

Annual Report

Churches of Christ in NSW
for the year ending 30 June 2018



fresh hope

An aerial photograph of a city, likely New York City, showing a dense grid of buildings and streets. The image is overlaid with a gradient that transitions from a deep blue at the top to a bright orange at the bottom. The text is placed within the blue portion of the gradient.

“There is a time
for everything and
a season for every
activity under
the heavens.”

- Ecclesiastes 3:1

Contents



04	Message from the President and Executive Ministry Director
06	Fresh Hope Mission & Ministry
08	- Transformation
10	- Spiritual Leadership <ul style="list-style-type: none">- Navigate Leadership- Spiritual Mentoring- Youth & Young Adults
16	- Pioneering & Mission <ul style="list-style-type: none">- Pioneering- Fresh Hope Engage
20	- Resourcing
22	Fresh Hope Group Operations
24	Fresh Hope Venues
26	Fresh Hope Care
28	Australian College of Ministries (ACOM)
30	Property Trust
32	Council of Churches of Christ in Australia
34	Global Mission Partners
36	Stirling Theological College
39	Financial Reports
44	Annual Conference Minutes



The President and Executive Ministry Director

Fresh Hope on Mission: 2017 - 2018

Dear friends and churches,

The mission of the church is the most vital priority facing the network of Churches in NSW and the ACT going forward. As we finalise another reporting year, we want to thank all those who serve in so many ways across the movement. Each year we seek to encourage and support those in ministry, regardless of context or location. Our mission remains the same: transforming communities and lives with fresh hope.

Throughout the year, we prioritised our new entity – The Mission & Ministry Agency – deliberately calibrated to stimulate resources and provide leadership assistance to churches and ministers going forward. The frontier work of local church mission remains our most urgent priority. The agency has four functional areas that serve churches and leaders (see separate report from Mission & Ministry).

During the reporting year, we aligned our mission theme around ‘stirrings’. It has a big idea – what is the Spirit of God stirring and saying to the church in Australia? This question is relevant at state/territory and local levels. Neither are mutually exclusive, but essential to partnership for growth and vitality going forward.

At a state/territory level, we believe one key strategic theme is stirring in the hearts and minds of God’s people; the ability to pioneer new faith communities. Constantly we have and will broadcast pioneering as our most urgent activity for the next ten years. We do so, primarily since our net growth in churches and members remains static. There is a season for everything under heaven and we believe the next season for Fresh Hope has an urgent ‘pioneering’ impetus.

When we consider ‘pioneering’ we are not suggesting that Fresh Hope will drive this strategy centrally. Rather, we are hoping and praying that all our affiliated churches will begin conversations around how we plant new communities in the growth corridors of our large cities together and in partnership. This is a profoundly exciting and challenging conversation.

We also believe that Gospel integrity is another theme that the Spirit is stirring in our movement. We believe that Jesus is still alive and relevant for a post-postmodern world. We believe there are thousands of souls seeking spiritual truth which only makes sense through the grid of a resurrected victorious Jesus who offers peace, love and hope to a hurting world.

We know that the proclamation of the Gospel is foundational to our mission and ministry together.

Going forward, Fresh Hope Pioneering will create financial seed funding to assist new faith communities in their start up phases. We are looking for churches who are willing to risk and innovate; to give away resources onto the frontline of mission on behalf of the movement within our jurisdictions. We are also looking for clusters of smaller churches who might include local mission into their budgets to help support these new initiatives. Our goals are adventurous – at least 20 new faith communities in the next five years.

We would like to proactively remind our churches that we deliberately minimise the cost of affiliation with Fresh Hope, and legitimately use our agencies to fund the overwhelming majority of the resource centre at Rhodes in Sydney. Despite a healthy balance sheet, we are concerned to ensure ministry remains viable across our network, hence we prefer to give resources away rather than recoup the true costs of activity. We would encourage each of our churches (if funds permit) to sow back into local and overseas mission within Churches of Christ for a future witness.

The future of our movement continues to rest on the capability of local ministers and their teams to listen and respond to the activity of God. To this end we are encouraging all

our ministers to proactively engage in ongoing learning and professional development. The postgraduate courses (short-term or at Master's level) offered by ACOM are architected to help stimulate new learning frontiers.

In addition, Fresh Hope will offer training for boards and eldership teams in spiritual oversight and governance. At the end of the new decade, our desire is that those who look at the Fresh Hope network of churches will see incredible life and fruitfulness because of their commitment to the Gospel. We see a network of healthy, growing churches encouraging one another, committed to the Kingdom and open to the stirrings of God.

‘One final word, friends. We ask you – urge is more like it – that you keep on doing what we told you to do to please God, not in a dogged religious plod, but in a living, spirited dance.’ (1 Thessalonians 4:1 – The Message).

We are grateful for the privilege of leadership and service. Our future awaits. We invite your prayers and partnership.

Dr Andrew Ball
Executive Ministry Director

Troy Blair
Conference President



Fresh Hope Mission & Ministry



In 2017-2018 the challenge has been to create and embed the DNA and ethos of the newly launched Mission & Mission agency of Fresh Hope.

This adventure has created opportunities for our team to be adaptive, agile and spirit led.

The four focused areas for the Mission & Ministry team are Transformation, Spiritual Leadership, Pioneering & Mission and Resourcing. I want to acknowledge my senior team; Sandra Noel, Richard Reeve and Daz Farrell who have intentionally forged this new agency.

Transformation

The Transformation focus area includes the care and nurturing of our ministers and churches. Fresh Hope's Ministers Care Network Leader, Leon Munro completed his role in February 2018 after 8 years of intentionally nurturing and championing our spiritual leaders and Pastors. His spiritual passion, nurture and care-fronting¹ will long be celebrated.

In the 2017-18 period we had a cohort of three churches who undertook the Transformational Church journey. These churches had the courage to identify their ethos and seek God's direction moving towards community transformation.

Spiritual Leadership

The Spiritual Leadership focus area has continued to develop, with several leadership pathways now operating through the key areas of Navigate, Spiritual Mentoring, Youth and Young Adults.

Through Navigate, people from a range of ages and life stages have undertaken a year-long journey to encounter God and His Kingdom in new and fresh ways. January 2018 saw the pilot of a new Navigate cohort called 'Discover' which had an incredible intake response.

Spiritual Mentoring training has continued through 2017-2018 with multiple cohorts progressing. These cohorts continue to be led by Sue Whiteley. Anne Simpson joined as a facilitator in early 2018 to cope with the high demand of student applications.

Charlie Burke and Steve Hodgson continue to drive engagement with Youth and Young Adults and the leaders of these generations.

Pioneering & Mission

Pioneering has seen over five new Kingdom expressions and mission initiatives emerge this year. There is much to be encouraged as young adults and families courageously move towards enjoying God and intentionally building bridges into the communities they are planted in.

¹ Carefronting is a method of communication that entails caring enough about one's self, one's goals, and others to confront courageously in a self-asserting, responsible manner.

Nathan Marshall has joined the pioneering team to provide formational support for those serving on the front line.

In July 2017, “Careworks” was officially incorporated into the Mission & Ministry agency and soon after it was rebranded as “Fresh Hope Engage”. Fresh Hope Engage partners with churches as they support their local communities. Engage also positions and supports chaplains within aged care, prisons and hospitals. And in 2018 has launched a Volunteer Pastoral Care Training program with the expertise of Ross Wakeley.

Resourcing

The Resourcing team has the tough mandate of creating safe practices in all our ministry endeavours across the Movement. As part of this strategy, Ross Stewart has been appointed as Safe Ministry Practices Leader, which includes oversight of endorsement, PSU and safe persons and church training.

The establishment and framework for Mission & Ministry grants will enable a clear pathway for local churches to access funding for mission initiatives in 2018-2019.

Personally, establishing the Mission & Ministry agency team this year has been a challenging but rewarding adventure. As our team seeks to be supportive of local churches, the majority who are under significant pressure, I choose to believe and live into the truth of 1 Corinthians 4:20 - “For the Kingdom of God is not just a lot of talk; it is living by God’s power” (NLT).

John Crowther

Director | Fresh Hope Mission & Ministry



Fresh Hope Mission & Ministry Transformation



During the reporting period, we had three of our churches engaged in a process to explore their future strategy going forward.

Those churches - Nowra, NationsHeart and Mayfield continue to explore their vision and strategy as they navigate seasons of change and opportunity.

There is something profoundly liberating when leaders gather and collaborate in team to explore future strategy for church life, that moves beyond the immediate and takes them out of operational ministry. This journey is risky – there is no ‘one size fits all’ template, rather facilitations to help the church clarify its values and explore its forward direction with intention and purpose. Ultimately each leadership team works in synchronisation for the cause of the Gospel, acutely aware of their own context and mission.

In 2019 we will be opening another cohort of churches who seek to move transformationally into a vibrant future. Interested churches should contact either John Crowther or Andrew Ball for more information.

Andrew Ball

Director | Transformational Church Project



Transformational Church Mayfield and Nowra Cohorts

Fresh Hope Mission & Ministry Ministry Care



Since the transition of Leon Munro from the role of Ministers Care Network leader, we have had a team of experienced pastors and leaders who have continued the work of caring and transitioning churches and leaders within the Fresh Hope family.

