Annual Report

2025–2026







churches of Christ in NSW & ACT
for the year ending 30 June 2026

churches of Christ in NSW & ACT

Unity Restoration Life

After a service at Kingsford Church of Christ

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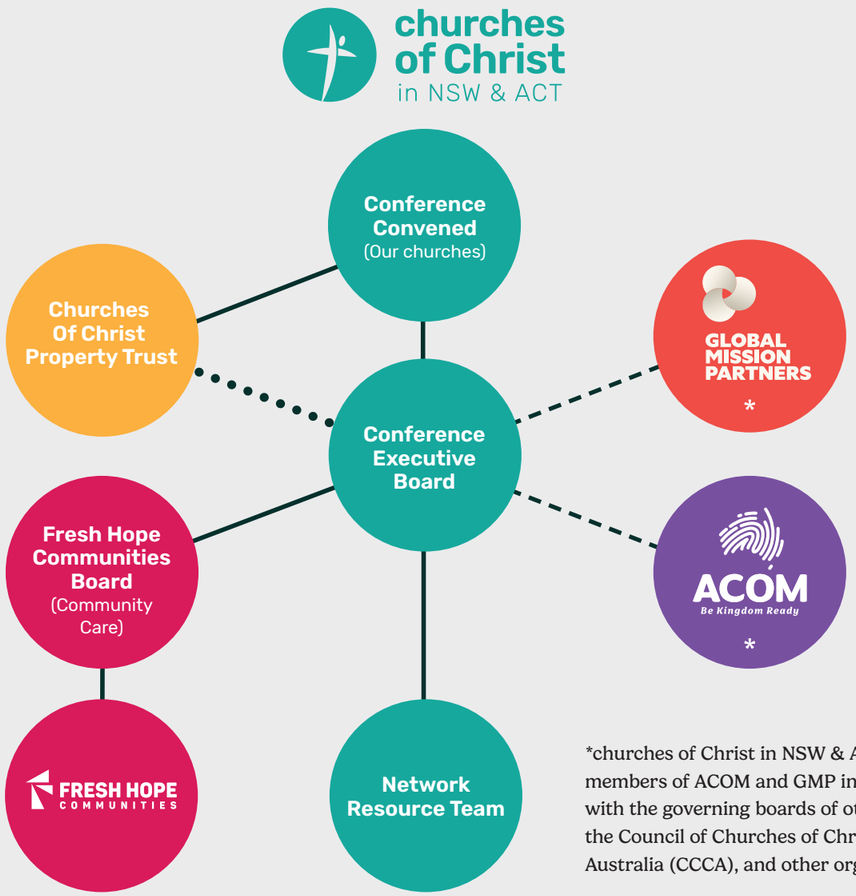
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Governance & Strategy

Conference Executive, our network's governing board, is a church-elected, representative body including ministry leaders and members of our churches in NSW. Its role is to provide oversight in governance, strategy, and risk for our churches and entities, ensuring appropriate resourcing and alignment with our Constitutional Objective.

Governance leaders gathered in prayer at the annual All Aboard Dinner

Our *Network*



*churches of Christ in NSW & ACT are members of ACOM and GMP in partnership with the governing boards of other states, the Council of Churches of Christ in Australia (CCCA), and other organisations.

Churches of Christ Property Trust
Our incorporated entity which holds property in trust and provides low-cost loans and grants to churches.

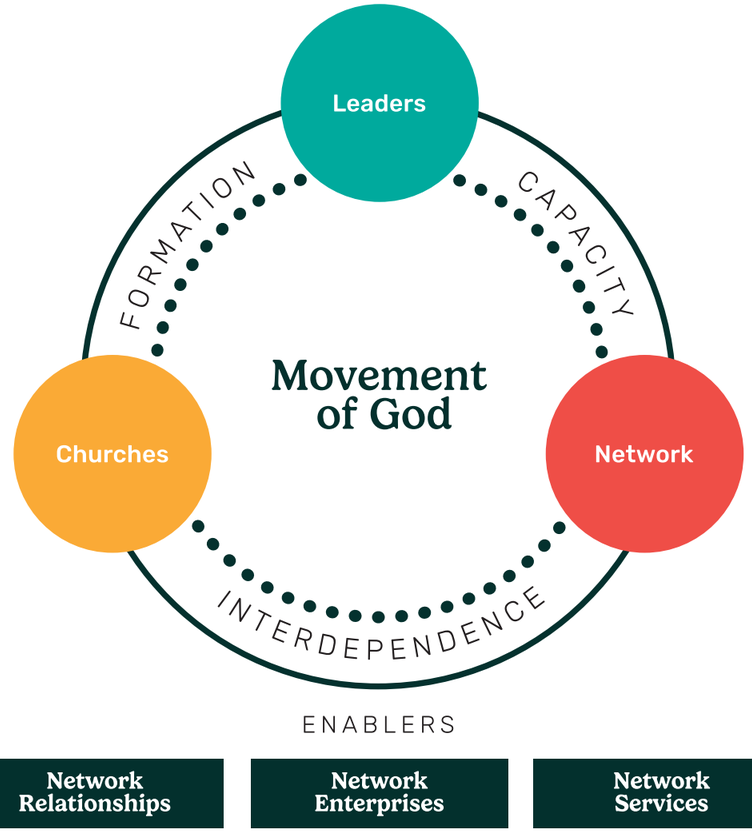
Network Resource Team
The state team that works in partnership with churches to support, equip and resource their mission.

Fresh Hope Communities
An entity of CCNSWACT which exists to create spaces that cultivate belonging and places that feel like home.

Australian College Of Ministries (ACOM)
A national partner of churches of Christ, which exists to provide flexible online study options to equip Christians for ministry in their local church and workplace.

Global Mission Partners
A national partner of churches of Christ, which exists to support mission, relief and development with overseas and Indigenous Australian communities.

Our *Ecosystem* Strategy



Our Ecosystem Strategy was approved by Conference Executive in 2022.

By fostering formation, deepening capacity and strengthening interdependence, we continue to foster health in our leaders and churches, strengthen partnerships across our network, and welcome the movement of God among us.



Our Ethos *Statements*

Our ethos expresses the shared identity of our churches through seven statements affirmed together in 2022. Rooted in our history and distinctive principles, they give us a common language for who we are, what we stand for and how we seek to live together as a network of churches today.

To learn more about each ethos statement, check out our online brochure.



We are SENT – with Kingdom Priorities

We proclaim and demonstrate with compassion the good news of Jesus. We are sent by Him into the world, with a personal and shared mission to make disciples.

Within this mission, larger than ourselves, we work with others to see His Kingdom come.

We are ADVENTUROUS – in Restoration

We courageously bear witness to Jesus in our rapidly changing world with creativity and innovation, gentleness and respect. Holding methodology lightly, we actively restore New Testament patterns for the Christian life in fresh ways.

With reflective experimentation, we persevere in our pioneering and we champion the 'have a go' mindset.

We are EMPOWERED – by the Spirit

We rely on the indwelling power and counsel of the Holy Spirit, humbly offering our spiritual gifts in loving service to God and others.

Conscious of the spiritual battle, we prayerfully walk in step with the Spirit bearing His fruit as He leads, guides and transforms us into the likeness of Jesus.

We are ANCHORED – in the Scriptures

We have the Scriptures as our anchor, tethering us to God and His redemptive story, preventing spiritual drift. In them, we find life-giving, soul-enriching and mission-equipping truth. They are complete within themselves, holding the place of God-given authority in the personal and shared Christian life.

The Scriptures unify us in the essentials of faith, while also providing freedom for exploring the variety of application in love.

We are ENGAGED – in Transformation

We cultivate spiritual practices that awaken us to the presence of Jesus who transforms us by His Spirit into His likeness.

We are invited into this formational process for the Glory of God, the blessing of others and the abundance of our own lives.

We navigate life's experiences of suffering and joy together through the sharing of story, discernment, affirmation and communion.

We are WELCOMED – into Family

We are baptised into Christ, who makes us family with both God and each other. We acknowledge that our bonds of spiritual connection are life-giving, the breaking of which can result in hurt and loss.

From a place of genuine connection and mutual accountability we sacrificially love, honour and support one another, from generation to generation.

We are ALONGSIDE – in Service

We embrace humble service that equips and empowers the body of Christ, releasing the priesthood of all believers.

We express this by working together, bringing a mutual offering of love, gifts and resources for the extension of His Kingdom.



From the Conference President

This is a defining season for our network. Across all churches, teams and agencies that make up the churches of Christ network in NSW and ACT, we find ourselves in a time that is both demanding and yet full of opportunity.

We are not thoughtlessly preserving what has been, nor are we rushing carelessly toward what comes next. Instead, we are discerning together what faithfulness to God's plans looks like in the season ahead. Romans 12:12 provides a steadying word:

> **"Be joyful in hope, patient in affliction, faithful in prayer."**

During the last year, the Conference Executive recognised that the changing season called for a changed approach. Through regional gatherings, shaped by the Working Vision and led by the Network Resource Team, our shared Constitutional objective came into sharper focus:

> **"Under the direction of God, to be a Christ-honouring, biblical, relevant, vital, contemporary Australian church which impacts the community by making disciples."**

This was defined afresh as a guiding principle that shapes who we are as a movement.

What we heard across the network was that our churches and agencies want stronger pathways for developing leaders, wiser attention to risk, a sustainable approach to the future and deeper connection across Fresh Hope Communities, the Property Trust, Global Mission Partners (GMP), Australian College of Ministries (ACOM), Network Resource Team (NRT), The Tops, affordable housing and local congregations. A growing desire has been voiced to move beyond isolated effort and into more trusted, transparent and aligned ways of serving Christ together.

That's one of the reasons that Conference Executive made an important decision to enter an Intentional Interim season. This is not a retreat from mission, but an opportunity to reevaluate what faithful stewardship looks like for our future. We are taking the opportunity to examine our culture, governance, strategic clarity, alignment and financial sustainability, so the next chapter is shaped by prayerful wisdom, shared understanding and courageous decision-making.

The questions we're addressing are significant enough to deserve our best attention. What might Churches of Christ in NSW and ACT become over the next ten or twenty years? How can churches, agencies and teams contribute to shared Kingdom purpose, while remaining faithful in their local contexts? How will we steward property, people, resources and opportunity with integrity?
These are not merely organisational questions; these are discipleship questions.



Mike receiving the President's Bible from Emily Drough, outgoing Conference President.

It has been encouraging, not because the road ahead is simple, but because there are marks of God's grace as we engage in honest conversations, developing collaboration, renewed attention to our mission and purpose, with leaders willing to face reality with faith rather than fear. We know that a brighter future will not be secured by structural changes alone. It will be formed as we remain grounded in Christ, open to the Spirit and committed to one another.

So, I invite every part of our network to pray, participate and lead with hope. May we be "joyful in hope, patient in affliction, faithful in prayer." And may the season ahead of us find us more united, more courageous and more deeply committed to the mission of Jesus in the communities we are called to serve.

Blessings,



Mike McGarrity
Conference President
Senior Pastor – Connect Church, Engadine



At The Intersection of Lament and Renewal

From The Executive Leader (Interim - until April 2026)

I was deeply humbled to be appointed as Executive Leader (Interim) from June 2025-April 2026, following Daz Farrell's season as Executive Ministry Director.

It has been a season with significant challenges – not just from a network governance and resourcing perspective, but also among our churches. While some of this has been *extra*-ordinary, facing challenges is also an everyday reality as we seek to live as people aligned with the Kingdom of God. In each of our appointed ministry contexts and callings, we have all faced disappointments, heartache and loss. Beyond our local situations, it is also a perplexing (and at times, discouraging) season in our wider cultural and religious landscape. A post-Christian cultural environment, political instability and cultural polarisation make it challenging to work out how to express and live out our faithfulness.

While I recognise and have experienced these realities personally and alongside leaders and churches in our network, I continue to be challenged about the biblical paradox that invites us to hold both lament (faith's expression of those things that have been lost or are not yet put right) and renewal (faith's conviction that these things are not the whole story).

Holding this paradox requires our resolve to not only acknowledge them intellectually, but to accept them as an integrated part of our emotional and spiritual maturing. Indeed, as God-with-us, Jesus did not separate these, even in his approach to his own death. The writer to the Hebrews notes:

> **"For the joy set before him, he endured the cross, scorning its shame, and sat down at the right hand of the throne of God"** (Hebrews 12:2, NIV).

