley Mission)
 Tenancy Skills Institute (InCommunity)
 Transitional Housing Team, Metro South Hospital and Health Service via Mental Health Services (THT)
 Under 1 Roof (Brisbane)
 Under 1 Roof (Ipswich)
 UnitingCare Community Bryant Place
 West Moreton Hospital and Health Service (w/RFQ)

GOVERNMENT

Aged Care Quality and Safety Commission
 Brisbane City Council
 Commonwealth Department of Health
 Department of Child Safety, Youth and Women
 NDIS
 Department of Communities, Disability Services and Seniors
 Department of Health
 Department of Health and Human Service (Victoria)
 Department of Housing and Public Works
 FaHCSIA (Department of Families, Housing, Community Services and Indigenous Affairs)
 Department Foreign Affairs and Trade
 Gallagher Bassett - workers compensation agent in Victoria
 Gold Coast City Council
 Health Ombudsmen (Qld)
 Ipswich City Council
 Lockyer Valley Regional Council
 Logan City Council
 Moreton Bay Regional Council
 Public health units in each Qld and Victorian hospital and health service where we operate
 Qld Fire and Emergency Service
 Queensland Health
 Sunshine Coast City Council
 Toowoomba Regional Council
 Vanuatu Ministry of Health
 WorkCover Qld
 WorkSafe Qld
 WorkSafe Vic

Thanks to our supporters

Thank you to the thousands of volunteers, donors, businesses and community groups who support the important work we do. Thank you for your financial contributions and giving your time, energy and expertise to helping us bring the light of Christ into our communities.

In the 2019-2020 financial year, almost \$250,000 was donated to support Churches of Christ in Queensland services and mission-focused activities.

Medical Santo received \$26,400 in donations, including \$6,120 from the Cyclone Harold Appeal and \$3,491 through an appeal for a new truck for the service.

Over \$22,500 was donated to our services.

Our mission initiatives, including The Mooring, Cairns Street Chaplains, Beached at Burley and the Sunshine Coast SALT, received over \$91,000 in donations to support these programs.

We thank those who have left a lasting legacy in their will, will over \$81,700 donated through 11 bequests.

Internal fundraising activities through events, Containers for Change and soft drink sales raised \$3,687 for the year.

Our Community Chaplains, who provide vital pastoral care support in our communities and services, received \$4,395 in donations.

The organisation also benefited from almost \$11,000 in general donations, which helped us bring more light into our communities and ensure people feel welcome, home, wellbeing, community and faith.

Our volunteers are an integral part of delivering our mission. Thanks to the 822 individuals who gave their time to support our activities and bring uplift and hope to many people's lives. Our volunteers are active across our organisation, with the largest number in our aged care services.

Thank you to all who donated funds and their time to Churches of Christ in Queensland.

Funding our mission

As a not-for-profit organisation, we rely on a number of funding sources to deliver our vital services. In 2019-20 we submitted 38 funding applications, valued in excess of \$53 million. At the end of the financial year, we had successfully received almost \$4 million in funding, with 25 of our 35 bids pending at the end of the year. Due to COVID-19 there had been noted delays in applications being processed.

We thank all of our funders for enabling us to deliver our mission and serve our communities.



MELISSA AND SCOTT AND THEIR TWO BOYS WELCOME FOSTER CHILDREN INTO THEIR HOME IN TOWNSVILLE.

Our governance

Our Conference Council and Board oversee the governance of Churches of Christ in Queensland on behalf of our Affiliated Churches and our broader community.

We are a Christ-following movement – part of the broader Christian church. We strive towards everyone, anywhere being connected with someone who knows and loves Jesus.

We resolve to model the imperatives of prayer, discipleship and mission as we seek to faithfully incarnate the purpose of Christ in the communities we serve. Through our diversity, coupled with mutual support and equipped through prayer, resources and action, we strive to achieve life changing outcomes.

Conference Council

Churches of Christ in Queensland Affiliated Churches elect the Conference Council. During 2019-20, the Council met bi-monthly.

The Council appoints the Board, fosters the mission and objectives of the organisation through intentional prayer and encouragement, and ensures Churches of Christ in Queensland is represented in 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

Top to bottom, left to right.

Geoff Charles (Chair) – Springwood Church of Christ

Geoffrey Runge – Sanctuary Park Church of Christ

Steve Peach – Southport Church of Christ

David Taylor – Redcliffe Church of Christ

Vicki Marney – Toowoomba North Church of Christ

Kevan Denny – Sunnybank Church of Christ

Carol Joseph – Bundaberg Church of Christ

Laura Snook – Lakes Church of Christ

EX OFFICIO

Ken Ewald – Redlands Church of Christ



Board

The Board, appointed by the Council, is the legal Board of Directors for the organisation. They oversee the governance of the organisation, approve and review the strategic plan, and undertake courses of action necessary to ensure objectives are achieved.