This year the Mission & Ministry team have researched, designed and have begun to implement safe environments where ministering persons can access a trained discernment community, creative spaces for accountability, ministry reflection and development.

Anne Simpson has joined our team part-time to spearhead these new initiatives. Together we are establishing a mature, experienced and skilled team who can be supportive of pastors and churches in transition.

John Crowther

Director | Fresh Hope Mission & Ministry

**“He spoke,
and the
winds rose,
stirring up
the waves.”**

– Psalm 107:25



Fresh Hope Mission & Ministry Spiritual Leadership - Navigate



Over the past year, the Navigate leadership pipeline has continued to change and grow. The beginning of 2018 marked the 10th year since Navigate was pioneered.

What began as one cohort of young adults, has since grown to five cohorts being available with students ranging in ages from 17 to 70.

In 2017, our Navigate Adventure students were again led by Jessie and Abigail Skelly. The year culminated with a 2-week Missional Exposure Trek to India. Collaborating with Global Mission Partners (GMP), the aim was to expose students to a different culture and to challenge the way they think about the world around them and their faith.

Our 2017 Navigate Impart group again took up the challenge of a 24-hour retreat of silence and solitude. This was a significant time of reflection and discernment for students at the end of their year of leadership training and formation. It was also an opportunity to be alone with God and free from distractions, which is so rare an occurrence for many young adults.

In January 2018, we piloted a new Navigate cohort called Navigate Discover. This cohort was developed out of a need to fill the gap in our current offerings. We began to design a formational environment for people across the generations who were limited by time commitment. The launch of this cohort was met by an overwhelming response, resulting in 18 students coming along for the pilot year – our largest cohort to date.

We had a total of 35 students enrol in 5 different Navigate cohorts in 2018 – Adventure, Impart, Impact, Discover and Recharge. And again, we held our annual Summer and Winter Schools, where we brought together all cohorts (along with the five Tops Interns) for 6 days of intensive learning, community, formation, discipleship and training.

John Crowther

Director | Mission & Ministry



- 1-5 - Adventure Extreme Trek to India Nov 2017
- 6 - Adventure group Sept 2017
- 7 - Discover Cohort April 2018
- 8 - Discover Cohort April 2018
- 9 - First ever Discover Cohort Jan 2018
- 10 - Impart Silent Retreat Oct 2017
- 11 - Recharge Retreat Sept 2017
- 12 - Fresh Hope Winter School 2017

Fresh Hope Mission & Ministry



Spiritual Leadership - Spiritual Mentoring

Spiritual Mentoring training continued through 2017-2018, involving a total of 58 trainees grouped in 6 different cohorts.

A high level of applications took place over this period which enabled us to run three simultaneous intakes in 2017-2018. One of which was devoted entirely to Chaplains. Anne Simpson took leadership of one of these additional cohorts. In total, 17 training residentials took place over this period.

The cohorts become genuine places of community where learning about formation happens through and in each other. The content and experience of these cohorts focusses on skilling in the areas of storytelling, the art of discernment, personality in mentoring, spiritual maturity across the life span and spiritual practices.

Two additional advanced level training groups were in motion, extending skilling and experience to a further 16 people. As part of this deepening, trainees take part in verbatim, Quaker styled clearness committee training, group mentoring training and supervision of their mentoring work. From just the advanced group trainees only, nearly 80 people are being mentored by these great mentors.

Ministry is a place where transition always takes place, and careful and prayerful discernment is necessary. A small group of 6 people have formed who are dedicated to practicing specialized discernment.

This group seeks to be available to the Fresh Hope movement to assist leaders when ministry changes are taking place such as: entering ministry roles, leaving ministry roles, transitioning and seeking vocational clarity. The group met with 13 people including 6 couples throughout the year.

Sue Whiteley

Facilitator | Spiritual Mentoring

Chaplains Spiritual Mentoring Cohort



“I want your life
filling and stirring me.
I want your happiness
beneath my heart and
your sorrows in my eyes
and your peace in the
fingers of my hand.”

- Malcolm Lowry

Fresh Hope Mission & Ministry Spiritual Leadership - Youth



It has been another rich year of Next Generation ministry amongst Fresh Hope Churches.

Along with key events designed to collectively engage youth ministries from around the state, Fresh Hope Youth also exists to support, coach and encourage local youth leaders in their on-the-ground engagement with young people and the community around them.

Highlights for the year include:

Evangelistic events FUSE and Drastic that saw many young people decide to follow Jesus.

Uprising 'Beyond the Map' engaging 30 Senior High students in what it means to go off the beaten track in order to follow Jesus beyond what this world can offer.

Our Flagship event Drastic delving into the topic of 'Identity'. This was a powerful week as young people came face to face with what it means to be in Christ, and the identity God offers us as sons and daughters.

Youth Pastors and Leaders Conference. This event saw almost 40 Youth Pastors and Leaders come together to strategically evaluate their ministries and be trained in how to disciple the next generation. This was a rich event particularly in that we are seeing significant transition in the current crop of Youth Pastors and Leaders.



Youth Pastors Retreat 2017



Charlie Burke | Youth Ministry Catalyst

Fresh Hope Mission & Ministry Spiritual Leadership – Young Adults



At the beginning of 2017, Fresh Hope committed to a designated role focused on developing and supporting mission and ministry with and to young adults across our churches.

Those in the 18-30-year age demographic are often the least represented in our churches. However, as David Kinnaman points out “the experimental and experiential decade from high school to the late twenties is the time when a young person’s spiritual trajectory is confirmed and clarified.”¹

Fresh Hope has a strong history in developing leadership pathways for young adults through the Navigate programs. However, locally, congregations still struggle to effectively engage, disciple and equip this demographic. This is a key challenge for our Fresh Hope network.

In November 2017, around 30 leaders from across our churches gathered at a Round Table event to explore the nature of Young Adults ministry in our network. It was great to hear from different voices about their personal experience. One key theme was the need for creativity and contextual approaches to developing young adult communities of discipleship. There is no silver bullet for reaching young adults. Local leaders must commit themselves to the hard work of listening, understanding and engaging individuals in community.

Some key principles for discipling young adults worth considering for our current context are:

1. The need to develop environments of deep formation. A focus on transactional events caters to the consumeristic mentality of our culture and inhibits discipleship.
2. The need to communicate a holistic Gospel. In a globally connected world, young adults are looking for good news that encompasses the entirety of their experience and is not reductionistic, but offers hope personally, socially, ecologically and globally.
3. Vocational Discipleship is essential. Young adults need to be discipled into a faith that validates and shapes their everyday experience of career, work and contribution to the broader culture.
4. Missional engagement is the discipleship context. Young adults are hungry for environments where they can engage and where their faith makes an impact practically.
5. Young adults desire authentic community. As their social interaction increasingly moves towards online platforms, there is a desire and need for authentic, vulnerable and open community where they can be known. The church is gifted to do this.

As we look to the future, I am hopeful that through partnership, our local faith communities can become places where young adults are discipled in their faith, are equipped to live passionately for Jesus and His kingdom and those far from the Church have transformational encounters with Jesus.

Steve Hodgson | Young Adults Catalyst

¹ David Kinnaman. *You Lost Me: Why Young Christians Are Leaving Church and Rethinking Faith*. (Grand Rapids: Baker Books, 2011), 31.



Fresh Hope Mission & Ministry Pioneering



As Fresh Hope Mission & Ministry formed in July 2017, one of the key areas coming into sharp focus was a reinvigorated push for pioneering and mission.

We were asking the question, “how can we catalyse and support this generation in a Pioneering move among our movement worthy of our trailblazing past?”

We had a couple of emerging Kingdom expressions that we were helping support and had facilitated some training in Church planting (DCPI - Dynamic Church Planting International) to both learn and see what the appetite for this was in our movement.

In both young and old, male and female, there seemed to be enough desire for a renewal of Kingdom expression that we sensed God was stirring us towards this together. Over the last year we have seen the strengthening of the plant that began in 2016 - BASIC Church (Parramatta), and the joining and strengthening of 4 new pioneering expressions from Blaxland to Marrickville.

What we increasingly sense is that pioneering is a mindset and lifestyle not a task for some elite superheros. Fresh Hope Pioneering, led by Daz Farrell and Nathan Marshall, tried to highlight this at Collective 2018, along with the powerful concept of interdependence - us doing this together as His body, with Jesus as the Head of it all! We again facilitated DCPI at Rhodes, ran by seasoned planter/trainers in our movement, for anyone interested; both

the church planting essentials course and ‘house church planting’.

We were reminded that this journey does require bravery. It does require sacrifice. It can be lonely. But as God guides and provides, as we remain in the vine, He produces fruit in these endeavours. We risk. We have a go. We build the environments or altars so to speak, but He brings the fire.

Daz and Nathan intentionally gather the leaders of the Pioneering expressions twice a year over 3 days for training, sharing and support. In March 2018, pioneers received training in church planting with a multi-ethnic ministry lens, partnering with The Chapel Sydney Church in Chatswood and Ray Chang from Ambassador Church USA. In this space pioneers also shared stories of what has worked and what hasn't. We plan to distil and share this learning among the movement.

Pioneers also try to share in each other's mission and ministry where possible. Daz and Nathan have the additional privilege of meeting with our pioneers regularly for coaching, mentoring, planning and support on the challenging road of pioneering.