Following in the way of Jesus is deeply challenging. We do not get to simply bypass pain. It requires the ongoing development of a deep trust in the One who remains faithful to us in the midst of the challenges and losses we face. At the same time, it requires us to unceasingly bring our prayerful cries for the fullness of the Kingdom to be realised "on earth as it is in heaven". As Mike has also shared, it is this day-by-day faithfulness that leads us to "Be joyful in hope, patient in affliction, faithful in prayer" (Romans 12:12, NIV).

Paul's words here remind us that, on the flipside, we are not to be consumed by our lament, but rather, remain attentive to the continuing work of renewal, recalibration, restoration and resurrection that mark the ways of God among His people. God's call to the exiled Israelites in Isaiah 43:19 was to not get caught by the past – but to fix their attention on what God was doing. Even in the wilderness, God was doing a new thing – making a way in places where they might be tempted to be fixated on their lament.



Anne conducts Regional Gatherings for consultation on the 'Working' Vision for Western Sydney (left) and Hunter (above) regions.

Across our network, in Australia and globally, God is doing new things. I continue to hear story after story of God stirring people's hearts towards the Kingdom.

This year's annual report offers some of the stories of God's Spirit birthing shoots of new life, alongside more mature work that continues year after year to produce Kingdom fruit. There are also some about faithful seed planting, with a future trust in God's ongoing work among us. I continue to be encouraged by stories of faith transformation, of church communities seeing new growth and of young people gathering together to deepen their discipleship.

I trust that as you read and reflect, like me, you will be again energised in your own faithfulness. May God's tender mercy and sustaining grace continue to be yours as you hold together the paradoxes of this moment in your life and leadership.



Anne Simpson
Executive Leader (Interim)



People of *Prayer*

From The Executive Ministry Director (Transitional – from May 2025)

It is a surprise and a privilege for me to be in this role as Transitional Executive Ministry Director (TEMD). Churches of Christ is such a precious network, with such a rich history, that I have personally benefited from over my lifetime.

I have only been acting as the TEMD at the tail end of this financial year. In this short time, my focus has been on laying the foundation for strategic work and seeking consultation with leaders in our network.

Since beginning in the role and leading a consultancy team from Partners In Ministry, we have:

- Begun a network culture diagnosis and report for Conference Executive.
- Started a governance review to improve governance functioning throughout churches of Christ and its agencies.
- Supported Conference Executive in developing a new strategic plan for the Network, which is still in progress.

Additionally, work has begun on several network initiatives:

- A pilot program for spiritual retreats for pastors
- Low-cost ministry team retreat accommodation through The Tops Conference Centre.
- Round table discussions with pastors and churches to connect and understand the joys and challenges within our churches so our strategies can better support them.
- Supporting the Network Resource Team to continue to deliver the various services and supports to our churches, ministries, and leaders.
- Joined and participated as a member of the Fresh Hope Communities board to continue to facilitate meaningful missional partnership.
- Continued to support Conference Executive to fulfil their governance responsibilities.

As I have engaged with various people and churches I have been encouraged on several fronts:

Churches are having a go

As I have talked with our leaders and visited churches I have seen much to celebrate. There are churches 'having a go' at reaching out with the gospel – in word and deed, churches grappling with what it means to be the church in their context and in this age, and churches working out what it means to be disciple-makers.

The Network Resource Team (NRT) is committed to serving our churches

We know that our world is full of uncertainty and change and this season within our movement has been no exception. The NRT has changed significantly this year as some staff have been called to other ministries and new members have filled their roles. Working alongside them, I see their commitment to serving our churches, chaplains, and network ministries towards our joint mission. In this season, Anne Simpson has served as Executive Leader (Interim) and has provided stability and championed progress for our churches and ministries. We thank God for her.

Change is coming

There is a general understanding that we are not where we want to be as a network of churches. As we seek to discern what God is calling us to focus on in this next season, we know that it will necessitate changes. I pray that we are open to a new faith adventure as we follow God's leading.



A reflective activity at Elders Retreat 2025.

In this season, my conviction is that **first and foremost we must be people of prayer** — listening for God's leading, welcoming His Kingdom, and spurring each other on in the ministry and mission we have been called to. When we commit to pray together, we are aligned with God's heart and are reminded how He is and always has been leading us. I invite our network to commit to prayer as we discern God's leading for our next steps.



Craig Farmer
Executive Ministry Director (Transitional)

Subcommittee *Reports*



The Ethos and Theology SubCommittee

Our subcommittee is tasked by Conference Executive to consider and research social, theological, ethical and ethos matters relevant to our network, to support them in making well-informed decisions. The current membership consists of Conference Executive and network representatives, including Alasdair MacDougall, Catherine Kleemann, and Anne Simpson, with special thanks to Dr Steve Smith and Jessica Meaco for their previous involvement.

The subcommittee works collaboratively and this year has provided research and feedback to Conference Executive on the matter of affiliation, with a paper titled 'Ethical, Theological and Ethos Reflections for Churches of Christ in NSW & ACT on the Use of Property when a Church Chooses to Withdraw from Affiliation.'

The subcommittee is currently considering a further matter referred by Conference Executive, which relates to wrestling with the theological matters we as churches can affirm together.

We appreciate the privilege of serving our network by considering matters such as these, and we look forward to continuing to support Conference Executive and our network in this way.



Alasdair MacDougall
Chair, Ethos and Theology Subcommittee
Senior Pastor – Liberty Church, Greenacre

Grants Assessment Committee

In partnership with the Property Trust (which stewards Trust Funds given by churches and individuals from past generations), in the past 12 months the Grants Assessment Committee (GAC) has provided $113,120 in grant funding to resource churches, leaders and new Kingdom Initiatives.

At a glance:

- **2** New Kingdom Initiative grants: **$14,090**
- **5** Resourcing grants: **$45,000**
- **6** Sabbatical grants: **$54,030**

Total: $113,120

Kingdom Initiative Grants

This year, we provided two Kingdom Initiative Grants. The first was awarded to Coast Community Church to launch JustLife Formation Intensives – a series of three-day residential discipleship experiences and mentoring sessions designed to deepen spiritual formation, equip everyday missionaries, and strengthen the church's mission.

The second Kingdom Initiative Grant was awarded to Northside Community Church's Crows Nest Community Christmas Dinner for 250 local community members – creating connection, reducing loneliness, and introducing people to the love, hospitality and hope of Jesus.

Resourcing Grants

The Resourcing Grant category supported five churches with funding requests, investing in people, facilities, and ministry resources that strengthen outreach, improve church environments, support children and youth, and create greater opportunities for churches to serve and connect with their local communities.

They were:

- Pathways Community Church for a Youth Evangelist role
- Ecclesia Mission Inc for bathroom renovations
- NewDay Church for a Children's Worker and activity costs
- Wagga Wagga Christian Church for musical instruments and sound equipment
- Blaxland Church of Christ for an outdoor area upgrade

Sabbatical Grants

The Sabbatical Grant program supported six churches in providing dedicated periods of rest, renewal, and ministry reflection for pastoral leaders from the following churches:

- Sydney New Direction Church of Christ
- Kingsway Community Church
- Nationsheart Christian Community
- Saegil Church
- Sydney Crystal Church
- Sydney Manna Church

On behalf of the Grants Assessment Committee and Conference Executive, I would like to thank the Network Enterprises team past and present – Matt Young and Julie Geddes, and Graham Bargwanna and Margaret Tjhin – for their invaluable support in coordinating applications, liaising with churches, administering grants and acquittals, and supporting the Committee, Conference Executive and Property Trust throughout the grants process.





Top: Northside Christmas Dinners.
Above: Blaxland church outdoor upgrade (After).



Victor Tee
Chair, Grants Assessment Committee
Senior Pastor – Kingsford Church of Christ

Note: We also acknowledge the work of the Endorsement Review Group who support the process of those seeking ministry endorsement. **See Safe Ministry on p.30 for their report.**

Learn more about Grants on our website:
ccnswact.org.au/leaderships/grants



Board members at the 2025 All Aboard gathering, which brought together governance leaders from across our agencies and partners.

Our Board *Members*

1 July 2025 - 30 June 2026

Conference Executive

Mike McGarrity
Conference President

Stephen Smith

Cathy Kleemann

Emily Drough

Jenni Gainer

Peter Chi

Rebecca Lee

Steed Leonard

Victor Tee

Allan Vincent

Property Trust

Steven Martin
Chair

Patricia Chan
Deputy Chair

Shamus Toomey
Registrar

Christopher Emmanuel

Mark Speechly

David Kelly

Allan Vincent

Fresh Hope Communities

Raewyn Williams
Chair

Stephen Smith
Chair

Alana Cooper

Kirryn Zerna

Tracy Harding

Anthony Asher

Norman Newbon

Steed Leonard

Network Resource Team *Farewells*

Our network would like to thank the following staff members who concluded in their roles this financial year. Their efforts have significantly contributed to our network's health and flourishing, and we wish them the best in their future ministry and work.



Matthew Young
Manager, Fresh Hope Properties and Projects (Jul 2018–Feb 2020);
Manager, Properties and Projects (Feb 2020–Jan 2024);
Head of Network Enterprises (Jan 2024–Nov 2025)



Jo Huntington
Pioneering Leadership Development Coordinator (Sept 2021–Jan 2026);
Network Health Ministry Leader (June–Dec 2025)



Bruce Tindale
Chaplaincy Ministry Leader (Sept 2023–Dec 2025)



Julie Geddes
Property Asset Manager (Jul 2022–Mar 2026)



Andrew McInnes
Leader Health – Culture & Development (March 2023–Dec 2025)



Melanie Wellings
Resourcing Administrator / Office Manager (Jan 2021–Mar 2026)



Kym Dixon
Leadership Health & Engagement – Support & Formation for Women (Dec 2021–Dec 2025)

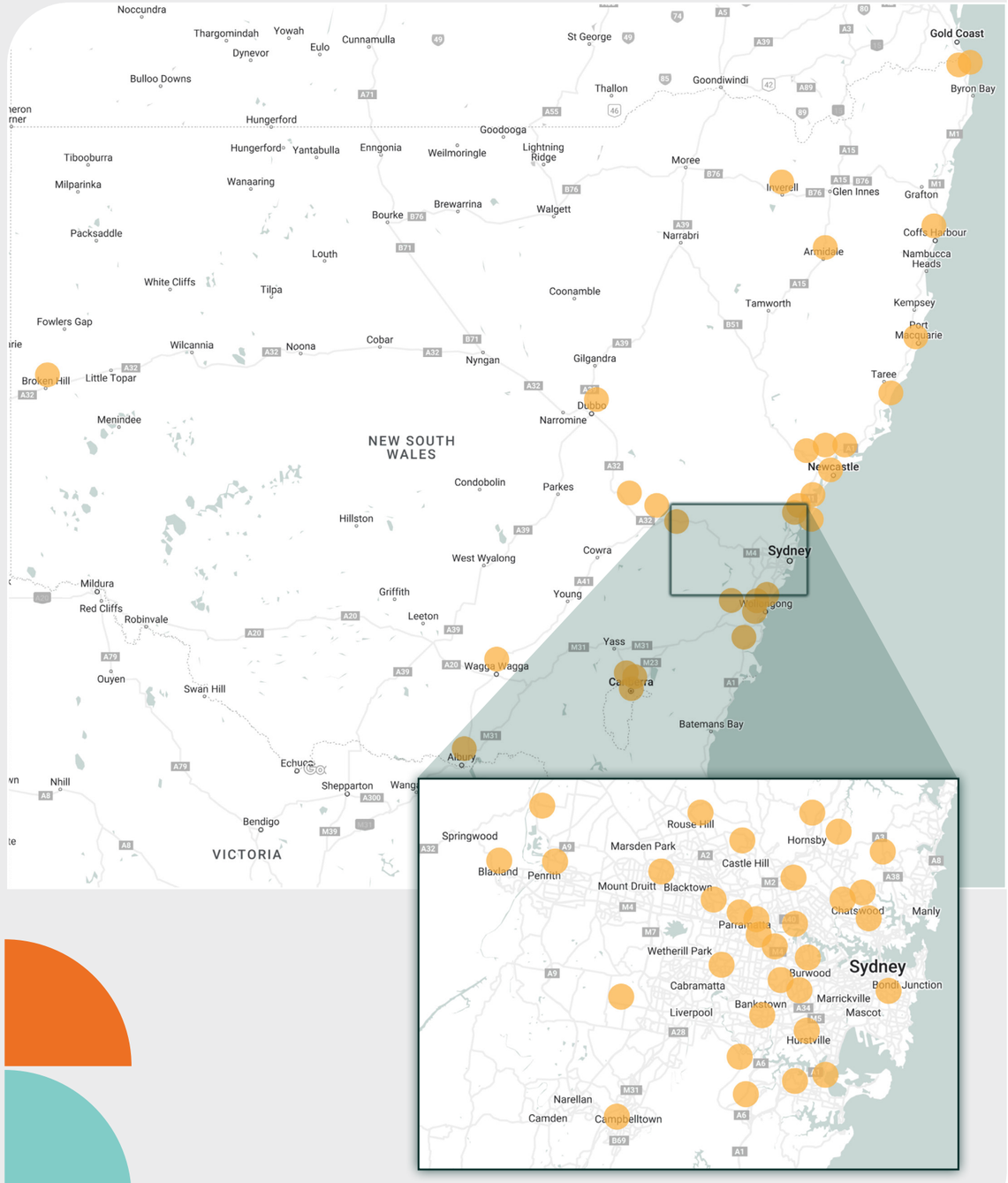


Susan Mott
Executive Assistant to EMD / Executive Leader (Interim) (Jul 2024–Jun 2026)

Resourcing *Our Churches*

Supporting Local Ministry:
The Network Resource Team exists to support and resource our locally governed churches across NSW & ACT and empower their local mission through Network Relationships, Network Services and Network Enterprises.