There are four committees with members from the Board and relevant senior staff:

- 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 – Uniting Church

Ken Ewald (Chair) – Redlands Church of Christ

Nigel King – Southport Church of Christ

Stephen Slade – St Stephens Anglican Church

EX OFFICIO

Gary Edwards – Whitehill Church of Christ

Geoff Charles – Springwood Church of Christ

EXECUTIVE GROUP

Gary Edwards – Chief Executive Officer

Michael Brand – Chief Financial Officer

Richard de Haast – Director Seniors Care

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

Board member	Meetings attended
Dale White	20 / 21
Doug Sparkes	19 / 21
Jillian Carson	21 / 21
Jill Gray	21 / 21
Ken Ewald	20 / 21
Nigel King	19 / 21
Stephen Slade	18 / 21
Geoff Charles	20 / 21
Gary Edwards	21 / 21

STRATEGIC MANAGEMENT GROUP

Chris Brunings – General Manager Financial Services

Judene Creedy – General Manager Retirement Living

Steve Drinkall – General Manager Culture and Employee Experience

Mike Folland – General Manager Office of the CEO

Alicia Follent – General Manager Housing Services

Sheelagh Henson – General Manager Clinical and Care Governance

Thomas Kitching – General Manager Information Technology

Anne McGill – General Manager Residential Aged Care

Joe Morgan – General Manager Assets and Facilities

Leanne Rutherford – General Manager Children, Youth and Families

Debbie Stephens – General Manager Home Care



FROM LEFT: JODIE MCALONEY, DAVID MCCONAGHY, RUE MASUNUNGURE, MICHAEL BRAND, TIM MCMENAMIN, GARY EDWARDS, STEVE WEBSTER.
INSET: RICHARD DE HAAST

Appointed Board Members



Ken Ewald

MAICD CDec GAIC

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

Now retired from 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 numerous leadership positions over many years, including treasurer, deacon and elder. He and wife Noela have five children.



Dale White

Bachelor of Theology (B.Th. Churches of Christ NSW), Master of Arts (ACOM), GAICD (Graduate of Australian Institute of Company Directors)

Dale joined the Board in January 2019 and is a member of the Mission, People and Culture committee. Dale previously served as a member of the Churches of Christ Council from 2011 to 2017, and is also involved with Global Leaders 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 from 1998 to 2018, and prior to that served at Mount Clear, Victoria.

Dale and his wife Wendy enjoy travelling on holidays, and spending time with their three adult children.



Doug Sparkes

BA MA LLB GradDipLP JP (Qual) GAICD

Doug joined the Board in February 2014 and is also Chair of the Finance and Infrastructure 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 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.



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 and her husband Marty are members of the Uniting Church.



Jillian Carson

RN, BAppSc(AdvNurs), FACN, FACHM, FIMAL, MAICD

Jill joined the Board for the first time in December 2015, resigning on 30 June 2018 to attend to personal and business matters. She re-joined on 1 January 2019 and 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 health 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 and is currently Chair of the Board.



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 Deputy Chair of the Board and 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 Southport Church of Christ 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.



Steve Slade

MProfAcc PGDipAppCorpGov MMs BMsSon, FCPA, FGIA, FCG, FIML, GAICD, CDec

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

For 10 years, Steve was the General Secretary of Churches of Christ in Queensland, and has had further executive experience in other not-for-profit organisations and commercial

institutions alongside many years' experience as a registered accountant. He is a member of three other commercial and charitable boards.

Steve and his wife Julia live in Geelong and have two school aged children. They attend St. Stephen's Anglican Church.

EX OFFICIO MEMBERS



Geoff Charles

**(Chair of Churches of Christ in Queensland Council / Conference President)
Dip.Min. BA. MA(Theol). GAICD**

Geoff joined the Board in December 2016, having previously served on the Churches of Christ in Queensland Council and the Mission and People Board sub-committee. He is a Director on the Council of Churches of Christ in Australia and he is currently the Chair of the Council of Churches of Christ in Queensland and the Nominations Committee.

As a Senior Pastor with nearly 40 years ministry experience, he has balanced the realities of a growing church engaged with its local community and the challenges of

Conference expansion.

Geoff has pursued leadership dynamics and organisational health over many years through his practical approach and academic focus. He brings a lifetime of pastoral understanding, group dynamics and church leadership to the Churches of Christ in Queensland Board.

Geoff and his wife Wendy are members of the Springwood Church of Christ where he has served since 1982.



Gary Edwards

(Chief Executive Officer/Ex Officio Board Member) BCom CPA FCA FAICD

Gary was appointed to the role of CEO in September 2018. Prior to that Gary was the Chair of the Board for five years, the Finance and Property and Remuneration Board Committees for eight years.