Some highlights from the year include:

- Parramatta (BASIC Church) has a vision of a network of missional communities. And while having several missions including outreach to the local university, hosting a dad's group, and supporting a food start-up, they are currently aiming for new spaces in the creative arts community. They have had the high honour of discipling many, and in this seeing a seeker come into the Kingdom (so exciting!)

- Blacktown (Oak City Church) began this year as a home group. They have made significant relational connections into the community and are partnering well with other Kingdom expressions. They continue to spend time sensing where God is leading them to be a blessing in Blacktown. They will be experimenting with some 'pop-up' church gatherings in the community later in 2018.

- Blaxland Mission, along with the mother church Blaxland Church of Christ (also known as Lower Blue Mountains Church of Christ), has explored via a discernment process community chaplaincy, and has already experimented in local presence, loneliness forums, home church, and being a part of other groups in the local community to gauge the spiritual temperature. Excitingly a new playgroup has emerged at Blaxland Church of Christ's home church.

- Gateway Western Sydney, a newly joined pioneering venture has been birthed in the lower Blue Mountains with a vision for reaching the new developments around Mulgoa Rise and Badgerys Creek. As a core team meeting in a home, they have supported the drought as a group, began a Youth

Ministry; where recently one young lad gave his life to Jesus on camp, and are growing numerically to the point of needing a new space which they are now in prayer and discernment over.

- In Marrickville a core team has recently been meeting as a home church. They are meeting weekly for strategy and discernment of how God is asking them to be postured in the community. Ideas of a network of house churches, counselling, discipleship and training centre are emerging.

As new Kingdom ideas abound in Newcastle, Mt Druitt, Katoomba and other places, can you please be in prayer for these and the abovementioned ordinary heroes who seek to make a Kingdom difference on the front lines with each day they are gifted.

Daz Farrell

Ministry Leader | Pioneering & Mission

- 1 - Rhodes Cafe Pioneering Takeover
- 2 - Pioneering Rhodes Multi Ethnic Church Training
- 3 - Pioneering Open House at BASIC Parramatta
- 4 - Pioneering Training with Ray Chang
- 5 - Pioneering The Table Project by BASIC Parramatta



Fresh Hope Mission & Ministry Fresh Hope Engage



In July 2017, “Careworks” was officially incorporated into the new Fresh Hope Mission & Ministry agency and in 2018, the “Careworks” brand was retired and a new brand of “Fresh Hope Engage” was launched as a functional part of Mission & Ministry within the Pioneering & Mission stream.

Fresh Hope Engage remains responsible for managing the charity and fundraising component of “Churches of Christ Community Care”, which is a Public Benevolent Institution (PBI) with tax deductible giving as a Deductible Gift Recipient (DGR) status.

Fresh Hope Engage continues to partner with local churches responding to the needs of the poor, vulnerable and oppressed in their community. This year’s Winter Appeal targeted domestic violence with the slogan, “This needs to stop”. Funds raised were distributed to Platform 9, a ministry partnership with Kingsway Community Care that provides short-term accommodation for women and children affected by domestic violence.

Fresh Hope Engage also oversees the placement of chaplains in Fresh Hope Care facilities, prisons and hospitals. In December 2017, Fresh Hope Engage placed chaplain Robyn Lee, into the new correctional services subsidy for Mary Wade Female Correctional Facility in Lidcombe.

The Volunteer Pastoral Care training program was launched in May 2018. This is a shared project between Fresh Hope Care and Fresh Hope Mission & Ministry. Our purpose is to re-engage with local churches to provide quality training in pastoral care and provide ministry opportunities in Fresh Hope Care facilities and programs.

The pilot course was successfully implemented at Pendle Hill with 20 graduates from the program now serving as volunteer pastoral carers under the supervision of our chaplains. Bateman’s Bay and Coffs Harbour will complete the training in later 2018, then all Fresh Hope Care sites by end of 2019, with the planned target of 100 volunteer pastoral carers.

Richard Reeve

Ministry Leader | Fresh Hope Engage



- 1 - Winter Appeal 2018
- 2 - Volunteer Pastoral Care Training May 2018 at Pendle Hill
- 3 - Volunteer Pastoral Care Training May 2018 at Pendle Hill



Fresh Hope Mission & Ministry Resourcing



The Fresh Hope Resourcing Team focuses on providing support services and communication to churches and ministries across the Fresh Hope network.

A highlight from the year included hosting over 375 attendees at The Tops for Fresh Hope Collective 2018 with the theme “Stirrings”.

This team also supports the delivery of training, workshops, communication and gatherings within the four strategic areas of the Mission & Ministry agency, thus facilitating and maintaining connections with the wider Fresh Hope community.

As a new agency, the Resourcing team has developed over the past 12 months. We were pleased to welcome Sharayah Lardner and Glenn Newton to join our team in the areas of administration and communications this year. The Resourcing Team is working diligently in providing resources and pathways to deliver the message of fresh hope to our movement of ministries across NSW and the ACT.

Mission & Ministry Grants will be launching next year as a way to partner with churches in ‘having a go’ at something new in their local context. We appreciate the opportunity to serve churches and supporting their ministry endeavours

Sandra Noel
Ministry Leader | Resourcing

Fresh Hope Collective 2018



“And recognises
ever and anon
the breeze of
Nature stirring
in his soul.”

– William Wordsworth



Fresh Hope

Group Operations

The 2017-18 financial year saw a continued increase in the capability and service provision across each of our specified shared services provided under the banner of Fresh Hope Group Operations.

Group Operations continues to strive to increase the capability it provides to each of Fresh Hope Care, Fresh Hope Mission & Ministry and Fresh Hope Venues.

Finance

Fresh Hope Group Operations Chief Financial Officer Scott Griffiths has led the Finance Team through further significant change and development in the 2017-18 Financial Year.

Standardised financial reporting has been introduced at a consolidated and Agency level across Fresh Hope. This reporting has a focus on key financial performance elements specific to each Agency and has been well received by all Agency Boards and Conference Executive.

Fresh Hope's payroll system has been migrated to a secure cloud environment, in preparation for the rollout of Employee Self Service (ESS) in the 2018-19 Financial Year.

Procurement has continued to expand its offerings in Fresh Hope wide inter-Agency procurement in areas such as essential services maintenance, painting, telephony, pest control, stationery and vehicles. In partnership with ICT, Procurement have released an online portal (for purchasing,

contract administration and engagement). A new revenue management team commenced in the last quarter of the 2017-18 Financial Year. It is anticipated that this team will deliver significant financial and process-related improvements in 2018-19 Financial Year.

The Business Analyst team has continued to improve its processes and increase capability and service delivery, specifically in the areas of capital projects and property development feasibilities, which are being applied across all Fresh Hope Agencies.

Human Resources (HR)

Fresh Hope's HR Team, led by HR Manager John Favaloro, has assisted all Fresh Hope Agencies with restructures, change management and leadership recruitment in the 2017-18 Financial Year.

Two new enterprise agreements have been successfully negotiated for Fresh Hope Care Home Care and Residential Services, led by the HR Team. HR have also successfully managed a number of industrial issues across Agencies, specifically in relation to Fresh Hope Care (as a result of the BSO review and uniform supplies).

Organisation wide Fresh Hope Corporate Induction and Leadership programs have been developed and implemented throughout the year with positive feedback being received by the team. Learning and Development support has been essential in the commencing of the Volunteer Pastoral Care Program (a joint initiative from Fresh Hope Mission & Ministry and Fresh Hope Care).

The vast majority of leadership recruitment across all Fresh Hope has been brought in-house and undertaken by our HR team, resulting in significant savings in recruitment costs in the 2017-18 Financial Year.

Information Communication Technology (ICT)

Under the leadership of Chief Information Officer Glen Hegner, the ICT Team has followed the Beyond Technology ICT report recommendations and undertaken a number of remedial and transformational projects.

Urgent remedial upgrades as identified by our external consultants and auditors have included: bandwidth, quality and 24x7 monitoring of internet links at all physical locations; procurement and installation of enterprise grade firewall and network hardware; replacements of end-of-life data centre equipment; rebuilding of Citrix and VMware environments.

Transformational projects have included the onboarding of the ICT helpdesk to Fresh Hope ICT Team; appointment of specific subject matter expert managed service providers for security, networking, infrastructure; Microsoft Office 365 rollout and migration of PayGlobal to secure cloud infrastructure.

A Church Portal has been established for the acquisition of hardware by our Churches. This allows Fresh Hope affiliated churches access to not-for-profit pricing for hardware and software through our suppliers.

2018-19 will see further service offerings for our Church stakeholders, working alongside our Fresh Hope Mission & Ministry team.

Insurance, Risk and Compliance

November 2017 saw the appointment of Glyn Williams as Manager, Group Risk and

Compliance overseeing all enterprise risk management, WHS, Workers Compensation and Insurance.

The successful transition to the Loss Prevention Recovery (LPR) workers compensation scheme has been achieved with substantial savings to Agencies in the 2017-18 Financial Year.

The Fresh Hope Enterprise Risk Management review was completed and tabled.

A continued focus on service provision relating to insurance and risk advisory services to Fresh Hope affiliated churches occurred throughout 2017-18, with a number of churches receiving substantial premium reductions as a result of work from Fresh Hope's appointed brokers. Additional insurance and risk offerings are available in the 2018-19 Financial Year.

