



Churches of Christ in NSW & the ACT
for the year ending
30 June 2020

BE THE
FUTURE
SEE THE



fresh hope

**This is the wonderful
message that is being
spread everywhere, powerfully
changing hearts throughout
the earth, just like it has
changed you!**

—Colossians 1:6 (TPT)

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The President and Executive Ministry Director

As we complete another year of ministry, mission and service within Fresh Hope, we would have never envisaged that we would see out the financial year having to live with the ongoing consequences of a global pandemic. This season is tremendously difficult and tough for our governments, health officials, businesses, communities, churches, leaders, families and individuals. What happens beyond 2020 is somewhat difficult to predict or comprehend. Hence our reliance and dependence on God, the Sovereign Lord and creator of the universe, must be first and foremost in our hearts and minds.

We are reminded how Paul exhorted the Church in Rome: *"May your hope keep you joyful, be patient in affliction and pray earnestly at all times!"* (Romans 12:12).

From the outset, we would like to offer our prayers, care and concern to all our staff, our agencies, our ministries and churches. We all know that there are many aspects of this pandemic beyond our control. What we can do is to ensure we work together in helpful and compassionate ways. We have made small grants available to many of you during this season and continue to offer our support through our Mission & Ministry Agency.

We also offer you hope – fresh hope. It is the reason we press on, confident that despite how difficult things become, there is always hope found in the life and work of Jesus. *We unashamedly choose to offer fresh hope found only through faith in Jesus Christ.*

Samuel reiterates this in his testimony of God bringing life: *"He puts poor people on their feet again; he rekindles burned-out lives with **fresh hope**, restoring dignity and respect to their lives – a place in the sun!"* (2 Samuel 2:6).

Similarly, Ezekiel is promised boldness and confidence so that people would discover God: *"And then I'll stir up **fresh hope** in Israel – the dawn of deliverance! – and I'll give you, Ezekiel, bold, confident words to speak. And they'll realise that I am God"* (Ezekiel 29:21).

And finally, Paul in his missionary zeal: *"Travelling through the country, passing from one gathering to another, he gave constant encouragement, lifting their spirits and charging them with **fresh hope**"* (Acts 20:2).

We choose fresh hope to deliberately position our movement in an 'outward-looking orientation' to those not yet in the Kingdom.

We know that Jesus is central to our mission and believe wholeheartedly that our communities need fresh hope more than ever, in the midst of uncertainty and duress. We care about the future of the Church and so encourage you to proclaim fresh hope to those in your community.

We'd like to thank all those who serve across the various ministries within Conference and the many leaders who willingly contribute their time and resources to our mission and work. We honour our pastors and ministers, who sacrifice and serve so many by offering gifts of mercy, care, love and grace to those who are hurting or lost.

This disruptive season has forced many churches to engage in digital and online communications, so essential for the future road map of the Kingdom. This is a wonderful opportunity to reach new people with the good news of the Gospel.

This Conference year has been the final term of Dr. Andrew Ball, our Executive Ministry Director, who has served in the role for 18 years [since early 2003]. As Conference President, I would like to acknowledge Andrew's incredible contribution over this time.

Some ways in which Andrew has faithfully led this movement are obvious to us all; from his inspiring vision statements and the thought-leadership he regularly shares with our partner churches through to our annual celebratory coming together we now know as 'Collective'.

But a great privilege of my time as president has been to see first-hand the work Andrew does 'behind the scenes' as well, serving on various committees, committing significant one-on-one time with individuals to lead and inspire, and coordinating the efforts of an increasingly complex and dynamic organisation. A hallmark of Andrew's leadership has been his ability to link priorities and initiatives within Fresh Hope to the themes that are shaping modern society. All these have been grounded in Andrew's clear passion for our mission and desire to have God's love and Kingdom experienced by all.

While it is a sad time to farewell Andrew, we are very grateful for the way Andrew's leadership has set us up for all that God has planned for our movement in the next season.

The President and Executive Ministry Director (Cont'd)

I, Andrew, would sincerely like to express my appreciation to so many who have willingly served alongside me in team; to collaboratively position our movement to enable so many new opportunities and ventures. There have been many Conference presidents, Conference executive members, outstanding staff and other agency boards that I have had the privilege of serving and supporting. Thank you for your genuine contributions and personal support over nearly two decades of 'heavy lifting'. The windows into the annual reports in this document don't fully reflect the effort and magnitude of capability that is evident across our teams. I am indeed grateful and privileged to have walked this journey.