Gary has also been the Managing Director of a significant property company, Managing Director for one of the largest Queensland-based commercial retailers, and has worked as a Chartered Accountant. Including being on the board of West Moreton Hospital and Health Service. 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 brings senior financial management expertise, knowledge and experience in community services and corporate governance, together with local church involvement to the Board.

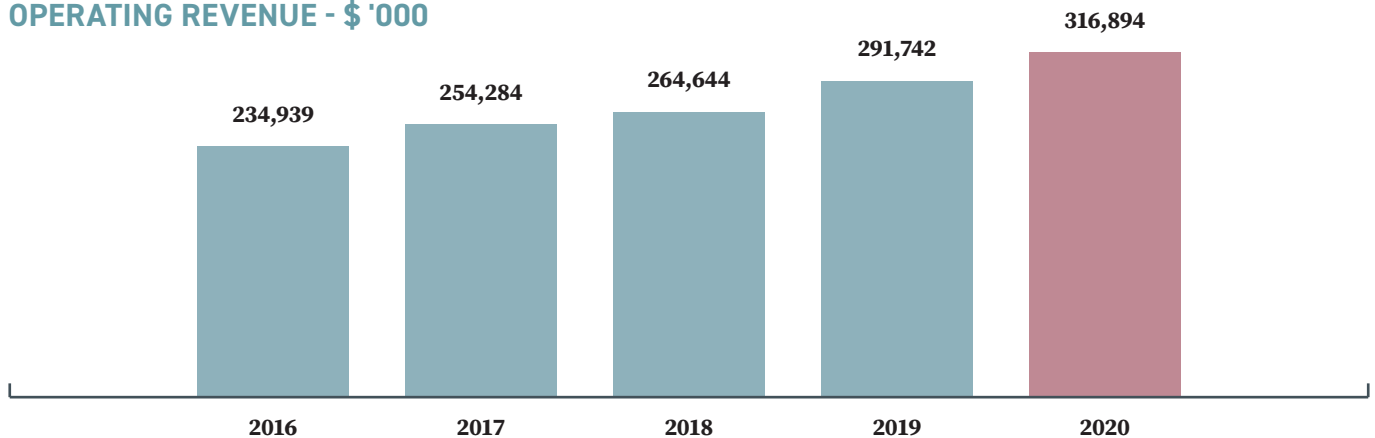
Gary and his wife Rechelle are members of the Whitehill Church of Christ, where he has held numerous leadership positions over many years.

Financials summary

For the full financial report for Churches of Christ in Queensland, please refer to the Consolidated Financial Report 2019-2020.

Year in review

OPERATING REVENUE - \$ '000



\$316 million

Total operating revenue for the year ended 30 June 2020

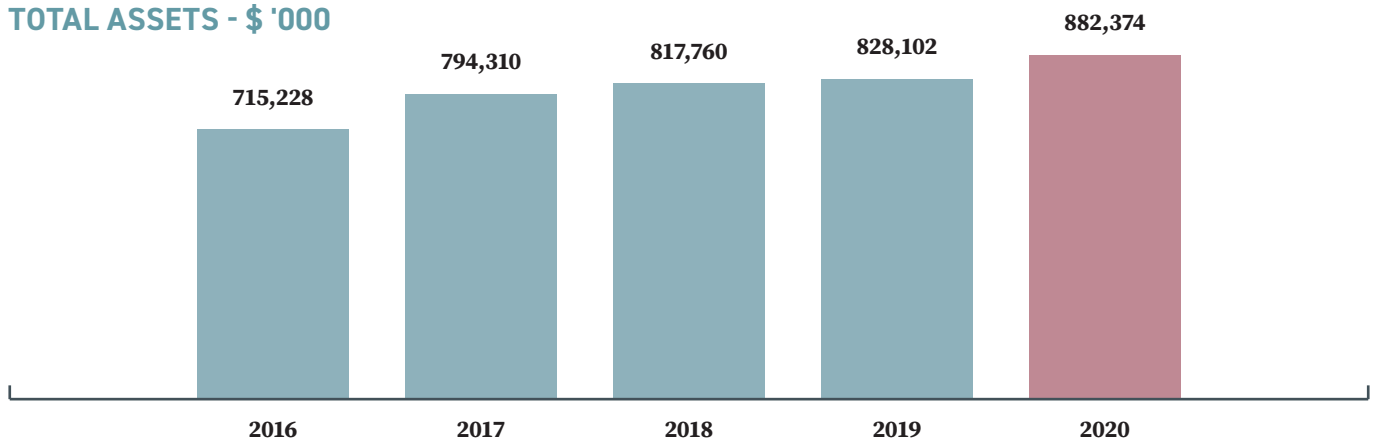
\$27 million

Total cash and cash equivalents and other investments at 30 June 2020

\$71 million

Total cash spent acquiring Property, Plant and Equipment, Investment Property, and Intangible Assets for the year ended 30 June 2020