The Fresh Hope WHS Management System has been implemented for Fresh Hope Agencies.

The year ahead for 2018-19 has a number of progressive initiatives scoped and underway. These include the appointment of Manager, Fresh Hope Properties role to assist and increase Fresh Hope's capability in partnering with our church stakeholders in property related matters (including facilities management, acquisition and development).

In addition, we will be seeking to appoint an Organisational Development Manager to assist Group Operations in facilitating and overseeing our cultural and professional development initiatives.

Daniel Dwyer

Director | Fresh Hope Group Operations



Fresh Hope

Venues



Another year at Fresh Hope Venues has concluded. The existing venue 'The Tops' has had a great year with a little under 54,000 people attending our facility. A modest surplus underpins what was a steady year.

While we generally receive strong demand, we experienced a quieter than normal period at the end of 2017 and beginning of 2018. This unusual lull provided an opportunity to complete much needed maintenance on an otherwise busy facility. We continue to invest in the venue to maintain and build on the reputation as a site that prides itself on the standard offered to our guests.

Key milestones in the year were the purchase of our Segways at the beginning of 2018 which has provided a wonderful inclusion in the suite of exciting activities on offer to guests. This acquisition has aroused much interest and we hope it will form a popular option for groups into the future. We are always scanning for new opportunities and are very interested in unearthing the latest initiatives that we might be able to offer.

Further developments in our service offering to guests saw the launch of our 'ten:10 Café'. Built around the biblical origin of John 10:10 which is the site's overarching tag line mission – 'Life to the Full'.

We endeavour to provide good coffee and snacks to our guests. People love and indeed expect good coffee to be available. We find that guest expectations are continually increasing; this creates a dilemma in juggling how we tailor our services to meet client expectations while doing it within the confines of a workable budget.

The investment into training young people continues in the form of our intern program which in 2018 comprised of a cohort of 5 adventurous women, all keen to learn, grow, and participate as active members of the Tops service delivery team. The Intern Trek at the end of 2017 took them into Cambodia for a week of sharing in a variety of settings within the Cambodian culture.

We also saw 15 students complete their Cert III in Outdoor Education at the end of 2017. And a smaller cohort of 9 students undertaking study in the 2018 year. While challenging in needing to navigate a transition of Training Provider, we have been able to provide a stable and challenging learning environment for the students.

Much to be done and much to be thankful for – we thank God for his continuing guidance through it all.

David Tolman
Director | Fresh Hope Venues



1 - Tops Intern Trek to Cambodia
2 - Venues Tops Cafe
3 - Venues Segways



What a year! We have a new name, new people, improved systems and innovative services that have all been born from our willingness to listen to each other, to challenge the way things have always been done and to ensure we keep those we care for, their families and our communities at the centre of our thinking.

New Hires

With our focus on Holistic Christian Care, Award Winning Services, Integrated Operations and Growth, we have been busy building the right team to deliver to our goals. Key new appointments have been made, with a greater focus on delivering operational excellence and exploring opportunities for growth, so that we can serve more.

New Services

We have simultaneously been rearchitecting our services to ensure synergies across streams, but also flexibility within each area that delivers on customer demand. These new services have been built on the back of co-design sessions with consumers, community and staff at a grass roots level, to ensure we are being sensitive to the specific needs of those we serve.

New Systems

A critical aspect of our organisational evolution has been our investment in a new Clinical Residential Management System. This will enable us to have greater governance, compliance, efficiency and visibility across our operations, resulting in better decision making. It will significantly reduce the administrative workload for resident care staff with efficiencies gained enabling us to reinvest this time into providing better lifestyle and care programs for our residents.

New Partnerships

We are committed to collaboration and strategic partnerships. We are partnering with other Fresh Hope agencies; within local communities; within the services industry and with universities and hospitals.

Our Western Sydney University partnership explores how music can positively impact those with dementia. The music program is being run at Pendle Hill using innovative technology that allows people to make music with no previous training, while catering for those with mobility challenges.

Working closely with the Fresh Hope Ministry & Mission team we have recently completed a 9-week Volunteer Pastoral Care Program pilot, with 17 participants graduating from the course. This program is a tangible way we have aligned our strategic priority of providing Holistic

Christian Care and resolving the issues of loneliness for some of our residents, who never receive a visitor. It has also provided us with an opportunity to work closely with Churches of Christ congregations, equipping them with pastoral care skills which will benefit their congregation and the community.

This is only the beginning! I am reminded of the Dr. Martin Luther King Jr. quote “If you can’t fly, then run; if you can’t run, then walk; if you can’t walk, then crawl; but whatever you do, you have to keep moving forward.”

We are expecting great things from the inroads we are making and I am also prayerful for the Lord’s continued support as we seek His will in all we do.

Natalie Cook
Director |
Fresh Hope Care



- 1 - Clelland Lodge Repair Cafe
- 2 - Excellence in Service Award Winners
- 3 - Forestville Retirement Village Clubhouse Opening
- 4 - Minister's visit to Green Hills Retirement Village

- 5 - Fresh Hope Care 80th Birthday
- 6 - Twilight Fete at The Glen
- 7 - Twilight Fete at The Glen
- 8 - Volunteer Pastoral Care Program

The Australian College of Ministries



This report is for the year ending 31st December 2017 summarising details presented to the Annual General Meeting of the Members of the Company on 24th August 2018. The Company Members are Churches of Christ in NSW and Christian and Missionary Alliance of Australia.

The Australian College of Ministries (ACOM) is distinctively a college of ministry. Our courses are tailored for God's people wherever they work, minister and live—in the church, workplace and community. We develop healthy, effective leaders who can positively impact their own corner of the world.

The Directors of the Company in 2017 were: Neville Cox (Chairman), Dr Andrew Ball, Ray Cheal, Ken Graham, Alison Feldman, Daniel Dwyer, Dr Les Gainer and Associate Professor Dennis Nutt. The Company Secretary was Catherine Kleemann.

Highlights for the year include:

- The largest graduating class since the beginning of the College (75 years). 85 students graduated in the Great Hall of Sydney University on 1st April 2017. The graduates came from various church backgrounds: Churches of Christ in NSW (25), Churches of Christ in other states (17), CRC International (14), Baptist (10), Australian Christian Churches (8), Anglican (2), Vineyard

(2), and other churches (7). Of the 158 higher education graduates in the last two years (2016/2017): 47.5% are connected to Churches of Christ in Australia.

- The largest number of unit enrolments since the beginning of the College. Year-to-date unit registrations are 1732 units compared to 1047 for the same time last year (an increase of 65%), increasing the Equivalent Full Time Student Load (EFTSL) from 129 to 179 (an increase of 39%).
- The largest number of new students since the beginning of the College. Year-to-date new student admissions are 280 compared to 153 for the same time last year (an increase of 83%). This results in 571 active students (114 are connected to Churches of Christ in NSW and 18 to Christian and Missionary Alliance of Australia).
- Four new degrees launched. Using the new Sydney College of Divinity (SCD) status as a Self-Accrediting Authority, ACOM has initiated four new degrees: the Diploma of Ministry (AQF 5), the Graduate Certificate in Leadership (AQF 8), the Graduate Diploma of Leadership (AQF 8), and the Master of Leadership (AQF 9).
- Successful 75th Anniversary Celebrations. Including an alumni celebration dinner, the release of the new ACOM Press book, "Crucible of Faith and Learning" by Dennis Nutt, and a 75th Anniversary Pictorial Cultivate magazine.

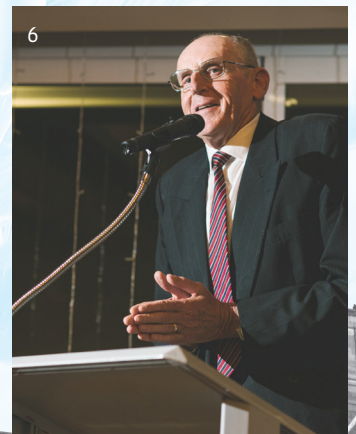
- Launch of the Alliance Institute for Mission. This centre for excellence in mission will focus on local and foreign mission and intercultural studies. The Alliance global network of churches and ministries are supporting our student field placements through their on-the-ground mission agencies around the world.

- Launch of the Graduate School of Leadership. With the new Master of Leadership as the flagship award, the graduate school is engaging with churches and church leaders as we continue to connect with our student and alumni networks through conducting useful field research, providing seminars, roundtables and services, and building our referral network to assist in recruiting new students.

This was a year of significant growth and progress for ACOM. We request your prayers as we strive to assist God's people to be transformed into agents of change who can make a positive impact on their corner of the world – in the name of Jesus!

Dr Stephen Smith

Principal and Chief Executive Officer |
Australian College of Ministries



Images 1-6 - ACOM 75th Celebrations
Images 7-13 - ACOM Graduation 2018

Property Trust



As Chairman of the Property Trust, and on behalf of the Property Trust board, I have pleasure in presenting the Property Trust 2017/2018 Annual Report.

The Property Trust (the “Trust”) is an incorporated body that seeks to partner and serve churches and other Church of Christ agencies through a range of services to support the work of the gospel and see people saved into God’s Kingdom.

During the period 1 July 2017 to 30 June 2018 the Trust met on 11 occasions. The Trust consists of up to nine members each elected by Conference for nine-year terms. As at June 2018 there were no vacancies on the Trust.