There have been numerous occasions where I have reiterated the need for both a short and long-term horizon for the Fresh Hope network. A failure to explore the long-term horizon will have deleterious impacts if we can't navigate a future mission in a changing world. I have chosen a 100-year window deliberately.

It puts the conversation squarely into one of 'legacy'. What will future generations thank God for, that you and I were willing to do now for the benefit of future generations and communities?

At the 2020 AGM, we will release a nest of strategic articles that I believe are essential reading for all church leaders contemplating responses to the season confronting the Church in Australia. We now find ourselves in both a transitional space and an adaptive challenge. It is imperative we don't simply 'rest on our laurels' or revert to 'previous methodologies' as we embrace the future. For every church and ministry within Fresh Hope, we must learn to live with COVID-19 and plan our mission through disruption, including devastation to those who have lost so much.

Moving into 2021, here are three preliminary insights that we believe are important for the short term.

Genuine Care

We believe that Aussies want genuine relationships where care and concern is evident; both refreshing and real. For the Church to be relevant and reflective of the mission of Jesus, we must shed some of what we do, in order to allow time and space to be attentive to God and others. This includes self-care, so that we are equipped with spiritual and emotional resources to help one another.

In Awe of God

It was Albert Einstein who said: *“The most beautiful thing we can experience is the mysterious; it is the source of all true art and science. He to whom this emotion is a stranger, who can no longer pause to wonder and stand rapt in awe, is as good as dead: his eyes are closed.”*¹

There is a gentle and subtle reminder here: open your eyes to the wonder and awe of God – seen most profoundly in his creation. In darkness and despair, we all need to remind one another to recapture our sense of awe and purpose in the Kingdom economy. For to live wholly is to live in the reality of God’s unfailing love.

Fulcrum

This year, our Collective theme is ‘Fulcrum’. We have wondered how we leverage all that is good, wonderful, delightful and expansive about God’s Kingdom and apply it to our local communities and churches. We envisage a future Church that is treasured, welcomed and celebrated; overflowing with spiritual resources to enable communities to flourish and grow in God’s ways and with God’s direction. This posture moves us on to new frontiers – to pioneer, to imagine and to creatively repurpose the Church for a vital future together.

Our future is full of beauty, grace and mission. We invite you to join us in this journey.

Ms Raewyn Williams
Conference President

Dr. Andrew Ball
Executive Ministry Director

¹ ‘...his eyes are closed’: Albert Einstein, *Living Philosophies*, Simon and Schuster, New York, © 1931.

Mission & Ministry

In last year's report, I stated that I longed for a spiritual awakening in 2019-20. For there to be renewal, there needs to be an ending. In March 2020, the end of normal as we know it arrived with the Church's normal rhythm being disrupted. The question was posed: "What is God saying and what is he inviting his Bride to explore?" Some have described the season we find ourselves in as white water, or a cocoon experience where the old grub is consumed, with an invitation to wait while the transformer takes the DNA, transforms and renews it.

The Ministry & Mission team sensed that 2020 was a year to connect more intentionally with the life of our local congregations. The COVID-19 season created opportunities for our team to reach out and connect regularly with both pastors and leadership teams of churches across our state. Zoom meetings became the new norm as a platform to share both regionally and with the whole state. There is a growing opportunity for churches to work together in making sense of the season.

The loud 'no' to most of our regular freedoms created an awkward space to begin to wonder what the future may hold. In crisis there is an opportunity to ask different questions. Who does God say we are? What is he wanting to do in us? How is he measuring in us? How do I hold myself and those in my care in uncertainty?

The Mission & Ministry team has adapted and become agile in the new season. It means less formal face-to-face programs and more intentional connection and supportive stance. The team's supervision and mentoring training has been very helpful in holding the complexity of the new normal. The immediate COVID-19 relief package from NSW state executive distributed more than \$232,500 to 47 churches in April. Where possible, we have adapted to various hybrid models of hosting events and retreats. There are currently 54 participants continuing to walk towards spiritual vitality in mentoring groups, and another 25 participants in spiritual development courses for pastors in formation and missional vision.

Opportunities have continued for youth and young adults from our movement for discipleship and leadership development, including 40 attending a think-tank event on Zoom.

Fresh Hope Property is being developed strategically to create opportunities for churches, and mission projects to be supported. Part of the vision is to see affordable housing and crisis accommodation increased in the communities where churches minister. The appointment of Matt Young has greatly increased the capacity to establish this service for our movement. Navigate has seen a surge by creating non-accredited pathways for biblical formation that calls us to live surrendered to Jesus and intentionally walk in the steps of Christ's mission. Laura Payne, who has walked through this program over three years, has been appointed to guide this ministry.