Our *Churches*



Church Statistics: *Survey 2025*

Churches

57
Total Affiliated Churches†
(56 surveys completed)

5
Churches in provisional affiliation

† Does not include all campuses of some multi-site churches.

2
Churches closed in 2025*

Church Size (members)

200+	4**
150-199	0
100-149	8
75-99	5
50-74	14
25-49	18
11-24	8
0-10	0
Total	**57**

Church collaboration

10
Churches partnering in ministry together

*Doonside Church of Christ and Whitebridge Church of Christ.
**One church in this category did not complete a survey.

People

3628
Church Members
(3856 in 2024, 3870 in 2023)

136
Baptisms
(160 in 2024, 129 in 2023)



121
New Christians
(137 in 2024, 112 in 2023)

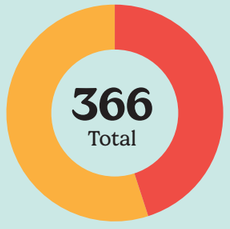
(4920 in 2024, 5050 in 2023)

Church Attendance by Age

Adult (71+)	737 (15%)
Adult (51-70)	1039 (21%)
Adult (31-50)	1295 (27%)
Young Adult (18-30)	568 (12%)
High School (Yr 7-12)	456 (9%)
Primary School (Yr K-6)	472 (10%)
0-5 years old	240 (6%)
Total	**4807**

Governance

(Serving in eldership, boards, committees, or councils)



Male	55%
Female	45%

78.7%
Caucasian

18.6%
Non-Caucasian

2.7%
Indigenous

Church Staff

31
Full-time Positions
(59 in 2024, 53 in 2023)

102
Part-time Positions
(115 in 2024, 126 in 2023)

6
Positions were reported as currently vacant.

Chaplains

22 CCNSWACT Employed Chaplains



Network *Relationships*

The Network Relationships team exists to support our network of churches through facilitation, accompaniment, practical support and engagement.

As I reflect on the past year, I am overwhelmingly grateful for the engagement and contribution of our leaders and churches to the life and ministry of our network, through a myriad of connection points, events, ministry opportunities and God moments.

I reflect proudly on the significant work that has been carried out this year to progress our Ecosystem Strategy, even as our Network Resource Team has been limited during a season of transition and farewells. I am grateful to our Network Relationships Team members, former and current – Nathan Marshall, Andrew McInnes, Jo Huntington, Stephen Cha, Bruce Tindale, Brett White, Ross Stewart, Taksan Scott, Maree Graham, and Adrian Jackson – who have passionately carried their ministry areas forward.

Leader Health

This year, we have added to the health and growth of our network in the following areas:

- Intentional pastoral visitation (July-December 2025) *, which included in-person engagement with both male and female leaders and spouses in our network.
- A network-led consultation around Ongoing Professional Development in 2024 led to the piloting of a new Ongoing Ministry Development process throughout 2025 and 2026. The new process provides leaders with greater freedom to shape their formation and development in consultation with their local church board/elders via a Ministry Formation Plan.
- The launch of the Discerning the Good Life cohort with Bruce Hulme has been a rich opportunity for connection and ministry formation. A group of 16 leaders across our network have participated, deepening their spiritual practice of discernment.
- As part of the “Working Vision” regional consultations across 2025, leaders were invited to share key areas of support and resource that CCNSWACT could provide for the future.
- We continue to intentionally engage with our Culturally And Linguistically Diverse (CALD) communities, seeking to connect them and support them within our network. This has included increased representation and participation in leadership, ministry training and equipping for leaders, translation capability, and consultation to identify support for second-generation leaders.
- Our Children’s Leaders Network Day continues supporting those who lead and minister to the youngest members of our churches. This year’s event was attended by 16 leaders and provided input, peer dialogue, and encouragement in their steadfast commitment to children across our network.
- A *Collective Conversations* podcast episode on exploring a shift in leadership posture — from heroic: emphasising individual authority and expertise, to host: facilitative, empowering leadership.
- The ongoing provision of resources, support and grant funding for leaders undertaking a sabbatical.
- Nathan Marshall hosted Listening to the Voice of God Together at Dunmore House each month, drawing a number of ministering leaders into a space of solitude and prayer.
- Visitation and consultation with several church elderships in leadership transitions.
- Our annual Collective Gathering, led by Jo Huntington, brought together 250 pastors, elders, ministry leaders, emerging leaders, chaplains and their families (including 30 children) in November. Claudia & Michel Hendricks provided engaging and impacting content centred around the theme of “A Radiant Church” which explored how neuroscience can inform wholistic transformation in discipleship.

* *Pastoral visitation was offered by Andrew McInnes, Leader Health Ministry Leader, Kym Dixon, Leader Health – Support and Formation for women, and Jo Huntington, Pioneering Co-ordinator. In the first half of 2026, intentional visitation was paused after the Leader Health Ministry Leader, Andrew McInnes finished in the role after three years to take up a position as Senior Pastor at Burleigh Heads Church of Christ, in Queensland. Kym Dixon finished in her role in December 2025 to continue private practice as a Spiritual Director and Professional Supervisor. In his final report to CCNSWACT, Andrew noted the deep faithfulness of our network leaders, but also the fatigue in the ongoing realities of leading churches in a highly compliance-focused context.*



Ministering leaders and their families connect at Collective Gathering 2025.

Church Health

Elders

- Our Empowering Elders ministry, led by Nathan Marshall, Lloyd Irwin and Meredith Harmer, has continued to strengthen the spiritual and governance leadership of our network. Three Zoom Gatherings were held across the year and the annual retreat brought together 55 elders from 20 churches to resource, enable, and encourage them.
- The launch of a Governance Training video series for elders by CCNSWACT Governance Specialist, Michael Adams, to support them in upskilling and onboarding new elders.
- The facilitation of a pilot “Chairs Circle” for Board/Elder Chairs was a significant addition to our support for elders in 2025, led by Michael Adams.

Resourcing & Support

- Our Properties and Church Health teams partnered to support 6 churches in seasons of transition, revitalisation and growth.
- A number of churches facing challenges/ transitions were pastorally cared for and connected with external professional support.
- Our Church Grants continue to enable local churches to pursue new kingdom opportunities and to provide infrastructure for existing

Network *Relationships*

Cont.



Young Adults Retreat 2026

ministry.

- Resources have been reviewed or developed in the past 12 months including: Ministry Formation Plan, Paid Parental Leave Policy, Belly & Bones Small Group Guide, Pastors Recruitment Guide.
- Supporting several leaders to train as future interim leaders through the Transitional Ministries Association of Australia, and several interim leaders have been engaged in short- and medium-term interim roles this year.
- Preaching and visitation with our churches from our team throughout the year.
- Ongoing consultation with campus-model and multi-enterprise churches to identify future ways shared resourcing and cross-network connections could enhance their mission.

Network Health

Pioneering & Affiliation

- Engaging 4 churches to join our provisional affiliation process this year.
- Reviewed our affiliation process and documentation.
- The support and coaching of 5-7 individuals who are engaged in key pioneering work, seeking to plant new expressions of church and find new ways to reach community at the margins.
- Significant engagement around church planting continued with one church intentionally exploring church planting in the next 1-2 years.

National Engagement

- We continued to strengthen relationships with our Indigenous brothers and sisters through GMP on-Country immersion trips for network leaders, active visitation and invitations to network events and the ongoing relational partnership with Dareton Youth Centre.
- CCNSWACT has been an active partner with other states through the National Week of Prayer, including producing content and communication resources.
- CCNSWACT continues to be actively engaged in the Council of Churches of Christ in Australia, including representation on the RISE Collective, a group of state leaders investing in the development of emerging leaders.

'Working' Vision Consultation & Report

- The NRT held its final Regional Consultation in September 2025 after 7 months of consultation, engaging 66 congregations through 8 regional gatherings and 23 online meetings. More than 200 leaders across our network participated.
- A final report & recommendations were provided to Conference Executive in October 2025.
- This consultation process enabled network collaboration from a broad range of church leaders and harvested valuable church insights.

Generations

- This year we supported a range of grassroots, network-led events, including youth leader training, connection, and worship gatherings such as FUSE youth gatherings.
- During this period, 15 of our churches ran active youth groups and another 8 ran youth programs as part of Sunday gatherings.
- Our Generations Camps continue to bear fruit, thanks to strong & committed (volunteer) camp directors, Jess Love (SYNC), Pete & Bree Sargent and Tina Phillips, who galvanise and lead teams to create experiences that reach children and teenagers for the gospel and deepen their discipleship.
  - SYNC Camp: 110 participants, 50 leaders
  - Drastic Camp: 139 participants, 54 leaders
  - Uprising Camp: 75 participants, 38 leaders
  - Young Adults Retreat: 70 participants

At a glance:

Leader Health

32 Leaders engaged in formation and development cohorts

6 Leaders supported to take a sabbatical

Church Health

30 Churches participated across our Empowering Elders programs

6 Churches supported in transition, revitalisation, and growth

4 Churches in affiliation process

Network Health

66 Congregations and 200 leaders engaged in regional consultation

400 Children, youth, and young adults attended discipleship programs

75 (approx.) leaders served on these discipleship programs



Regional gathering hosted at Dubbo Church of Christ.

The Ecosystem Strategy, approved by Conference Executive in 2022, sought to foster inter-dependence, deepen formation and strengthen capacity in our leaders, churches and network so that we would continue to position ourselves in anticipation and responsiveness to the movement of God. In this past year we have seen more churches participating in consultations and opportunities for support and networking. Our Collective Gathering continues to draw a wide group of leaders, including elders and governance leaders. We have also seen an increase of ministering leaders engaging in sabbatical leave to combat fatigue. Our elders are actively seeking to deepen their spiritual and governance oversight, and our young people continue to respond passionately to the Good News of Jesus.

I remain deeply hopeful of what this network of churches has the capacity to offer to the wider Body of Christ as it remains true to its pursuit of the Lordship of Jesus and his activity among us. May we continue to turn our faces to His, receiving and sharing His radiance in our communities.



Anne Simpson
Head of Network Relationships



Worship at Saegil Church in Telopea.

Supporting Culturally & Linguistically Diverse Churches

This year, we have worked towards more intentional inclusion of leaders from our CALD communities in the life and leadership of our wider network. We have seen leaders increasingly represented in State and national boards and in our generations ministries.

We currently have 11 culturally and linguistically diverse (CALD) churches in our network, accounting for 30 per cent of our total membership. This continues to be an area of growth, with four more churches currently on the pathway towards affiliation.

At a glance:

- **11** Churches
- **4** In pathway to be affiliated
- **30%** of our church members are from CALD communities

One of the strengths of our network is its capacity to embrace diversity and difference while fostering a strong sense of belonging.

Many of our CALD churches value connection with the wider Body of Christ while also celebrating their own unique cultural identity, expression of faith and calling. Five of our ten largest churches are CALD churches, and many continue to lead thriving discipleship and missional programs.

In 2025, we conducted an audit for 'Next Generation Ministries' across our CALD churches. The audit found a strong commitment to discipling the next generation and helped us identify particular experiences, strengths and needs in these churches.