During the reporting period the Trust was comprised of these members:

Mr Andrew Billing
Chairman

Mr David Bentley
Resigned Dec 2017

Ms Patricia Chan
Appointed by Conference May 2018

Mr Damien Hannes
Mr Steven Martin
Mr Richard Reeve
Mr Philip Smith
Mr Shamus Toomey
Registrar

Mr Willy van den Berg
Mr Allan Vincent

I would like to take this opportunity to thank Mr David Bentley who retired from the Trust in 2017 after his faithful and devoted service to the Trust for over 34 years as a member, including his time as Chairman of the Trust for over 6 years. The Trust also welcomes Ms Patricia Chan and thanks God for the extensive gifts she brings to the board.

The current members of the Trust have a range of professional skills and experience in:

- Aged Care;
- Building & Construction;
- Corporate Governance;
- Education (including Theological Education);
- Engineering;
- Finance (including accounting, banking deposits & lending, and investments);
- Health;
- Information Technology;
- Law;
- Ministry;
- Not-for-Profit operations;
- Human Resources;
- Property;
- Work Health and Safety

The Trust employs a full-time Corporate Secretary, Mr James Cartwright, who has over 15 years’ experience in corporate governance, not-for-profit and church property trust administration, as well as over 24 years’ experience in management, administration, and customer service.

Mr Cartwright holds a Bachelor of Commerce from the University of Wollongong and is also a Certified Member of the Governance Institute of Australia.

As noted, the Trust partners and serves churches and other Church of Christ agencies through the services it provides.

Those services include but are not limited to:

- Safe custody of certificates of title, contracts, plans and other documents;
- Property Sales;
- Property Purchases;
- Leasing and Licensing;
- Building Contracts;
- Administration of Estates and Trust funds;
- Registration of churches with the Trust, including appointment of the Trust as trustee;
- Investments and Lending via the Fresh Hope Investment Fund (formerly known as the Deposits Fund);
- Execution of statutory forms;
- Information about grants – eg. NSW Community Building Partnership grant applications

During the reporting period the Trust was able to support churches and Churches of Christ agencies by providing services as noted above, including the review, processing and execution of more than 64 statutory applications, sale contracts, purchase contracts, licence agreements and other matters.

At the invitation of churches, the Trust was also represented by its Corporate Secretary at a number of church site visits, events and meetings – including Lifegate Church who have been in discussions with the Trust about a loan for a church manse site redevelopment.

“Lifegate has a plan to redevelop our church manse. I brought this desire to James at the Property Trust, and from the first interaction, I found James to be extremely helpful. He has given us more support than what we expected. He has communicated with potential builders with appropriate information. He has helped us with writing a resolution to be voted on.

James has been clear around the steps we need to take in relation to fulfilling the requirements of the Trust. He met with our leadership team to talk through the process. Overall it has been a very positive experience so far. I would like to thank James for his support.”

– Nathan Green, Lifegate Church

To discuss any of your church property matters please contact James Cartwright, the Trust’s Corporate Secretary:
james.cartwright@freshhope.org.au
or 02 8573 6031.

Andrew Billing

Chairman | The Churches of Christ Property Trust

¹ The Trust is a perpetual, “legal person” constituted and incorporated pursuant to the terms of the Churches of Christ in New South Wales Incorporation Act 1947 (the, “Act”). The Act, inter alia, sets out the purpose and powers of the Trust; its relationship to Conference; and other matters – for example – the process for churches passing special resolutions.



Fresh Hope Federal Relationships Council of Churches of Christ in Australia



The Council of Churches of Christ in Australia (CCCA) consists of 2 representatives from each of the member states. The Council meets to discuss issues of national significance to Churches of Christ and to provide leadership of our movement at the national level.

Highlights for the year include:

- CCCA is entering a period of review and looks forward to exploring ways it can better work together to facilitate the work of Churches of Christ throughout Australia.

- The National Redress Scheme recommended by the Royal Commission into Institutional Responses to Child Sexual Abuse began formal operations in July 2018. Churches of Christ member states continue to engage with the Scheme to determine best ways forward. We remain committed to the importance of redress as a matter of Gospel integrity and justice.

- The National Business Network (NBN) continues to meet and to share about finance, IT and insurance updates. This provides a rich environment to learn from one another.

- Youth Vision Australia (YVA) has been in a year of discernment to focus on core identity and purpose, determining that the key focus for YVA as a network needs to be in the areas of training, equipping and resourcing. As part of this process it was agreed that the National Youth Ministry Convention (NYMC), as we've known it, is concluding, with the intent of re-imagining this event to better serve our needs as a national movement of churches in the future.

- A review of Ministers & Employees Benefits Scheme (MEBS, a portable long service leave scheme) was conducted in 2017 and the decision was made to wind down MEBS, which will be concluding in March 2019. Churches of Christ Financial Services (CCFS) offers support to ministers and churches in the form of a Long Service Leave (LSL) Accumulator Account, a structure for funding and securing minister and employee entitlements that is independent and unexposed to the financial position of the church. I encourage churches to take up this option.

- In December 2017 the Council affirmed our marriage rites as currently registered with the Attorney-General's department, which recognises marriage being between a man and a woman.
- CCCA is a reporting body for GMP, Stirling College, YVA, MEBS, the Defence Force Chaplains Committee, Christian Projects and the member states, and along with other national committees. It aims to facilitate communication and networking between states, agencies and other groups for their mutual benefit, and to support the mission of local Churches of Christ.

Milton Oliver

Chair | Council of Churches of Christ in Australia

CCCA Representatives:

NSW / ACT: Andrew Ball

QLD: Gary Edwards, Geoff Charles

SA / NT: Scott Combridge, Grant Spangenberg

VIC / TAS: Rob Nyhuis, Milton Oliver (Chair)

WA: Tanya Watson

Treasurer: Geoff Charles

Secretary: Claire Egan

Farewell to previous members Paul Cameron, Paul Scully, Ian Allen, Peter Roberts and Doug Wallage; and to Federal Coordinator Janet Woodlock.

Fresh Hope Federal Relationships

Global Mission Partners



Global Mission Partners is part of the family of Churches of Christ in Australia. Our role is to link people and churches with communities and their real needs – spiritual, physical and communal. We do this in Australia and globally. Such relationships are at the heart of our work.

GMP's partners can be found working with Indigenous communities in Australia, and in Zimbabwe, South Sudan, India, Bangladesh, Thailand, Indonesia, Vietnam, Papua New Guinea and Fiji. We share with all a common desire to be the presence of Christ through how we work together.

There are several opportunities for local churches in Australia to build relationships with GMP partners, and we have seen the benefits of this. Some Fresh Hope examples include Nowra Church of Christ which again visited the Vuci Road church in Fiji, New Day (Wollongong) continues to connect with the Indigenous ministry in Dareton, and Jessie Skelly was part of a team to Juraki (Indigenous Surf Festival in Tweed Heads).

Safe Water September continues to grow, with around 262 individuals and 40 church teams taking the challenge, and more than \$127,000 being donated. The Vanuatu Emergency Appeal was well supported, as was the most recent appeal for Sulawesi, Indonesia. Thank you for your contribution.

The broader economic and governmental environment is challenging for GMP. The lack of an increase in Australia's Foreign Aid budget and the general economic environment all affect our work. The Government's resistance to the Uluru statement has been disappointing for many, Indigenous and non-Indigenous alike.

There are changes to the Australian Government's regulation of, and attention being given to, churches and their related organisations. Many churches support 'orphanages' that often operate outside of formal mission agency structures. Very often these orphanages have few, if any, standards to safeguard children, little transparency in relation to the use of money, poor staff to child ratios and no screening of volunteers.

Fresh Hope ministry teams link with GMP staff and we see ourselves as part of the Fresh Hope family. Colin Scott is the GMP Partnership Coordinator and Suzanne Hayes and Jan Bayliss work with Colin as part of the Churches of Christ Overseas Aid team. Jessie Skelly is the GMP Embodiment and Fresh Hope Mission Catalyst and focusses on engaging youth and young adults in mission journeys.

Please contact Colin Scott or Jessie Skelly to arrange a date for them to visit your church – or visit www.gmp.org.au

John Gilmore

Executive Officer | Global Mission Partners



- 1 - Dareton Community Centre
- 2 - Dareton Team Members
- 3 - Leaders in Vietnam
- 4 - Peace Club in South Sudan
- 5 - Zimbabwe Water Project

Fresh Hope Federal Relationships Stirling Theological College



The past year has been significant in the growth and ministry of the college. New courses and awards were implemented. New faculty and staff joined the growing team and we celebrated the transitions of long serving faculty to slightly less time-consuming roles

We are grateful to God for the students we are privileged to teach, form and encourage toward maturity in Christ as we are of the churches and organisations we partner with. We now offer awards in ministry, theology, counselling, CPE and supervision (as well as Catalyst for 18-25yo's). Our equivalent full-time students' numbers (EFT) reached 105 and this placed Stirling as equal largest in the University of Divinity (UD).

University of Divinity 5 Year Major Review

Throughout 2018 we underwent our five-yearly audit by the UD. This is a rigorous and time intensive process that benefits all involved. We were again awarded the maximum term possible for membership as a university college (7 years) and many positive observations were made

about our new initiatives and culture. There was also acknowledgement of the significant contribution made at various levels of the university by Stirling personnel.