Mission & Ministry's aim has been to reclaim the notion that churches are safe spaces. The overwhelming 'yes' to signing up to the National Redress Scheme is a positive marker and the 500+ people who have received Creating Safe Spaces training is another step towards rebuilding trust in the Australian culture. I want to thank Ross Stewart for his persistence in this arena.

The Pioneering space has begun a Frontier course that is intentionally designed for those with a heart for those who are lost spiritually. Engage has been responsive to the drought, to bushfires and to domestic violence issues in the past year. This creates a place where tangible support has made a difference to many families in the communities we serve.

This past year has had more twists and turns, and nature's extremes have brought many communities in NSW and the ACT to their knees. The COVID-19 crisis has pressed 'pause' for many in Australia who have lived as consumers – I do what I want, when I want, how I want, where I want.

With many churches in decline, I have been reflecting on what our Father is whispering in this season. Maybe it is time to surrender to the simple ways and rediscover the footsteps of Jesus and to renew the practice of simple, uncluttered Christianity.

John Crowther
Director, Mission & Ministry

Mission & Ministry

Transformational Church Project

This year, there are three of our churches involved in this important cohort – Wollongong New Day Church, Dubbo Community Church and Liberty Church of Christ.

The project gathers leaders from each of these churches and puts them into collaborative environments where they learn and chat through important dynamics that impact the current functions of church life and, more importantly, help shape future directions and strategy for their faith communities.

I have had the chance this year to progressively rewrite the curriculum for this journey and have provided the outline below. Not every church does every module, and the modules are designed to be agile so they 'value-add' to the life of a church. It is such a blessing to work with these leaders, helping facilitate conversations in partnership with our staff from Ministry & Mission.

Dr. Andrew Ball
Executive Ministry Director



MODULE 1: The Antioch Church – A Transformational Case Study

In this module we examine the Antioch Church in Syria, referenced in the book of Acts. This case study is designed to help you understand some core biblical principles

evidenced in the life and practice of this church. We help you see that 'transformation' is ongoing and deeply embedded in the life of this church.



MODULE 2: The Importance of Ethos and Values

This module captures your ideas and consolidates the essence of who you are as a church. You are encouraged to define your ethos, including several core values, to create critical

foundations going forward. These pieces are essential and should never be compromised.



MODULE 3: Necessary Biblical Conversations – Leadership Functionality and Governance in the Kingdom Economy

There are many models and views of how leadership/eldership and oversight interfaces in church life.

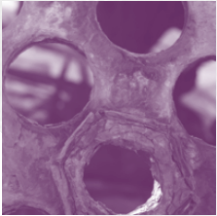
This module will help you clarify your convictions and encourage you to articulate how church is led within a Kingdom theology framework.



MODULE 4: Church Functionality – The Keys Behind 'Why' the Church exists?

This module takes you beyond programs and invites you to consider deeper issues that fall within the domain of 'ecclesiology' – the study

of the Church. There are lots of things you can do, but how do you discern which functions take precedent and priority?



MODULE 5: Practices for Healthy Faith Communities

Global research has shown that healthy faith communities have distinct practices that underpin their life and vitality. This module will help identify those practices and explore important

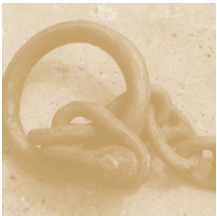
ministry systems that underpin how you operate.



MODULE 6: Personal Learning – Your Relational Life in God

Spiritual leadership emerges from our spirituality and our ability to cultivate our relational life in God so that we flourish and expand. This module highlights the importance of personal

growth, soul care and learning, and the need for external feedback as you expand your capacity.



MODULE 7: Conflicts, Emotions and Family Systems

Churches often become dysfunctional to the extent that conflict is not addressed, and leaders misunderstand the impacts of emotional and family systems.

In this important module we will help you see the dynamics of church life through a different lens.



MODULE 8: Spiritual Gifts, Strengths and Suffering

This is a module of discovery. We are always keen to explore our strengths, giftings and natural talents. We also have a dark side to our personality that needs to be checked

and that also causes suffering. This module explores personal awareness and benchmarking for church leaders and disciples.



MODULE 9: Contextual Mission and Place-Making

In this module, we discuss how your facilities enhance or hamper your dreams to serve your local community. We introduce the idea of place-making to your team and encourage you to

consider 'contextual mission' from a position of blessing your community.