The audit also highlighted some complexities facing CALD churches in navigating differences in language, culture, and expectations between first-generation migrant parents and their second-generation children.

Moving forward, we want to continue supporting our CALD churches in their next generation ministries. We also want to strengthen the connections between our existing generation ministries and camps and our CALD churches, ensuring that they are included as we invest together in the next generation.



Stephen Cha
Intercultural Ministry Leader







Above: Heartbeat Church's Sunday service in Merrylands.

Safe Ministry



While many of our churches continue to strengthen their safeguarding processes, this complex area of compliance remains a growth point for our churches.

The NSW Office of the Children's Guardian has begun auditing child-safe organisations for their compliance with the Child Safe Standards. This means any church may be scrutinised regardless of its formal engagement with children and young people.

To assist churches with this, we continue to offer our Safe Church Health Check to assess compliance and identify areas for improvement. It is my privilege to advocate for best practice across our network, and I continue to encourage and advise our leaders in safe ministry practices.

At a glance:

18	CSS workshops
481	CSS attendees
141	Endorsed people
68.8%	Endorsed leaders engaged in supervision

Redress and Civil Claims

In 2025, the frequency of redress and civil claims noticeably increased. As we seek to offer compassion, compensation, and support to those who have been harmed, the financial consequences to our churches are significant.

As we have worked through each of these claims, we have learnt lessons from the past about the necessary implementation of safe ministry practice for our future. For this reason, I continue to encourage our churches to diligently follow safe ministry policy and related procedures and store compliance and insurance documentation securely.

We engaged in our network's first restorative justice process in 2025. Engaging a suitable facilitator to help us navigate this sensitive and difficult process was challenging, and we learned several lessons along the way. I'm glad to report the outcome was positive for all parties, and this process has given me hope for future healing through the restorative justice process.

Creating Safe Spaces Training

Our partnership with the NSW/ACT Baptist Churches to deliver Creating Safe Spaces (CSS) remains mutually beneficial. To enable us to offer CSS training to all churches, we recently trialled an AI translation tool to make the workshop accessible to non-English speakers. Thank you to Belmore Church of Christ for trialling this in June.

I also acknowledge the effort of Kelly Hayduk from MissionHeart in the ACT, who has supported the Burmese community of Wagga Wagga Christian Church with CSS training and implementing safe ministry practices across language and cultural barriers. Thank you, Kelly.

Endorsement Review Group

The Endorsement Review Group (ERG) continues to review how we can administer the endorsement process with rigour, wisdom and grace.

The Ongoing Professional Development (OPD) system for endorsed ministers has been placed on hold as we roll out a new system – Ongoing Ministry Development (OMD). As with any change process, the rollout has hit issues, but we continue to invite feedback from leaders to deliver an effective system that enables their growth and development.

68.8% of endorsed ministers and chaplains currently engage in Professional Pastoral Supervision.

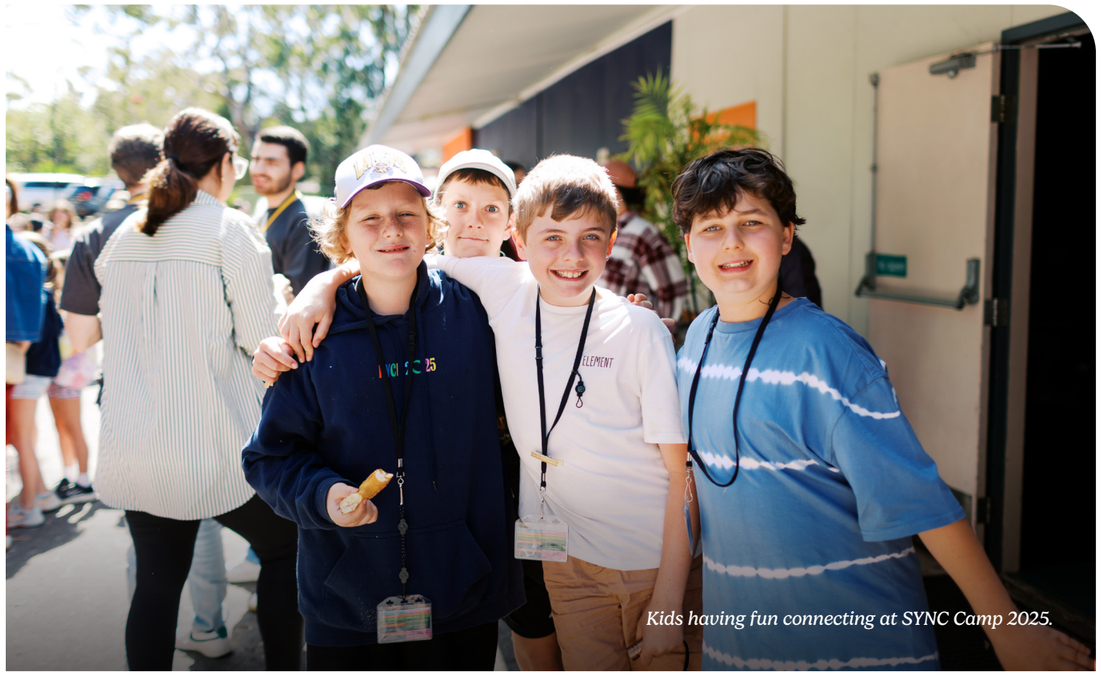
We are working towards the deadline in November 2027 for all endorsed people to regularly attend professional supervision. However, finding qualified non-English speaking supervisors remains a challenge.

The ERG welcomed Colette Harrison in early 2026. Her experience and wisdom are greatly appreciated. I want to thank Andrew McInnes for his involvement over the last three years through his role in Leader Health & Engagement.

Finally, I was greatly blessed to take a sabbatical in the third quarter of 2025. Several people managed different parts of my portfolio. I want to thank them and the network for graciously supporting me in having an extended break.



Ross Stewart
Safe Ministry Practices Leader



Kids having fun connecting at SYNC Camp 2025.



Chaplaincy

Hope In The Middle

Chaplaincy continues to be one of the wonderful expressions of our network's mission, with our 22 chaplains faithfully employed in hospitals, schools, Corrective Services, Youth Justice, aged care, emergency services and community settings across NSW and the ACT.

We support a further 25 chaplains from our churches and network who minister in a range of other voluntary and employed capacities and contexts.

In these complex spaces, our chaplains bring a resilient, compassionate, and non-anxious presence, walking alongside people through crisis, grief, uncertainty, and everyday life.

This year's Chaplaincy Retreat centred on "Formed and Faithful: Professional Integrity and Relational Maturity in Chaplaincy." *Formed* invited us to consider relational discipleship, emotional maturity, and identity, while *Faithful* explored professional standards, ethical practice, accountability and trust.

Devotions and reflections from Jesse Mawson, Dr Peter Carblis and Renee Ravesteyn, together with Peter Wakeley's workshop on transference and countertransference, further challenged and strengthened our team.

Next year, Corrective Services Chaplain, Richard Howarth, will celebrate 30 years of chaplaincy ministry. Richard commenced working as a Correctional Chaplain at Long Bay on 4 August 1997. After 10 years in this role, he went on to offer chaplaincy in aged care at Maitland. He later returned to correctional chaplaincy and, in 2027, will mark an extraordinary 30 years of service across these ministries.

We are grateful to our former Chaplaincy Ministry Leader, Bruce Tindale, for his faithful leadership and significant contribution to Chaplaincy, concluding his role in December 2025. In May, Brett White commenced as Chaplaincy Ministry Leader, stepping into the next season, and building on the foundations established by Bruce and the wider chaplaincy team.

A simple vision is emerging for the season ahead: Hope in the Middle. Cultivating a movement of chaplains who bring hope by walking alongside people in the middle of crisis, loss, uncertainty, and everyday life – bringing the presence of Jesus through compassionate spiritual care and genuine human connection.

We remain deeply grateful for those who quietly and faithfully carry the hope and presence of Christ into places many of us may never see.



Robyn Lee
Interim Chaplaincy Ministry Leader
December 2025 – May 2026



Brett White
Chaplaincy Ministry Leader
May 2026 – present







Chaplains Retreat 2026.

Network *Services*

Positioned to Resource Ministry



This year, Network Services has continued to build capacity to meet the needs of churches and strengthen the governance and operations of the Network Resource Team.

Cheaper Insurance for Churches

Earlier this year we partnered with Churches of Christ Insurance in Victoria to explore if we could offer cheaper insurance for our church network under a consolidated approach. Ten of our churches have opted into this arrangement (mainly regional churches) and all ten have received discounts on their insurance premiums.

Ministry Portal Update

Based on recent network feedback, we identified that our Ministry Portal needed redesigning to address communication and resourcing gaps. This led us to reconsider the Ministry Portal's functionality beyond a compliance management tool, to become a comprehensive, one-stop access point for practical resources and templates, a network resource sharing platform, and to provide increased visibility of our network's governance.

In addition to this, we identified the need for a stronger relationship management platform and contact database to enable the Network Resource Team in its administration and communication across endorsement and other key processes. Our team has been busy this year redesigning these platforms and is excited to launch the updated Ministry Portal soon.

Trialling Bookkeeping Services for Churches

At our 2025 Regional Gatherings, church leaders consistently identified the time and cost of administration, particularly bookkeeping and financial administration, as a significant burden in ministry.

In response, we have been developing a model to evaluate if providing low-cost bookkeeping and financial administration services for churches is viable. This year, we successfully piloted this model with one church and are currently exploring if this could be utilised by the wider network.

Across our work, we continue to be motivated to provide services to our churches and network that reduce cost and energy for our churches, enabling them to be more effective in their ministry.



Adele Ezzy
Head of Network Services

Network *Enterprises*

The Network Enterprises Team works with local churches to maximise their ministry impact through the efficient and effective use of the resources with which God has blessed our churches.

Our team of three staff oversee the management of 18 Conference-governed properties, fulfil six Memoranda of Understanding between Conference and local churches around building usage, and facilitate grants and other enterprise initiatives with and for our local churches.

Our properties at a glance:

- **18** Conference-governed properties*
- **28** Total leases/licenses (including residential and commercial)
  - **23** Managed by the Network Enterprises Team
  - **5** Managed by real estate agents
  - **15** Rented to CCNSWACT churches/ groups
  - **6** Rented to external community groups
  - **7** Rented commercially or residentially
- **4** Major renovation projects undertaken this year (flooring, painting, roofing, etc.)
- **10** Minor works undertaken this year (plumbing, fences, electrical, etc.)

*Several of these properties have more than one lease or licence, including residential leases.



The Network Enterprises Team – Margaret Tjhin, Matt Hinchcliffe and Graham Bargwanna – visited churches and properties at Kurri Kurri, Whitebridge, Bonny Hills and Taree in May 2026, to build relationships and advise on ongoing property projects.







Top left: Before - Whitebridge church.
Top right & bottom: After - renovated premises now used by Calvary Chapel Newcastle.

Property

This year, the Network Enterprises Team continued to steward 18 Conference-governed properties to support church and community life, while assisting local churches to manage their own properties effectively.

Work across Conference-governed properties focused on restoration, maintenance, income generation and preserving opportunities for future ministry use. Where appropriate, work was undertaken to return responsibility for property back to local churches, reflecting our preference for assets to be managed locally wherever possible.

> **A key focus was commencing the development of a Divestment Framework to provide clearer guidance on when the sale of a church property may be appropriate, the process for these decisions, and the use of divested funds.**

Upgrades to the Doonside Church of Christ property (pictured right) were completed, enabling the site to accommodate Ecclesia Church of Christ and Triumph Church. The Whitebridge property was also upgraded and is now home to a local church, which has since made further improvements (pictured left).

The team also continued to support churches with significant tenancy, legal, maintenance and development matters, and to advise Conference Executive on the future use of properties when churches close.

Grants

This year, the team focused on helping churches broaden their access to external funding opportunities.

A key initiative was a grants webinar featuring Keith Whelan, “The Grants Guy”, and Duncan Robinson, Senior Pastor at Northgate Church of Christ. The session highlighted external funding opportunities, including the NSW Government’s Community Building Partnership Program, and provided practical guidance for stronger grant applications. The team also continued to support the Grants Assessment Committee and encouraged churches to pursue funding for local ministry and community initiatives.





Left: Doonside Church of Christ Property (before)
Right: Doonside Church of Christ Property (after)

Enterprise

This year, the team developed new opportunities to strengthen the practical and financial sustainability of churches across the Network. A new partnership with OneBuy, a procurement network for Christian organisations, gave churches access to more competitive rates across a range of goods and services.