University of Divinity – most preferred by students!

We were pleased to read in all major Australian newspapers that the UD had the highest level of student satisfaction out of all of Australia's universities. The annual Quality Indicators for Learning and Teaching (QILT) surveys students across all Australian universities and rated UD first out of 43! We are proud to contribute to this and continue to work hard on student experience and formation.

Catalyst

Catalyst enjoyed its second year of operation. As well as a second hub based in Perth we launched a hub in Melbourne. Growth and multiple sites led to the appointment of Josh Bond as National Director of Catalyst and Amit Khaira continues to lead the Perth hub and has also become a Lecturer in Youth Studies. One of our Melbourne students recently commented, "Catalyst has been brilliant for me this year. It has changed my life, taught me how to read the Bible and is focussing me on how I can best contribute to God's Kingdom on earth with my passions and strengths." Testimonies like that make it all worthwhile!

We are currently mapping out a third hub in Adelaide at the invitation of CCSA/NT, the Salvation Army and Australian Lutheran College who see the benefits Catalyst brings to young adults.

Master of Counselling

This past year also saw the implementation of a new award, the Master of Counselling. Building on post-graduate studies at Australian Institute of Family Counselling (aifc), this new UD award is only offered at Stirling. 27 students enrolled in hubs in Melbourne, Sydney, Brisbane and Perth. Plans also have begun for a Bachelor of Counselling at Stirling, again in partnership with aifc.

Staff

We were very pleased this year to welcome to the staff Lauren Miko as Receptionist and Marketing Assistant; Shannon Hood as a Counselling Research Fellow and Liaison Officer; and Caroline Young as Registrar. Each have brought wonderful personalities and strengths to the team and culture. This past year also saw significant transitions of John Williamson from Registrar to Coursework and Special Projects Coordinator (0.4) and Dr Merryl Blair from Lecturer in Biblical Studies (OT) to Adjunct Faculty. Early in 2019 there will be a significant celebration to honour the significant service and

legacy both Merryl and John have given our movement through many years at the college.

Constitution

This year we updated the Stirling Constitution. The old document was written before the ACNC and had several inconsistencies (that had never been tested!) A new constitution was adopted in consultation with CCVT with minimal changes for the operation of the Board but with best practice as its guide.


Board Members

Lynette Leach (Chair)
Anna Fernando (Deputy-Chair)
Pete Joy (Treasurer)
Lindsay Dewberry
Steve Sutton
Rebecca Smith
Robert Nyhuis (ex officio)

David Rattan was an ex officio member of the Board from January to May as Interim CCVT Executive Officer.

Dr Andrew Menzies

Principal |
Stirling Theological College



**“The Spirit
is out ahead of us.
God is bubbling and
fermenting a new
future that is so
beyond the ‘billboard’.”**

– Alan Roxburgh

Financial Reports

Financial Performance



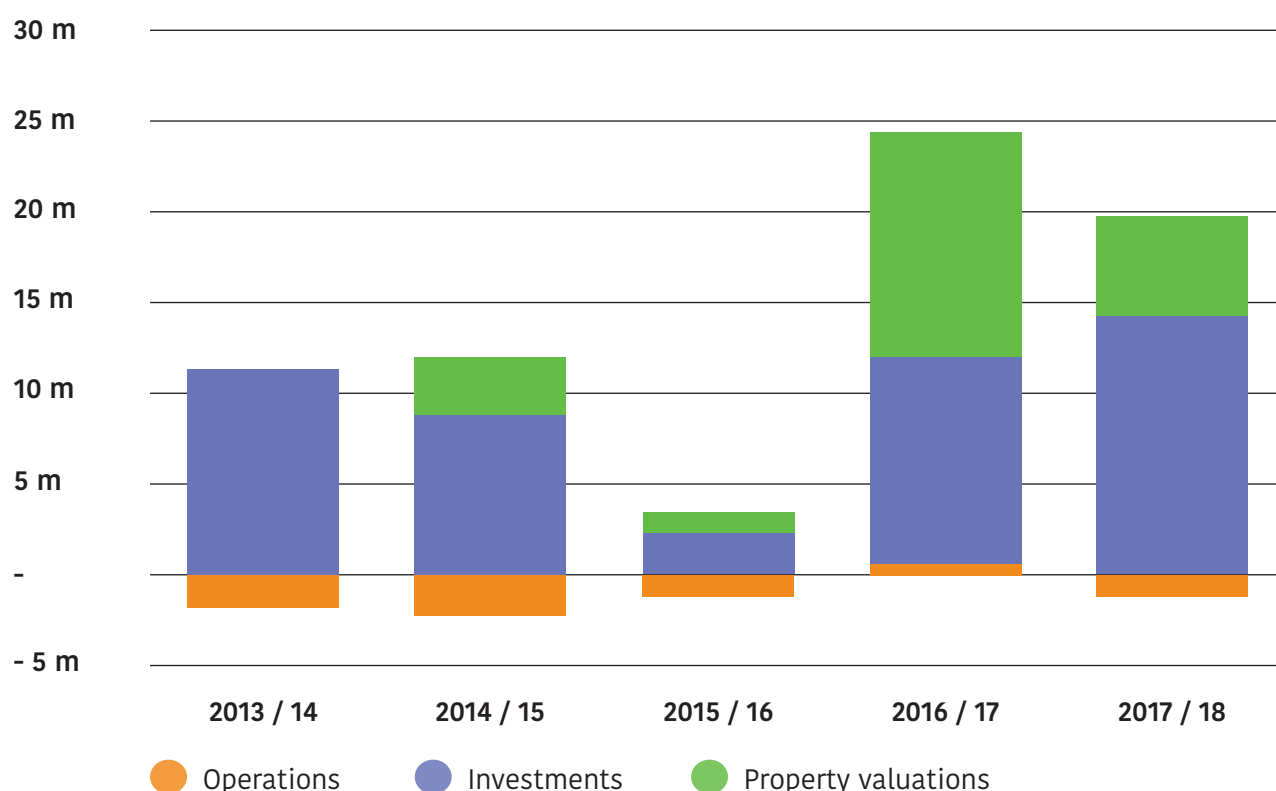
The financial result for the year ending 30 June 2018 was a total surplus of \$18.3 million, which was lower than the result for the previous year of \$24.3 million. Our operational financial performance, excluding revenue from investment returns and asset revaluations, was a loss of \$1.4 million, which was also lower than the operating result of \$750k last year.

Operating margins for our aged care services was the primary reason for the operating loss in FY18, with most other Fresh Hope agencies outside of aged care showing consistent results over the past few years. Staff resources were increased in FY18 relative to FY17 as part of a management

restructure necessary to navigate the organisation through the next period of growth and rapidly changing environment in the aged care industry. The expected uplift in revenue arising from this restructure hasn't quite materialised in FY18.

A large percentage (more than 80%) of our revenue comes from government funding and fees from residents, clients and customers. This is mainly from residential care accommodation, home care services, and venues / conference activities. Investment in our staff to deliver these services is evident with almost 70% of revenue from government funding and fees revenue related to the employment of staff.

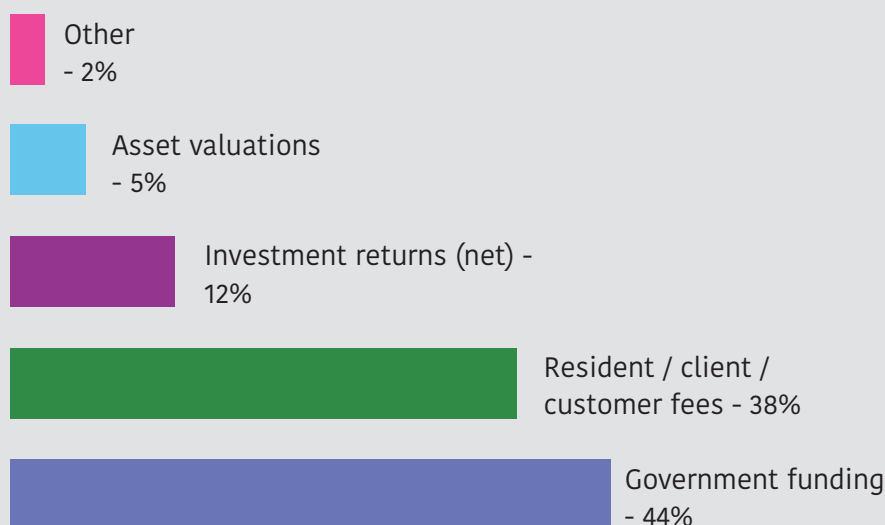
OUR FINANCIAL PERFORMANCE OVER TIME



Financial Reports

Financial Performance

WHERE DID OUR REVENUE COME FROM

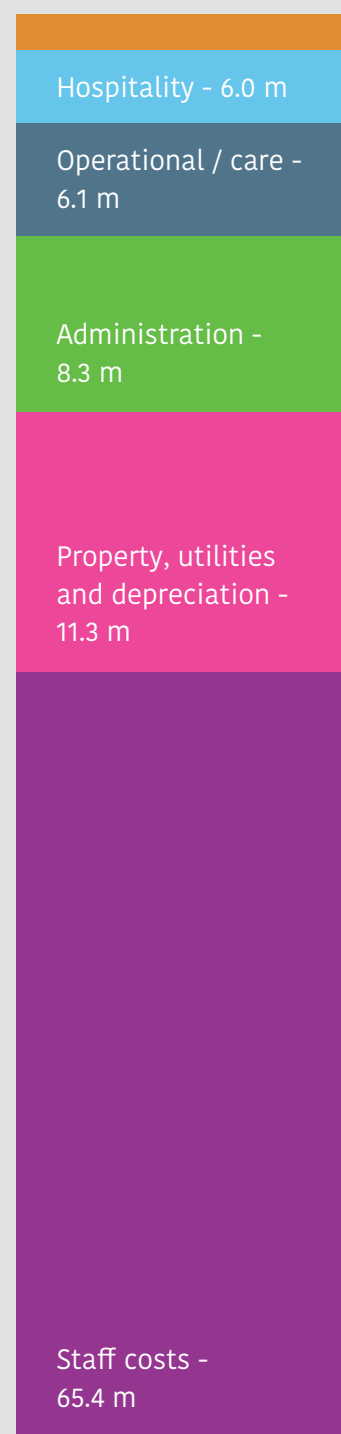


Revenue from our investments portfolio through market value movements, dividends and interest payments made up approximately 72% of our total surplus for FY18. This is an increase from the previous financial year whereby investment returns accounted for 50% of the total result.