MODULE 10: Adventurous Living – Authority, Boundaries and Empowerment

This module challenges you to move beyond titles and positions, to fully engage in Kingdom life as transformational practice.

We discuss boundaries, biblical authority and how to genuinely empower others as spiritual parents.



MODULE 11: Vision and Strategy Development

Within this module, we help you set a future strategy for the next five years. Our hope is that your team will consolidate your learning and allow the pieces you have learnt from

previous modules to inform your strategic priorities with defined outcomes and responsibilities.



MODULE 12: Ongoing Renewal: Dream and Explore the Long-term Horizon

In this final module, we shift your outlook to the long-term horizon, helping you dream beyond the immediate to consider what the future

might entail. We introduce innovation and collaboration into your team, to help you see future possibilities.

Mission & Ministry

Spiritual Leadership – Navigate

2019

We had the opportunity in 2019 to journey with 33 students across our Adventure, Impact and Discover cohorts. The second half of 2019 saw our Adventure students prepare for their overseas trek to Nepal. It was a literal 'trek', with plans to hike for five days through some regional parts of Nepal, visiting partners of International Nepal Fellowship (INF). One of the most impacting experiences was the opportunity to visit Green Pastures Hospital in Pokhara (also run by INF), where the students had the opportunity to sit with patients in the leprosy ward. One student said, *"I sat next to a lady who had no feet and, through my tears, I heard of her incredible strength as she crawled and limped for 18 days to get to the hospital. I was in awe of her faith in God. Sadly, leprosy still has a stigma in Nepal as being contagious by touch. The simple act of reaching out and holding their hands had a profound effect on each woman."*

We also had four students enrol in our Impact program, which is a second or third-year program aimed at developing and training leaders through an internship in a mission or ministry context.

Our students completed their internships with Missionheart (Canberra), Blaxland Church of Christ (Mission Plant) and Basic Church Parramatta. At the end of the year, the students had the opportunity to sit with some of our trained discernment team as they sought God's direction after their year of training.

2020

Navigate was offered as a non-accredited pathway for the first time in 2020. We still partner with ACOM to provide high-quality higher education if students wish to study alongside Navigate, but we have recognised the need over the years to make Navigate accessible to those who cannot commit to study.

At the beginning of the year, we farewelled one of our key staff members, Steve Hodgson, from his role with Fresh Hope. He was a key part of establishing and growing Navigate to what it looks like today.

With not enough applications for our Adventure cohort, we made the decision to combine retreats for all cohorts for 2020. Summer School in January 2020 was an amazing start to the year with our 33 students (from Impact, Discover, Recharge and The Tops Internship) coming together for six days of intensive learning, formation and discipleship. Due to COVID-19, we cancelled our second retreat, which was scheduled for March 2020. We took this opportunity to adapt our offering for this season. We began by inviting students to join us on Zoom two or three mornings a week for an hour of Bible reading, silence, sharing and prayer with one another – a similar format to our daily rhythm when together at retreats. With many students spending a lot of time at home during the initial stage of COVID-19, this was a great opportunity for us to connect as a community over God's Word.

We also met with our smaller formation groups over Zoom twice during this period and once as a whole community for a night session together.

With students spread out across NSW & ACT, we have gained a lot by leaning into the online spaces we created during COVID-19. We will take these learnings into our planning for 2021 as we look at ways to engage students in the 12-week blocks between retreats. It has certainly been a challenging season, but we have seen God continue his work in each of us despite the circumstances we could not have foreseen.

Laura Payne
Navigate programs &
Key Events Leader



A - Navigate - Adventure cohort at Green Pastures Hospital, Nepal
B - Navigate - Adventure cohort in Nepal
C - Navigate - Adventure cohort in Nepal
D - Navigate - Summer School 2020
E - Navigate - Winter School 2019

Mission & Ministry

Spiritual Mentoring

Spiritual Mentoring & Advanced Spiritual Mentoring Training Cohorts

'The Art of Spiritual Mentoring' as a training cohort continues during this period into its 10th year on offer. It has been a wonderful opportunity again this year to seed spiritual vitality into those whose desire is to incubate spiritual growth in others.

During this season, six different training cohorts containing 54 trainees were in operation. Spiritual Mentoring Cohort J concluded its training, SMK Cohort continues and SML cohort commencing. A special Chaplains Edition Cohort also completed its training. An Advanced Spiritual Mentoring cohort continues to coach those whose mentoring practices are becoming established. As shutdown increased through winter, all cohorts maintained connection online with one or two residentials on notice till the situation clarifies.