The team also continued to promote early education ministries as an opportunity to strengthen community connection, ministry impact and financial sustainability. Churches already operating childcare and preschool ministries shared their experience and insights to help other churches explore whether this model could work in their context.

We thank Jono Prince, Alasdair MacDougall, Rob Treloar, Di Falkenmire and Nic Briggs for contributing to this work.



Graham Bargwanna
Head of Network Enterprises (Interim)

Our Entities and *Partners*

Partnered In Mission:
Our rich history as churches of Christ has birthed Fresh Hope Communities, The Property Trust, Australian College of Ministries, and Global Mission Partners. These entities partner with our churches and other state networks to propel the Kingdom of God through residential care, affordable housing, outdoor experiences and group accommodation, higher education ministry training, and global and local community development.

John Lamerton, CEO, and Leah Odongo, Director of Partnerships, for Global Mission Partners.



Fresh Hope Communities

Board & Executive Leadership Team Address

Green Hills Residential Care Service's Farm Day was enjoyed by residents, families and staff

Danish philosopher, Søren Kierkegaard said that "life can only be understood backwards but must be lived forward". In other words, our past informs our future.

As we reflect on the past financial year, we do so with gratitude for the people who recognised the dignity and worth of every individual, responded with practical compassion and whose vision, generosity and service laid the foundations of the organisation we continue today.

People like Frances May Ashwood. In 1938, Ashwood House, now known as Ashwood Residential Care Service, opened as the first aged care home for women in New South Wales. Established through May's generosity and vision, it provided dignity, care and community for older women. May's leadership, philanthropy and commitment to serving others helped shape what would eventually become Fresh Hope Communities.

Or Kevin Crawford, whose impact on churches of Christ NSW & ACT spanned almost four decades. His visionary and missional mindset helped secure and establish Stanwell Tops Conference Centre. Today "The Tops" continues to serve school groups, churches and the wider community as a place of adventure, learning, retreat and personal growth.

Their stories reinforce why we exist: to serve people with compassion, create places of belonging, and faithfully steward the resources entrusted to us for future generations.

Despite a challenging and changing environment both within our organisation and in the broader aged care industry, our focus remained clear this year:

> **maintaining the quality and continuity of services for those who rely on us every day.**

The past twelve months have been marked by significant progress across Fresh Hope Communities. We have continued to strengthen the quality of care and support provided to residents, clients, families, and communities while navigating an increasingly complex operating environment. Our teams have embraced opportunities for innovation, service improvement and organisational growth, always placing the wellbeing of those we serve at the centre of every decision.

A major focus has been preparation for the new residential aged care registration framework. This work has required extraordinary commitment across the organisation, with teams reviewing systems, strengthening governance, enhancing practices and ensuring readiness to meet evolving regulatory requirements. While much of this effort occurs behind the scenes, it demonstrates our commitment to delivering safe, high-quality and person-centred care.

Recognising that our staff are central to this work, we have continued to invest in employee engagement, wellbeing and retention while supporting teams through ongoing change. The extensive preparation undertaken for the new aged care regulatory environment, ensures we remain well positioned to meet future expectations while staying true to our purpose and values.

To every employee, volunteer and leader across Fresh Hope Communities, we extend our sincere thanks. In a year of significant change, your commitment and care have provided stability and hope for the people and communities we serve. As we look ahead, we remain confident in the future. Inspired by the legacy of those who have gone before us and strengthened by the commitment of our people, we will continue building communities of hope, care and belonging for generations to come.

Fresh Hope Communities Board & Executive Leadership Team



Clelland Lodge commemorates ANZAC Day

Affordable Housing

At a glance:

54 Tenants

1 Staff

Into its second year of operation, Nightingale Marrickville has become a vibrant and established residential community where people are building stability, connection and a sense of belonging; a legacy of the spirit of community on which it was built.

Tenants represent a rich diversity of backgrounds, cultures, professions and life experiences, contributing to a welcoming and dynamic environment that enriches the daily experience of all.

We undertook a comprehensive social impact survey in partnership with Huber Social to better understand how Nightingale Marrickville is influencing the lives of tenants.

Results showed a strong 13% improvement in wellbeing over time, with tenants expressing a 27% improvement in having a stable housing situation and a 25% increase in feeling at home.

Tenants also reported meaningful improvements in personal confidence and overall wellbeing, noting improved ability to manage emotions, and greater optimism about the future.

Their feedback consistently highlighted the value of housing stability, affordability, security, and community connection. Together, these elements are creating an environment where people can not only live, but flourish.



SIT Café opened in March on the street level space at Nightingale Marrickville. The social enterprise is community facing and run by the team behind Baba's Place.

Another highlight was the opening of the much-anticipated SIT Café on the street-level, community space at Nightingale Marrickville. After several years of community consultation, we partnered with the team behind Baba's Place to bring this social enterprise to life.

It's become a hub of activity with the thoughtfully designed space and menu of seasonal food and beverages attracting both the regulars and visitors alike.

We remain grateful for the opportunity to steward this important housing resource and to support a community that continues to demonstrate the transformational impact of safe, affordable housing.



David Tolman
General Manager Group Accommodation & Housing



The Borella House Team received the "Exceptional Customer Experience" award at the Fresh Hope Communities Awards 2025

Residential Care Services

Our residential care services successfully navigated a year of major sector reform while maintaining strong outcomes for residents, clients and families.

The introduction of the Aged Care Act 2024 and the Strengthened Aged Care Quality Standards on 1 November 2025 represented the most significant regulatory change in the sector in recent years, and our teams embraced these changes with clarity, purpose and resilience.

A key focus was preparing for registration renewal with the Aged Care Quality and Safety Commission and the NDIS Quality and Safeguards Commission. All locations undertook constructive assessments ahead of Commission audits. These reviews confirmed strong practice across several areas and identified opportunities to further strengthen clinical governance, care delivery and service quality. Findings informed targeted development initiatives and employee education programs, supporting our ongoing commitment to continuous improvement and regulatory compliance.

Social connection enablement for residents and clients achieved a rating of 93%, while overall satisfaction was 97.6%.

A combined average Star Rating of 3.8 aligned with the sector average, demonstrating a continued trust in the quality, safety and person-centred care provided across Residential Care. Alexander Campbell House and Borella House both achieved an overall 5-star rating during 2025–2026.

These achievements were only made possible by the dedication, professionalism and compassion of our staff. Their commitment was recognised through a range of reward and recognition initiatives, including the annual Fresh Hope Communities Awards, where several were recognised for demonstrating our values through uplifting residents and colleagues, providing compassionate care, comforting families, and inspiring genuine connection.

Looking ahead, we remain focused on embedding the new Aged Care Act requirements, strengthening clinical and operational governance, and enhancing the experience and outcomes of those we serve.



Nick Jones
General Manager Residential Services

At a glance:

968 Residents cared for

899 Dedicated care & support staff

7 Service locations

Retirement Communities

This past year has seen continued growth, renewal and investment across our retirement living communities.

We welcomed 65 new residents into our communities and celebrated significant milestones, shared moments of friendship and connection, and supported residents and families through times of loss and remembrance.

Our residents participated in a diverse range of social, wellbeing, spiritual and recreational activities, ensuring our communities remained vibrant places where residents could continue to learn, contribute and thrive.

> **A significant milestone was the launch of our first Resident Experience Survey, through the Resident App launched in early 2025.**

The survey resulted in an encouraging Net Promoter Score (NPS) of 49, providing valuable insight into the resident experience, reinforcing the importance of ensuring resident voices remain central to our decision-making.

A comprehensive review of Village Rules was undertaken, the first in more than 20 years for the organisation. The extensive consultation with residents ensured the rules remain contemporary, relevant and reflective of current legislation.

Rooftop remediation works commenced at The Residences Castle Cove. This is an important investment in the future of the community and a substantial capital improvement initiative undertaken by Fresh Hope Communities. We greatly appreciate the ongoing patience and support of residents as these works progress.





Top: Forestville Retirement Community residents tour the new Western Sydney Airport.
Bottom: Cedar on Collins had its inaugural Easter Art Exhibition, showcasing the creative talent within the retirement community.

Planning and design work for the Thirroul development and the proposed expansion of Henley Brae continues and we look forward to bringing this to our future residents.

Through all this the kindness and professionalism of our Retirement Living team has been second to none. Every day, they build trusted relationships, advocate for residents and create environments where people are known, respected and genuinely cared for and I am incredibly grateful for them.



Belinda Edwards
General Manager Retirement Living

At a glance:

- **437** Residents cared for
- **21** Dedicated care & support staff
- **8** Service locations

Outdoor Experiences

THE TOPS
LIFE TO THE FULL



A participant at the Southern Cross Kids Camps (SCKC) has a go at archery.

The past 12 months was marked by a strong focus on safe and effective service delivery and unwavering commitment.

Significant investment has been made in staff training across a wide range of disciplines. While safety initiatives may not always be the most visible achievements, they are important foundations of our operation, ensuring both staff and guests can thrive in a secure and supportive environment.

We successfully planned and implemented new attachment systems on Tree-Line Adventure, enhancing both safety and participant experience. The replacement of the cliff ascent used in our abseiling program with a purpose-built stair structure, significantly improving accessibility and operational efficiency.

Our people continue to be one of our greatest strengths. Throughout the year we recruited across multiple operational areas and welcomed the largest intake of Program staff in our history to support growing demand from guest groups. This growth reflects both the popularity of our programs and our reputation for delivering exceptional experiences.

Our Intern Program continues to attract enthusiastic participants through practical operational training while completing Diploma-level studies, equipping them with valuable skills for long-term careers. We also reintroduced our Certificate III in Outdoor Leadership, which is proving to be an invaluable pathway for identifying and developing talented future staff.

Amidst all these initiatives, every day guests arrive to experience the hospitality, adventure, and natural beauty that make this place so special. Stewarding this remarkable resource and the opportunity to share its stunning location with thousands of guests each year is our privilege. Their experiences, memories, and growth continue to inspire us and drive our commitment to excellence.



David Tolman
General Manager Group Accommodation & Housing

At a glance:

- **64,292** Guests
- **152** Staff (including Greenstead)



The Tops partners with SCKC to host camps for at-risk primary aged kids with a mix of activities, games, encouraging conversations and good food.



A service at Saegil Church, who now meet at the former Telopea Church of Christ building.

The Churches of Christ *Property Trust*

From the Chairman

As Chairman of The Churches of Christ Property Trust, it is my privilege to present this year's Annual Report and to share how the Trust continues to serve local churches across NSW and the ACT.

A personal reflection

As I come to the end of my current term of appointment to the Churches of Christ Property Trust, I do so with deep gratitude. To serve as a member of the Trust for nine years, including five and a half as its Chair, has been a privilege I have never regarded lightly.

The work of the Trust is often unseen, sometimes complex, and occasionally difficult, but it is always connected to something larger than administration. It is an act of stewardship in service of the churches, the movement, and the gospel.

When I first joined the Trust in May 2017, I confess that I sometimes saw it as a stumbling block to churches trying to "have a go." At times it appeared slow, aloof, or overly cautious. Over the years, my view has changed.

While we have invested in continuous improvement and efficiency, I have come to see that what can look like slowness is often careful deliberation and discernment. The Trust is required to weigh questions that affect not only one congregation, but the whole movement, and often generations beyond the present moment.

One of the deepest shifts in my own understanding has been around beneficial ownership and long-term stewardship. The Trust does not simply hold assets for the current members of a particular local church. It holds them as part of a much larger story: the faith invested in the past, the ministry entrusted to us in the present, and the hope we hold for the future. These assets are not the private belongings of any one congregation or group of leaders. They belong to all of us, in trust, for the sake of the gospel and the restoration of all things.

I have also seen the faithful stewardship of the Trust turn loss into new possibility. Through grants, loans, property support, and patient counsel, the Trust has helped churches establish and renew places of ministry: church buildings, ministry centres, manses, and other spaces where the work of the gospel can continue.

One moment that remains with me is the receiving of a bequest from a church member whose desire was to see their house used as a domestic violence shelter. The Trust received that gift with care, assessed that the property itself was insufficient for that purpose, and arranged for its sale. From those proceeds, numerous grants have helped house, equip, and love women and families escaping violence. That is stewardship at its best: honouring the heart of a gift while multiplying its ministry impact.