The challenge in the coming years will be to improve our operating performance and place less reliance on investment earnings, which are often driven by market forces and fluctuations.

The average consolidated return on investments for FY18 was 7.6%, with individual returns for each Fresh Hope agency delivering similar results.

WHERE DID WE SPEND OUR REVENUE



Financial Reports

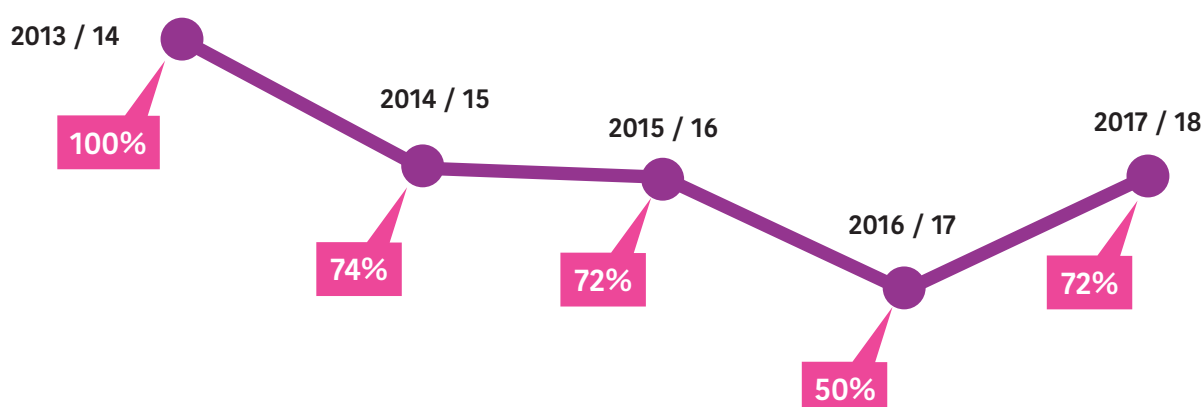
Investments



This is a particularly strong result given our investments charter dictates a conservative investment strategy, with approximately 50% of the portfolio invested in cash or fixed interest products which have a relatively low risk profile.

Our investment policy and governance, in partnership with our current wealth management advisers, has been very effective in delivering strong consistent returns over the past 3 years.

INVESTMENT EARNINGS AS A % OF TOTAL RESULT



SURPLUS AND DEFICIT STATEMENT

REVENUE	FY18 (\$'000)	FY17 (\$'000)	Change (%)
Fees from residents, clients, students and customers	43,548	43,679	-0%
Government funding	50,607	49,673	2%
Revenue from investments	14,168	11,713	21%
Asset and property valuations	5,574	11,858	-53%
Other revenue	2,112	513	312%
TOTAL REVENUE	116,009	117,436	-1%
EXPENDITURE	FY18 (\$'000)	FY17 (\$'000)	Change (%)
Staff costs	65,406	62,013	5%
Operational and care services	6,095	6,253	-3%
Hospitality services	5,968	5,796	3%
Property, utilities and depreciation	11,253	9,930	13%
Administration	8,271	6,966	19%
Other expenditure	696	2,165	-68%
Total expenditure	97,689	93,123	5%
TOTAL SURPLUS	18,320	24,313	-25%

Financial Reports

Assets and Liabilities

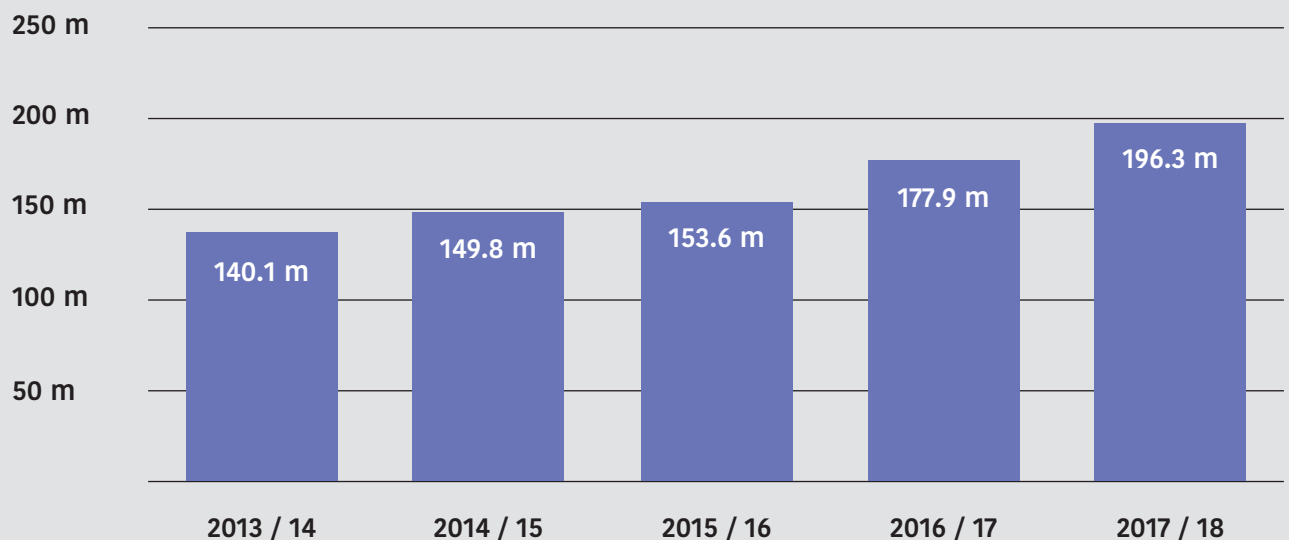
Fresh Hope continued to strengthen its financial position with a 10% increase in net assets from FY17 to FY18.

Within this growth, we saw a 20% increase in investments held, offset by an 18% growth in aged care deposit liabilities held.

Our property assets grew by 4%, aided by the addition of some new Conference governance properties with some church closures throughout the year. The strength of our balance sheet, with total liabilities fully covered by liquid assets such as cash and investments, will facilitate growth in a number of key areas such as;

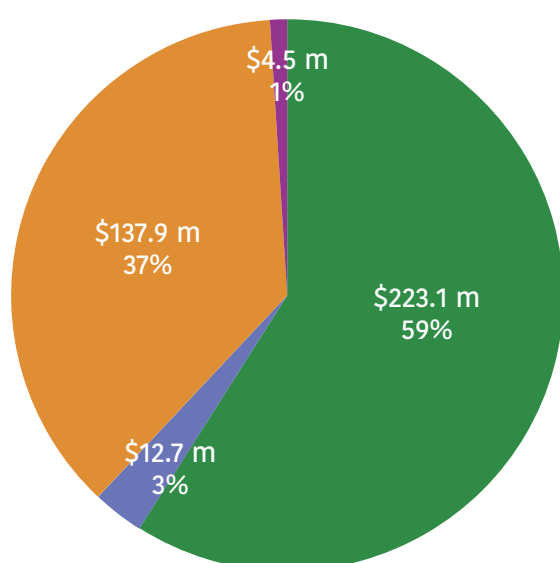
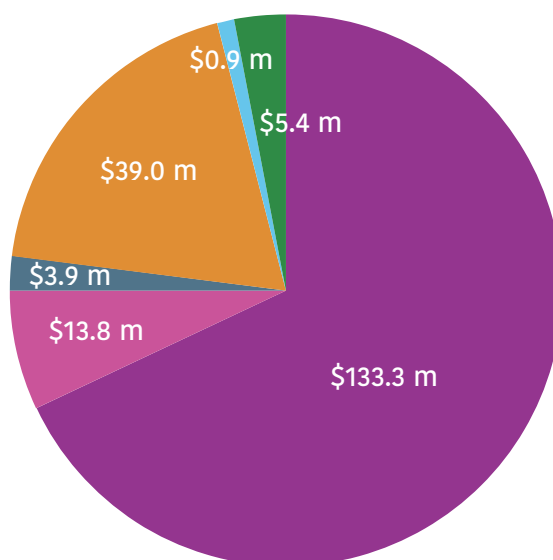
- new church plants
- transformational activities
- increase in aged care accommodation and services
- replacement and development of our current aged care buildings, many of which are reaching the end of their useful life and no longer meet market expectations
- expansion of our venues service offering across multiple locations
- new community hubs and affordable housing initiatives on Conference governed assets