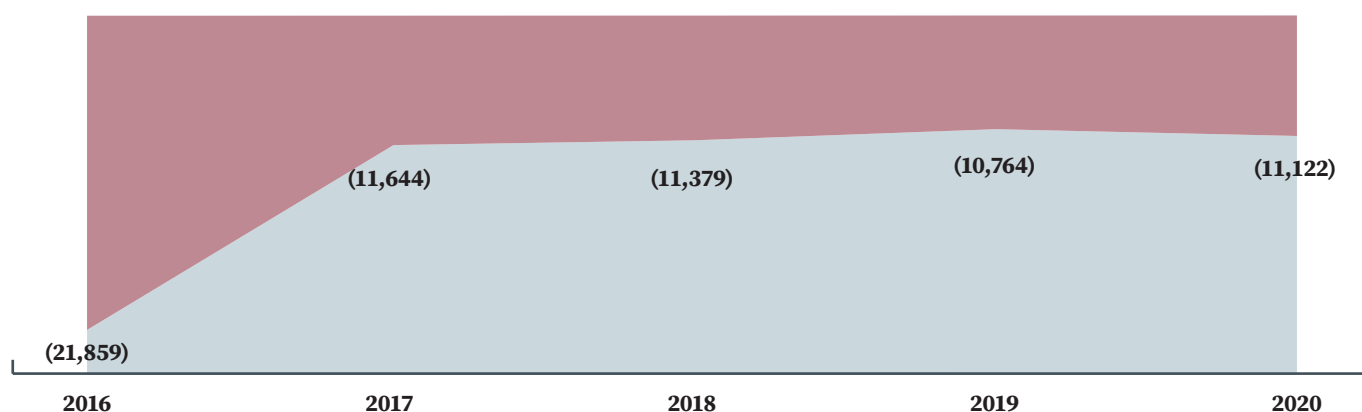
TOTAL ASSETS - \$ '000



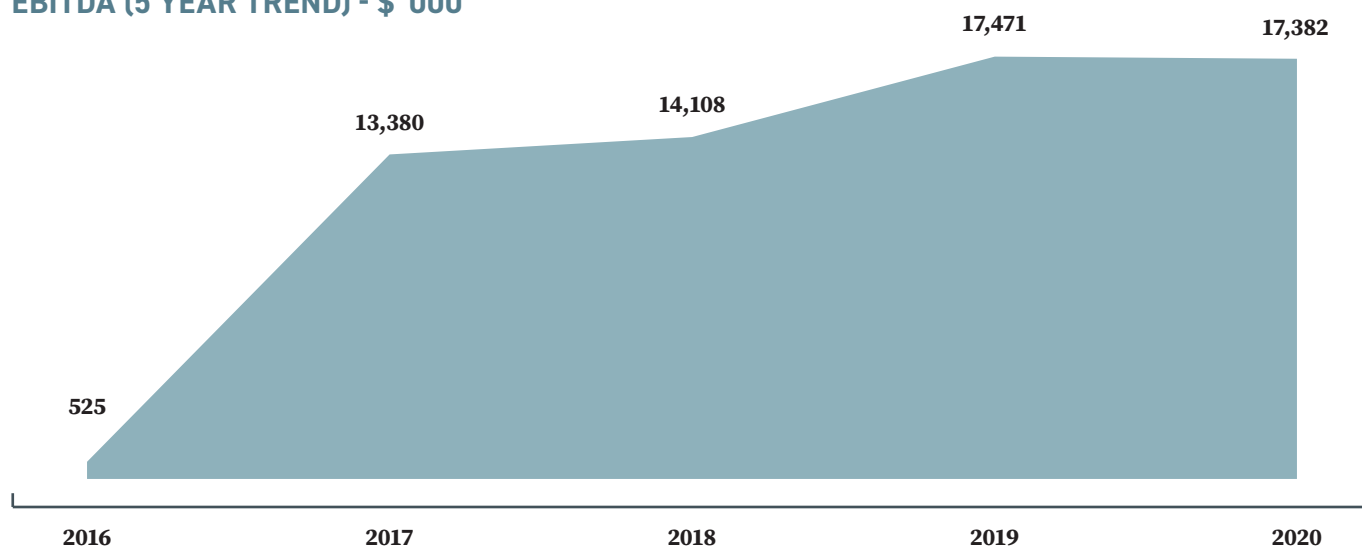
\$879 million

Total assets at 30 June 2020

RESULT FROM OPERATING ACTIVITIES (5 YEAR TREND) - \$ '000



EBITDA (5 YEAR TREND) - \$ '000



CASH AND CASH EQUIVALENTS (5 YEAR TREND) - \$ '000