I am also deeply thankful for those with whom I have served. The Trust has been blessed by people of diverse experience, skill, temperament, and conviction. What I have valued most is their long horizon. It is easy to resource only the present, but the Trust is called to resource the future as well. I have seen in fellow Trustees a desire to hold both together with wisdom and care.



A service at Heartbeat Church, who now meet at the former Merrylands Church of Christ building.

As Chair, I have carried many conversations with church leaders: some filled with hope, others marked by exhaustion, grief, and uncertainty. I have tried to hold those stories carefully, and to help the Trust come alongside churches in difficult moments.

Whether or not I continue in this role, I remain grateful. My prayer is that the Trust will continue to serve with humility, courage, and clarity, helping our churches steward what has been entrusted to us for the sake of Christ, His church, and the generations still to come.

Purpose of the Trust

We are here for one reason: to help churches thrive in their mission. The Trust stewards the resources entrusted to us so your church can continue to expand God's Kingdom in every season.

How the Trust supports churches

The Property Trust partners with local churches in practical and powerful ways:

- Low-cost loans to help build and upgrade ministry spaces
- Grant funding from bequests to empower new ministry activity
- Holding real property in trust, safeguarding the legacy of faithful giving across generations

We also provide essential administrative services and expertise, including:

- Safe custody of documents (bank guarantees, titles, leases)
- Support with property sales, purchases, and building contracts
- Administration of estates and trust funds
- Assistance with grant applications (e.g., Community Building Partnerships)
- Execution of legal forms (DA/CC documents)
- Access to investment and borrowing opportunities through the CCI Fund

CCI Fund at a glance:

Investments held by the Trust:
40+ investments totalling approx $13.5 million

Churches actively investing:
33

Loans made to churches:
approx $5.8 million

Funds provided for grants:
approx $186,000

Funds provided for crisis accommodation for women and their households:
$100,000



The former Merrylands Church of Christ building.

Churches of Christ Investment Fund (NSW & ACT) ("CCI Fund")

The CCI Fund allows churches to invest funds with purpose. When you deposit with us, those funds are reinvested into the growth of other churches, creating a powerful cycle of support and Kingdom impact.

Interest rates effective from 1 July 2026 (subject to change):
Investor deposits: **4.40% p.a.**
"Cash Boost" small loans: **4.40% p.a.**
Standard P&I loans: **5.70% p.a.**

Need a financial boost for ministry?

Sometimes a small loan can make a big difference, especially when an unexpected need arises or a new opportunity emerges.

Our "Cash Boost" loans are designed to support projects like:

- New sound equipment
- Repairs or upgrades to church vehicles
- Outdoor play areas for growing children's ministries
- Youth space renovations

For example, a $5,000 loan repaid over 5 years is just ~$21 per week – an achievable cost for many congregations.

Board composition and transitions

The Board comprises up to nine members, and the six members listed below serve as at June 2026:

- Steven Martin (Chair)
- Patricia Chan (Deputy-Chair)
- Christopher Emmanuel
- David Kelly
- Mark Speechly
- Shamus Toomey (Registrar)

Within the last year the Trust sadly received the resignation of Allan Vincent who now serves our churches in a new capacity as a member of Conference Executive. Allan joined the Trust in May 2017 bringing with him his experience in the mortgage industry and a pastoral heart shaped through years of ministry.

Allan was our inaugural Deputy-Chair between September 2018 and November 2020, led us as Chair from December 2020 to November 2021, and supported the incoming chair as deputy from December 2021 to November 2024.

But those are just dates. Allan is a man of spiritual impact and prayerful reflection. In Allan's leadership the Trust began its meetings with a shared time of devotion which constantly framed our work as spiritual as well as practical. He always had the right question at the right time that created deep insight in whatever item was being considered. The Trust was never better than when Allan was a part of its board.



Steven Martin
Chairman



Patricia Chan
Deputy Chairman



Creating space for ministry in a new place

Over the financial year Southern Illawarra Church of Christ has sold its ministry centre and is now in the final stages of the purchase of a new centre. We look forward to this exercise being completed at the end of July!

Part of this process also included applying for a loan to cover the increased cost of the new centre. The guidelines provided by James Cartwright regarding the required church members' approvals, and any associated processes, meant that the loan application and the preparation for the sale went extremely smoothly. Our loan application was assessed and the desired approval received within the timeframes stated, as was the necessary completion of agency agreements etc. as part of the sale. Following settlement, a full and timely reconciliation of the net balance was provided.

The purchase process was also professionally undertaken on behalf of the church. As with all purchases of this nature, there was a number of complications and James provided the liaison with the solicitor to ensure that any outstanding issues could be resolved in a timely manner. We thank James and The Trust for their ongoing support.

Wayne Morris
Elder, Southern Illawarra Church of Christ



AUSTRALIAN COLLEGE OF MINISTRIES

The Australian College of Ministries exists to equip students to thrive as Disciples of Christ in a rapidly changing world.

ACOM continues to grow in exciting ways, and with that growth comes an ever-expanding range of academic offerings. To support this progress, we've established five Schools and Institutes, each dedicated to a distinct field of study.

The School of Bible, Theology, and Ministry equips students to deepen their biblical and theological understanding through rigorous academic study and practical ministry training, preparing them for diverse roles in church and community. In 2025, 257 students were enrolled in the school.

The School of Leadership equips visionary leaders to strengthen churches and non-profit organisations, combining contemporary leadership theory with practical application. In 2025, 31 students were enrolled in the school.

Stirling School of Community Care offers awards in Counselling, Professional Supervision and Chaplaincy. Its programs combine compassionate practice with professional and ethical understanding, preparing students for holistic care across diverse settings. In 2025, 163 students were enrolled in the school.

The Kenmore Institute for Church Planting commenced in January as a national initiative of Churches of Christ in Queensland. It prepares leaders to establish new churches and revitalise existing congregations.

Its Diploma, Bachelor and Master in Church Planting are the first of their kind in Australian theological education, combining theological depth, missional imagination and practical skills for emerging ministry contexts.

The Alliance Institute for Mission, an initiative of the Christian and Missionary Alliance in Australia, equips men and women for cross-cultural ministry, from short-term service to lifelong intercultural ministry. The Institute houses the Graduate Diploma and Master's in Intercultural Ministry.

In January our membership expanded again as we welcomed Churches of Christ in Western Australia, moving us one step closer to our vision of One National College for Churches of Christ in Australia. This expansion ensures the strength and sustainability of the College as we add value together to the health and well-being of leaders and churches nationally.

A new Strategic Plan for 2026-2030 was launched in January. As we look ahead to the ministry training needs of our churches nationally, our focus will be directed towards five Strategic Intents:

1. Developing spiritually formed graduates
2. Partnering with Members to foster ministry effectiveness
3. Shaping innovative learning opportunities
4. Enhancing academic excellence, preparing for vocational practice
5. Building organisational sustainability

> **We are pleased to report that in 2025 we enrolled 174 students in new awards and saw 179 students graduate.**

This is a positive sign of growth and sustainability, and we are thankful to contribute to the development of high-quality graduates who serve in key church and vocational roles throughout Australia.





Top: Edwina Blair PhD, at 2026 Graduation.
Below: ACOM Staff Retreat 2026 at The Tops.

We also established a new role in January, focusing on Ministry Formation, and have appointed Dr Mark Riessen to spearhead this. We believe this role will be critical in working with our students' churches and member states to ensure graduates develop the skills, formation, and experience to thrive in local ministry settings.

We continue to be blessed by students' stories of transformation and equipping for the ministry and mission that God has called them to.



Neale Meredith
Principal & CEO

2026 *Graduates*

Churches of Christ in Australia

Master of Counselling

Philippa Ziegenhardt – Brighton Beach – VIC

Master of Leadership

Grace Cook – Lifestreams – WA

Master of Theological Studies

Thomas Cooper – Port Stephens – NSW

Wendy Roberts – QLD

Bruce Thorne – Horsham – VIC

Master of Theology

Emily Southwell – Engage – NSW

Graduate Certificate in Arts

Caleb Leathard – Encounter – WA

Graduate Certificate in Theological Studies

Bruce Thorne – Horsham – VIC

Sarah Mandica – Bayview – VIC

Jasmine Brewis – One – VIC

Edi Manik – Harvest Indonesian – NSW

Graduate Certificate in Leadership

Luke Drury – Common Ground – QLD

Darlene Herbert – Thornlie – WA

Graduate Certificate in Professional Supervision

Laura Snook – The Lakes – QLD

Graduate Certificate in Chaplaincy

Grant Exon – Red – VIC

Bachelor of Ministry

Vicki Keogh – Mayfield Church of Christ – NSW

Adam Penman – Southport – QLD

Janice Cosgrove – Southern Illawarra – NSW

Bachelor of Counselling

Fiona Steel – Swan Hill – VIC

Rebecca Evans – Fitzroy North – VIC

Rhonda Newton – Encounter – VIC

Bachelor of Theology

Anne Evans – Warragul – VIC

Naomi Keane – Steeple – VIC

Ruby Ranucci – SeeChange Community – NSW

Luke Morgan – Rechurch – VIC

Matthew Ryan – Haven – NSW

Diploma of Christian Studies

Elizabeth Crighton – Hervey Bay – QLD

Diploma of Ministry

Iris Herbert – Discovery – VIC

Ellen Janman – Penrith – NSW

Alyssa McKnight – One – VIC

Undergraduate Certificate in Ministry

Jonathan Ryan – Bridgeley – WA

Hannah Burnett – The Lakes – QLD

Eliah Knoll – York Street – VIC

Ezekiel Bromley – Campbelltown – NSW

Indigo Coughlin – One – VIC

James Beckinsale – Campbelltown – NSW

Luke Allisey – Discovery – VIC

Zachary Steel – NSW

Samuel Hellema – Discovery – VIC

Daniel Penn – NSW

The Christian and Missionary Alliance of Australia

Graduate Certificate in Theology

Joseph Ree – Woden Valley – ACT

Graduate Certificate in Arts

Marilyn Hind – Eastern Districts – WA

Bachelor of Theology

Xao Thaow – Southside International – QLD

Diploma of Christian Studies

Benjamin Hale – Whyalla – SA

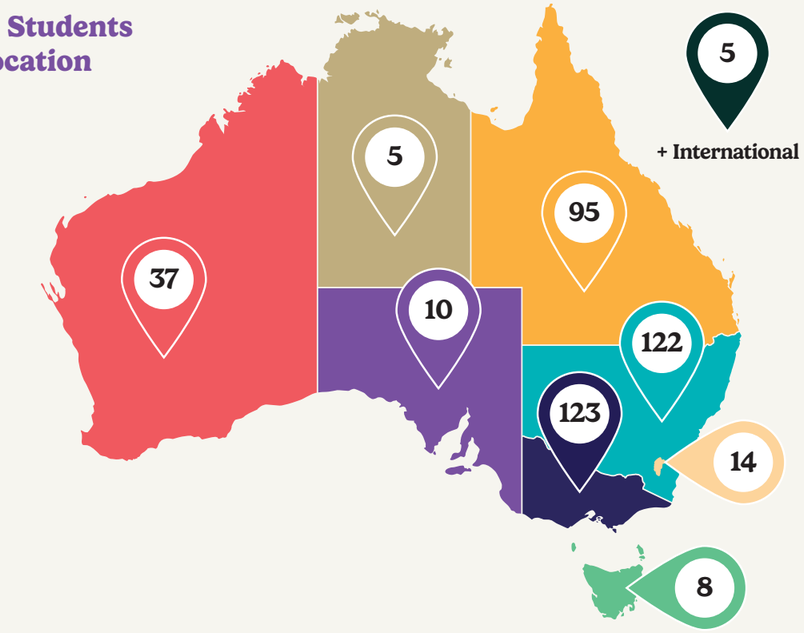
Undergraduate Certificate in Ministry

Antoinette Hildebrandt – Woden Valley – ACT

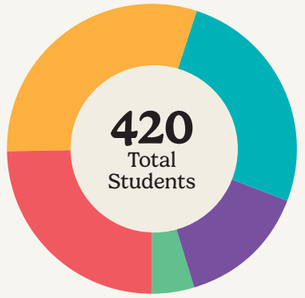
Statistics

November 2025

Total Students by Location



Total Students by Church Affiliation



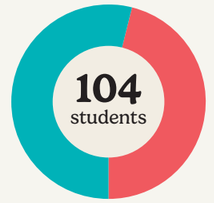
415 Active students

5 Inactive students

Churches of Christ	104
Pentecostal	127
Other	109
Baptist	61
C&MA	19

Churches of Christ Student Ministry

Student Ministry Placement



79 Paid

67 Volunteer

Student Ministry Involvement

Senior Minister / Leader	17
Associate Minister	10
Counselling	9
Specialist Ministry	39
Church Internship	4
Other/Para-Church	24

GLOBAL MISSION PARTNERS

Bearing Good Fruit in Every Season

While it's easy to focus on the multiple challenges in our world, I am deeply encouraged by the "good fruit" we have witnessed over the past year.