HOW MUCH HAVE OUR NET ASSETS GROWN



NET ASSETS BY ENTITY

- Care
- Venues
- Engage
- Mission and Ministry Conf.
- ACOM
- Property Trust

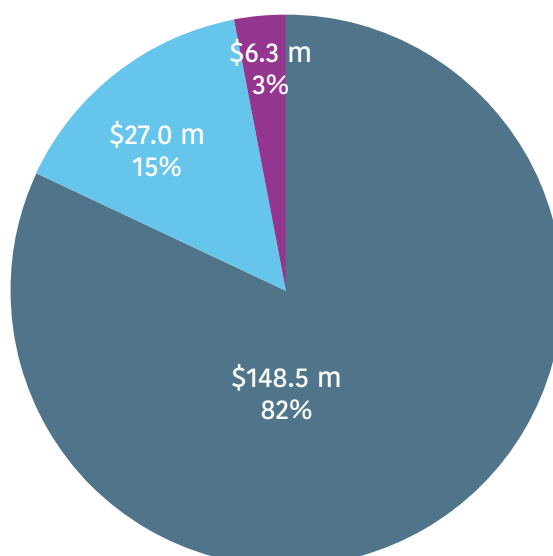


TOTAL ASSETS

- Cash
- Investments
- Receivables and other
- Fixed assets and property

TOTAL LIABILITIES

- Current payables
- Provisions and loans
- Refundable bonds - aged care



Minutes of Annual Conference

Saturday 13 May, 2018 - 11:30am

The Tops Conference Centre, Stanwell Tops NSW

WELCOME (11:35am)

The Conference Executive President Troy Blair (Campbelltown Church of Christ) opened the meeting and welcomed all to the Annual General Meeting.

FORMAL APOLOGIES

The following apologies were noted:
Arthur & Judy Cayzer, Rivergum Community Church

NOTICES OF MOTION ARE VOTED BY A SHOW OF HANDS UNLESS NOTED BY BALLOT

Notice of Motion 1

“That the minutes of the Annual Conference of Churches of Christ in NSW held 13 May 2017 as printed and circulated in the Churches of Christ in NSW Annual Report for the year ending 30 June 2017 be adopted as a true and accurate record of that meeting.”

MOVED:

Steve Martin, Maitland Church of Christ

SECONDED:

Larry Galbraith, Epping Church of Christ

Motion CARRIED by majority.

Notice of Motion 2

“That the Annual Financial Reports 2016/2017 as printed and circulated in the Churches of Christ in NSW Annual Report For the year ending 30 June 2017 be adopted.”

MOVED:

Glyn Williams, Restore Church (Castle Hill)

SECONDED:

John Morris, Foster Tuncurry Church of Christ

Motion CARRIED by majority.

Notice of Motion 3

“That KPMG be appointed the auditors of the accounts of Churches of Christ in NSW for the financial year 2017/2018.”

MOVED:

Dennis Nutt, Liberty Church of Christ

SECONDED:

Elizabeth Atkin, Bowral Church of Christ

Motion CARRIED by majority.

Notice of Motion 4

“That on the recommendation of Conference Executive, the following remuneration schedule be adopted as the recommended minimum salary for ministers in 2018/2019, to come into effect from the first full pay period in July 2018.”

1. That the salary component be increased to \$958.00 per week. (2% increase)
2. That the housing component be increased to \$447.00 per week. (2% increase)
3. That the car component be increased to \$180.00 per week. (2% increase)
4. Superannuation to remain at 11.00% of remuneration package.”

MOVED:

Stewart Noel, Liberty Church of Christ

SECONDED:

David Bentley, Hurstville Church of Christ
Motion CARRIED by majority.

Notice of Motion 5 (By ballot paper)

“That Raewyn Williams be appointed to the position of Conference President for the Conference year 2018/2019.”

Result: ELECTED by majority.

Notice of Motion 6 (By ballot paper)

“That Samuel Haddon, Andrew Berthenlsen, Troy Blair, Simon Brailey, Michael Hardie, Victor Tee and Stephen Toomey be elected to the Churches of Christ in NSW Conference Executive for the Conference year 2018/2019.”

Result: ELECTED by majority.

Notice of Motion 7 (By ballot paper)

“That Patricia Chan of Northside Community Church be appointed as a Member of The Churches of Christ Property Trust for two (2) years, concluding in 2020.”

Result: ELECTED by majority.

Notice of Motion 8

“That ‘The Chapel Sydney’ currently meeting at 365 Victoria Avenue, Chatswood be formally affiliated with Churches of Christ in New South Wales.”

MOVED:

Thomas Chin, Chatswood Church of Christ

SECONDED:

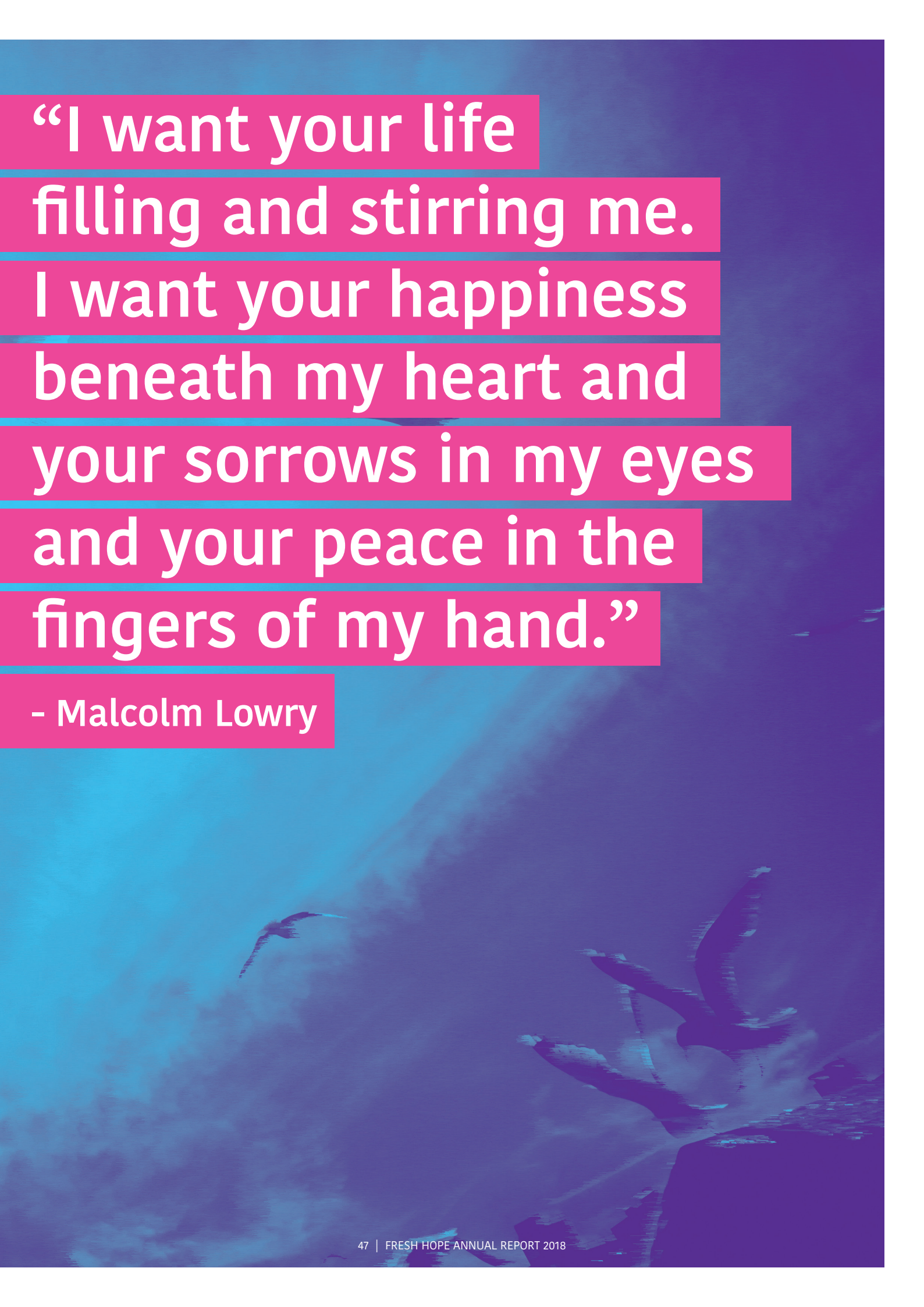
Sarah Hallam, Chatswood Church of Christ
Motion CARRIED by majority.

NOTICES OF MOTION VOTED BY BALLOT PAPER
Mr. James Hogan of Liberty Church of Christ was the Returning Officer for the voting required by ballot.

CLOSE

The business session closed at 12:19pm in prayer.





“I want your life
filling and stirring me.
I want your happiness
beneath my heart and
your sorrows in my eyes
and your peace in the
fingers of my hand.”

- Malcolm Lowry



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