A significant milestone was gathering our partners in Indonesia for our triennial learning forum, Partnering Together for Stronger Communities (PTSC).



A local community in South Sudan gathers in prayer before the baptism of 23 people.

Our Partnerships Team brought together 38 participants from Vanuatu, Thailand, Vietnam, India, South Sudan, Zimbabwe, and our hosts, Indonesia, to build capacity in Christian leadership, community development, project management, compliance, communications, financial management, child protection, and teamwork.

Across our program areas, there has been rich fruit this year:

Churches of Christ Overseas Aid (COCOA)

Our partners **assisted 33,260 people** this past year across Zimbabwe, South Sudan, India, Bangladesh, Thailand and Vanuatu, providing clean water, education, livelihood training, peacebuilding, food security and disaster relief.

International Church Partnerships (ICP)

Our partners reported:

- **50** churches planted
- **888** leaders equipped
- **741** commitments (371 baptisms)

Indigenous Ministries Australia (IMA)

- **14** Elders and emerging leaders took part in our Pathways program
- **47** People participated in On-Country Immersions
- **78** Joined a Songlines Tour

Global Mission Partners works alongside churches and communities across Asia, Africa and the Pacific.



- International Church Partnerships (ICP)
- Churches of Christ Overseas Aid (COCOA)
- Indigenous Ministries Australia (IMA)
- Emergency Response Projects

These achievements are thanks to the 556 supporters and 23 NSW & ACT churches who generously, and often sacrificially, supported our mission and partners.

Our supporters and church partners are essential to the continuance of our mission, and we are very grateful for their support and prayers.

This year Global Mission Partners prayerfully concluded our partnership with the Fiji Community Churches of Christ, strategically choosing to focus on countries with the greatest material and spiritual needs.

I am immensely proud to celebrate with the whole Global Mission Partners community the stories of impact shared in this year's annual report. Our partners are going from strength to strength, and we are laying foundations for fruitful years ahead. I pray and believe that we will continue bearing fruit in every good work (Colossians 1:10) as we step forward with God's leading.



John Lamerton
Chief Executive Officer





Top: Australian participants on a GMP Vanuatu Discovery Trip, learning about the work of the Conference of Churches of Christ Vanuatu in ministry, disaster response and community development.
Bottom: John Lamerton with partners and staff at the PTSC in Indonesia.

Partner *Profiles*



Dr Hery Susanto

Dr Hery Susanto serves as the Principal and Director of the Church of Christ or Christian Church Theological School of Indonesia (CCTSSI). Originally from Central Java, he grew up in a nominal Christian household rather than a faith-based environment. Before transitioning to ministry, he spent many years working as a construction contractor managing building projects.

His path changed significantly while working on a house renovation project for a Korean missionary, who noted that he worked with his heart and offered him a scholarship to pursue a master's degree. With a family to support and financial responsibilities to consider, stepping away from his career was not an easy decision.

When an American missionary offered to support his postgraduate theological studies and the seminary principal also encouraged him to pursue ministry, he eventually took the brave step, leaving his construction career to study theology full-time at the Baptist Seminary in Semarang. It was the beginning of a new direction that has now seen him serve in theological education and ministry for over 15 years.



Paulino Malou Bol Jok

Paulino Malou Bol Jok is the founder of Christian Mercy International South Sudan (CMI), a member of the South Sudan Council of Churches and a representative of Churches of Christ in Juba.

Paulino's commitment to supporting vulnerable communities is deeply connected to his own story. After his father was killed during the Sudanese civil war, he experienced displacement and spent part of his childhood receiving support as an orphan in Kenya's Kakuma Refugee Camp.

Today, Paulino serves communities in Aweil and Juba affected by poverty, conflict and displacement. Through CMI, he helps lead church planting, discipleship and trauma counselling alongside practical initiatives that strengthen families and communities. This includes supporting Emmanuel Orphan Primary School with permanent learning facilities and a goat distribution initiative that helps families build sustainable livelihoods while supporting children to remain in school.

Through both church ministry and community development, Paulino is helping create opportunities for families facing many of the same challenges that shaped his own early life.

Council of Churches *of Christ in Australia*

Council Chair Report

As part of our endeavours to increase communication between the Council of Churches of Christ in Australia and its State Conferences the following annual update is offered on its activities for the period of July 2025 – June 2026.

Purpose

As per the CCCA constitution, its purpose is to nurture, protect and maintain the identity of Churches of Christ in Australia, which currently represents 375 churches across the states. It seeks to foster unity, community and sharing of resources among the members and their churches. It supports the strategies and purposes of its members.

Responsibilities

The CCCA is the reporting body for Global Mission Partners and the Churches of Christ Defence Force Chaplaincy Committee. In addition, it oversights the activities of the Rise Collective (previously Youth Vision Australia) and appoints representatives to ecumenical bodies, including the National Council of Churches. It is a member of the World Council of Churches and is a strategic partner of the Australian College of Ministries, the national college of Churches of Christ in Australia. It holds oversight of Marriage Rites for Churches of Christ in Australia and reports annually to the Attorney-General's office regarding state oversight of its Marriage Celebrants.

Membership & Current Directors

The members of the CCCA are the five Australian state conferences: Queensland (QLD), South Australia & Northern Territory (SA/NT), Western Australia (WA), Victoria & Tasmania (VIC/TAS) and New South Wales & the Australian Capital Territory (NSW/ACT). Each state conference is entitled to up to two Member representatives, appointed by their respective state boards. For the period ending 30 June 2026* the board representatives were: QLD - Nigel King (also secretary) & Tim Hanna, Western Australia – Stephen Poisat & Lauren Carroll (also Treasurer), Victoria & Tasmania – Jody Destry, New South Wales & ACT - Anne Simpson (also Chair).

** While not all states have had permanent representatives, during the reporting period all states have provided representatives for CCCA meetings to provide for ongoing collegial connection and input to the CCCA's discussions and decisions. In the past year, we have also welcomed the presence of Brent Liebezeit, leader of Christian Churches New Zealand as our guest.*

Collegial Commitment

The past 18 months have seen significant transitions in state leadership. Four of the five member bodies have changed their Executive Leader/State Minister. Some of these changes are still in progress. This has required a concerted effort by the existing members to keep communication and representation steady through this period and encourage ongoing collaboration. We have been grateful for the ongoing commitment from each Conference to attending and contributing positively to the work of the CCCA in this period.

Governance responsibilities & strategic work

Through this season, the CCCA Member representatives have continued to be attentive to its responsibilities, including:

- Working with State Conferences to address National Redress Scheme matters, including contributions to the NRS claims relating to the Aboriginal Council for Christian Indigenous Ministry (ACCIM).
- Undertaking the process of appointment of a Churches of Christ Chaplaincy Committee Co-ordinator following the resignation of Mark Willis at the end of 2025.
- Updating state contacts for Marriage Celebrants with the Attorney-General's Office.
- Fulfilling our governance requirements with the ACNC.

In addition, the CCCA has sought to be a key advocate for:

- The coming together of Stirling College and the Australian College of Ministries.
- The Rise Summit, a biennial gathering of emerging leaders – seeking to equip and support them in their first 10 years of ministry.
- Sharing of resources and strategic insight across state conferences.
- Connecting with ecumenical representatives and bodies.

It continues to be the desire of the CCCA to serve State Conferences in such a way that their leaders and churches flourish, in order that we fulfil our part in the mission of the wider Body of Christ. May our efforts continue to be pleasing to our Lord Jesus Christ, in whose name we serve.



Anne Simpson
Chair, Council of Churches of Christ in Australia

Our *Finances*

Financial reports for the financial year 2025–2026 for Churches of Christ in NSW, The Churches of Christ Property Trust, and Fresh Hope Communities.

Anne Simpson facilitates a strategic meeting with the Network Resource Team at the Rhodes office.

Churches of Christ
2025–2026 Financials

For the year ended 30 June 2026, churches of Christ in NSW recorded a financial deficit of $1.7 million, compared with a budgeted deficit of $3.5m and a prior-year deficit of $2.5 million. The improved result was driven by continued expense management and favourable investment returns that exceeded budget.

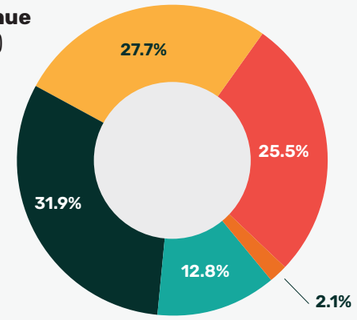
While the result represents a significant improvement, the organisation continues to incur underlying operating deficits. The focus for the year ahead remains on reducing the recurring cost base, developing sustainable income streams and aligning the organisation's operating model with the outcomes of the strategic development process.

It remains essential that the organisation continues to be managed with a strong focus on long-term financial sustainability, ensuring that resources are preserved and directed toward the effective delivery of its mission into the future.

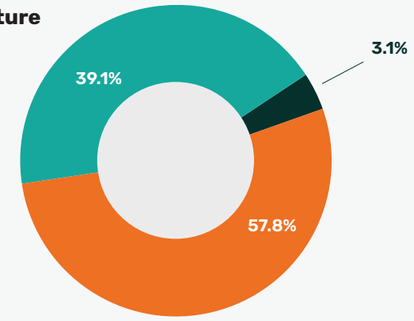
Revenue	FY26 $m	FY25 $m	Change $m
Conference affiliation and registration fees	0.1	0.1	0.0
Church property rental	0.6	0.6	0.0
Chaplaincy	1.5	1.5	0.0
Other revenue	1.3	1.3	0.0
Investment earnings / (loss)	1.2	1.3	(0.1)
Total Revenue	**4.7**	**4.8**	**(0.1)**

Expenditure	FY26 $m	FY25 $m	Change $m
Staff costs	3.7	3.9	(0.2)
Operational	2.5	3.1	(0.6)
Property and maintenance	0.2	0.3	(0.1)
Total Expenses	**6.4**	**7.3**	**(0.9)**
NET Deficit	**(1.7)**	**(2.5)**	**0.8**

Revenue
(FY26)



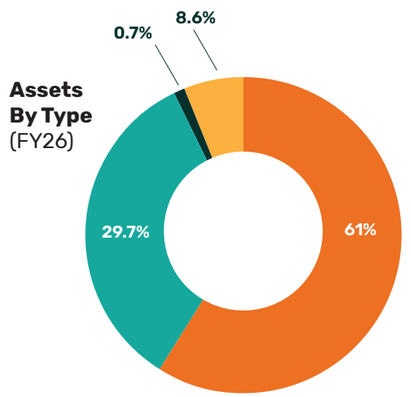
Expenditure
(FY26)



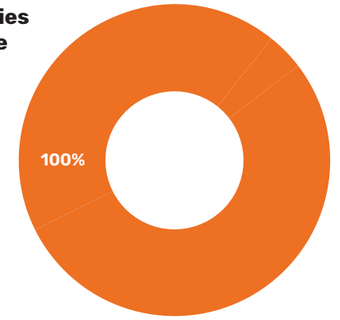
Assets By Type	FY26 $m
Fixed assets and property	27.1
Investments	13.2
Receivables	0.3
Cash	3.8
Total Assets	**44.4**

Liabilities By Type	FY26 $m
Payables and accruals	5.3
Total Liabilities	**5.3**

Assets By Type
(FY26)



Liabilities By Type
(FY26)



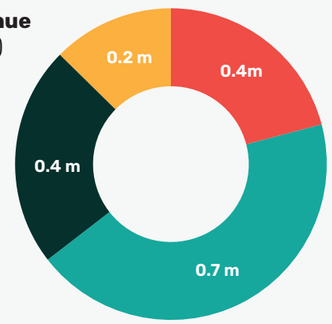
The Churches of Christ *Property Trust* 2025–2026 Financials

The Churches of Christ Property Trust produced a net surplus for the year ended 30 June 2026 of $0.7m. A healthy return on investments and positive market movements contributed to the financial results, which finished the year well ahead of plan. Church loans remained relatively stable for the year, whilst a decline in deposits following a withdrawal from The Churches of Christ Investment Fund resulted in a 35% net reduction in investment earnings when compared to the prior year. This withdrawal was to assist the holder of the deposit with an acquisition of an investment.

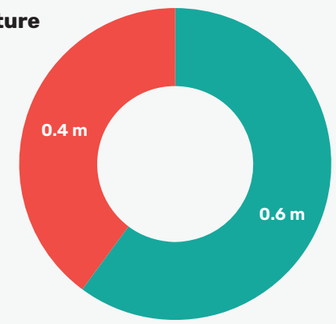
Revenue	FY26 $m	FY25 $m	Change $m
Interest	0.4	0.6	(0.2)
Investment earnings / (losses)	0.7	0.9	(0.2)
Fair value gain on financial assets	0.4	0.3	0.1
Gain from disposal of financial assets (Inc Other)	0.2	0.7	(0.5)
Total Revenue	**1.7**	**2.5**	**(0.8)**

Expenditure	FY26 $m	FY25 $m	Change $m
Staff / administration costs	0.4	0.5	(0.1)
Finance costs	0.6	0.8	(0.2)
Other expenditure	-	0.1	(0.1)
Total Expenditure	**1.0**	**1.4**	**(0.4)**
NET Surplus	**0.7**	**1.1**	**(0.4)**

Revenue (FY26)



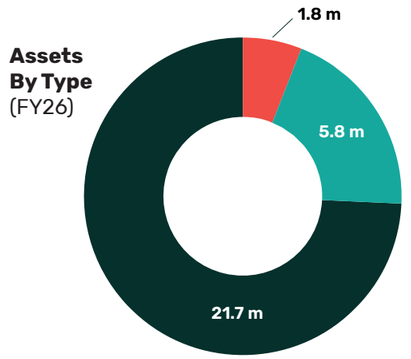
Expenditure (FY26)



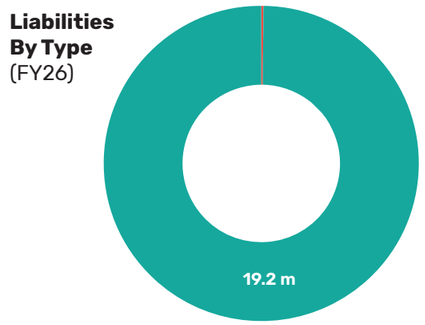
Assets By Type	FY26 $m	FY25 $m	Change $m
Cash and cash equivalents	1.8	8.6	(6.8)
Trade and other receivables	5.8	6.3	(0.5)
Financial assets	21.7	21.9	(0.2)
Total Assets	**29.3**	**36.8**	**(7.5)**

Liabilities By Type	FY26 $m	FY25 $m	Change $m
Trade and other payables	0.0	0.0	-
Borrowings	19.2	27.4	(8.2)
Total Liabilities	**19.2**	**27.4**	(8.2)

Assets By Type (FY26)



Liabilities By Type (FY26)



Fresh Hope Communities 2025–2026 Financials

Year in Review

Fresh Hope Communities produced a total consolidated net deficit for the year of $5.7 million with total operational results reporting a deficit of $3.4 million.

Retirement Living communities reported a 46% increase in profit over the year following both strong occupancy at 96.3% (excluding Cedar on Collins Retirement Community) and positive growth in the revaluation of the communities.

Total net earnings across our Residential Care services decreased by $0.5m million. This reflects staff rostering pressures associated with meeting minimum targeted care minutes in light of industry-wide shortages in direct care staffing. This created a reliance on sourcing key staff through third-party agencies to ensure our quality of care was not compromised.

Financial performance at The Tops remained healthy with overall guest days performing 2.5% better than planned. The site continues to offer a welcome retreat for guests, providing accommodation and group activities across corporate, community, church groups, and schools.
Our Affordable Housing facility at Nightingale Marrickville achieved a cash surplus for the year of $0.2m, largely due to its 95% occupancy as at 30 June 2026. The residents continue to enjoy living in a positive and community-centred environment.

The cash flow surplus of $1.1m includes $11.8m of capital expenditure. This represents the ongoing investment in land acquisition, building improvements, technology and positioning for growth through D.A. applications.

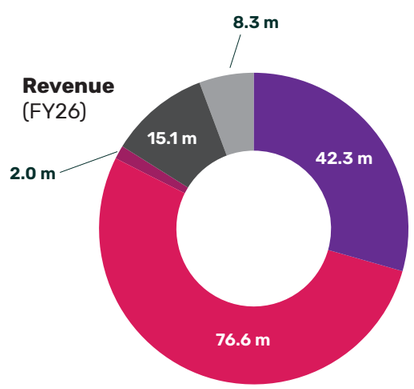
Looking forward to the 2026/27 financial year, Fresh Hope Communities is well positioned to pursue several significant opportunities aligned with our strategic imperatives. Key priorities include continued investment in building more financial sustainability through the identification and elimination of inefficient practices, improved rostering, maximising subsidy funding and procurement opportunities whilst ensuring our assets are working hard to deliver strong returns.

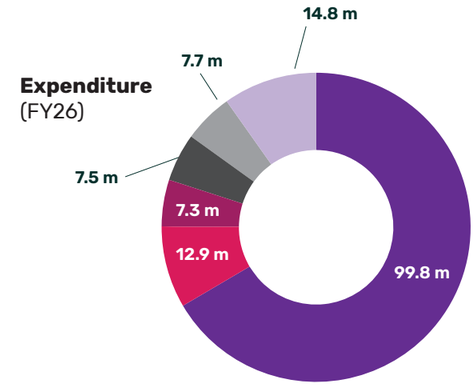


John Mizzi
Chief Financial Officer

Revenue	FY26 $m	FY25 $m	Change $m
Fees from residents and guests	42.3	48.7	(6.4)
Government funding	76.6	69.1	7.5
Investment earnings / (losses)	2.0	1.2	0.8
Gain from disposal / revaluation of assets	15.1	33.9	(18.8)
Other revenue	8.3	4.3	4.0
Total Revenue	**144.3**	**157.2**	**(12.9)**

Expenditure	FY26 $m	FY25 $m	Change $m
Staff costs	99.8	81.3	18.5
Supplies and services	12.9	13.2	(0.3)
Property maintenance and utilities	7.3	6.9	0.4
Insurance, governance and corporate costs	7.5	8.3	(0.8)
Depreciation and amortisation	7.7	9.2	(1.5)
Capital gain expense	-	29.9	(29.9)
Other expenditure	14.8	7.6	7.2
Total Expenditure	**150.0**	**156.4**	**(6.4)**
NET Profit / (Loss)	**(5.7)**	**0.8**	**(6.5)**



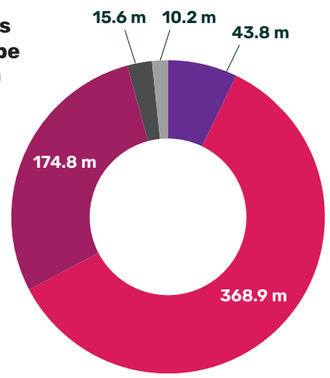


Fresh Hope Communities
2025–2026 Financials

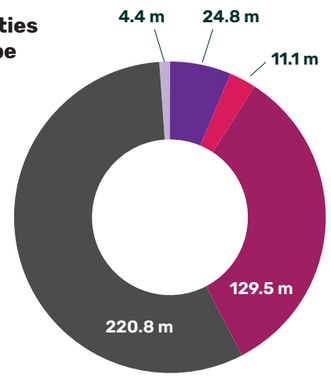
Assets By Type	FY26 $m	FY25 $m	Change $m
Cash and investments	43.8	43.1	0.7
Property investments - Retirement Living	368.9	352.9	16.0
Property, plant and equipment	174.8	178.4	(3.6)
Development works in progress	15.6	16.0	(0.4)
Other assets	10.2	9.9	0.3
Total Assets	**613.3**	**600.3**	**13.0**

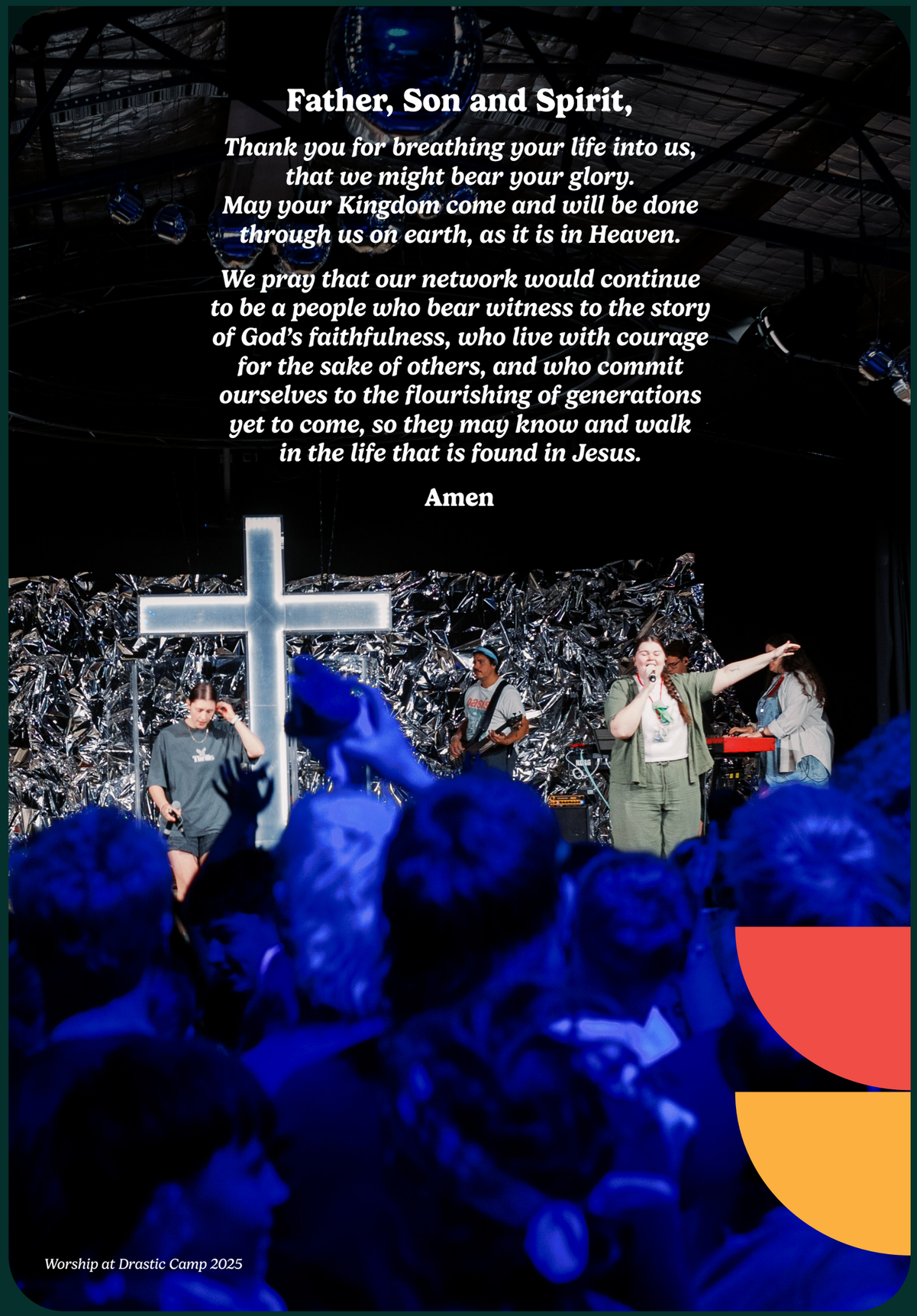
Liabilities By Type	FY26 $m	FY25 $m	Change $m
Accounts payable and accruals	24.8	11.5	13.3
Provisions	11.1	9.9	1.2
Resident deposits - Residential Care	129.5	122.5	7.0
Resident deposits - Retirement Living	220.8	218.3	2.5
External and related party loans	-	5.5	(5.5)
Other liabilities	4.4	4.3	0.1
Total Liabilities	**390.6**	**372.0**	**18.6**

Assets By Type (FY26)



Liabilities By Type (FY26)





Worship at Drastic Camp 2025

churches of Christ in NSW & ACT

To enquire about any opportunities or ministries mentioned in this annual report, email us at hello@ccnswact.org.au

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CCNSWACT