Pastoral Zoom Support during COVID-19 Season

While COVID-19 has hampered one or two residentials, time has been spent co-facilitating and supporting pastors and leaders by way of regular Zoom groups. Personally, I have been involved with pastors from Northern NSW and ACT areas who joined to support one another and trade ideas on maintaining adequate self-care in this stressful season as well as how to lead in uncertainty.

Discernment Team

Vocational clarity is a growing need among leaders as they seek to align with pastoral placements and Kingdom assignments as sensed by God. Leaders seeking more alignment with gifting and calling are those who seek an opportunity to explore commitments and positioning. Last year, a skilled team developed, able to explore vocational issues with others. This season, the team has operated at The Tops Conference Centre and other venues, offering half days of listening in a Quaker Clearness team style. When COVID-19 restraints brought challenges, individual Zoom work has been substituted.

Professional Supervision in the Pastoral Setting

Professional Supervision is an increasing spiritual practice, where a leader is offered accountability, intentional formational expansion, and ethical advice. Dinah Eades Buchanan, a highly experienced Supervision Educator has been the guest speaker at two events designed to lift awareness about the essential role Supervision plays in a minister's profession. Over 80 people attended two events held in 2020, where Dinah has been explaining and underscoring the importance of this practice. She has been useful as a consultant for staff as we transition into a supervision culture, one the Royal Commission into Child Abuse highly recommends as essential for all denominations.

Supporting Chaplains

In February 2020, during the annual Chaplains Retreat, I was privileged to address chaplains on the art of 'holding space' in pastoral interactions. Little did anyone realise that COVID-19 would strike hard within a month, where this art would be of primary importance. Further to this work, I have been regularly supervising Fresh Hope chaplains who are in the midst of overseeing teams of visiting volunteers in their facilities.

Sue Whiteley

Facilitator, Spiritual Mentoring



A - Spiritual Mentoring SMK1
B - Spiritual Mentoring SML1

Mission & Ministry

A Pilgrim's Way

A Pilgrim's Way ran a pilot cohort last year, seeking to provide a professional development environment that prioritised inner formation. At the heart of the pilot was the conviction that creating communities, which offered space for 'being with' God and others in this journey, had the potential to deepen a leader's spiritual leadership, vocational and missional vision.

An additional group that started in early 2020 – offered as a weekend format – still reflected the key components of story, reflection and input (engaging mind, body and heart).

Feedback from these groups was encouraging, with participants saying that the journey refreshed and increased their desire for God, increased their vocational clarity

and purpose, increased their self-awareness in working with leaders and congregation members, and helped in dealing with personal and leadership pain.

It also gave some leaders the courage to embark on new missional and vocational pathways. It is hoped that A Pilgrim's Way will become one of a range of 'spiritual development communities' offering diverse ways for leaders to undertake the critical inner journey needed for healthy leadership.

Anne Simpson
Formational Leadership



A - A Pilgrim's Way 2019

Do you

have a fulcrum large
enough, and a lever
long enough to shift
human nature?

—J Earp



Mission & Ministry

Youth

The past year has been full of incredible challenges, opportunities and glimmers of the Kingdom coming in the next generation throughout our Fresh Hope churches.

Our reporting year kicked off with Uprising: 'Behind Enemy Lines' with 70 students and leaders participating over four days at The Tops Conference Centre. During this time, we tracked with the journey of Daniel and how he was able to combat being the minority in a prevailing culture. This was rich for the students in orientating them to the call of Jesus towards obedience despite the ways of the world. A particularly powerful time was the many teenagers who testified to God's movement in their lives. Thank you to the incredible leaders and program team that make this event happen.

The flagship annual event for Fresh Hope Youth is always 'Drastic', with our theme for this year being 'All In' – charging young people with the invitation and challenge to give Jesus everything. This was a powerful week, with some 220 young people and about 80 leaders in attendance. The week included outdoor opportunities, a trip to Jamberoo and incredibly creative sessions for young people. Many young people either made decisions to follow Jesus or committed to their next steps in following him.

The exciting thing about this event is that the program team, and the wider leadership team, continues to grow in passion and responsibility. Particular thanks to this program team for executing such a logistically challenging event.

There were also two 'Fuse' events for young people. The first was hosted by Lifegate church in Padstow, putting on an incredible event that both celebrated all that God had done in that calendar year, but also functioned as a reunion for Drastic campers. The festival was a great highlight, with awesome food and entertainment, and culminated in many young people responding to the invitation of salvation offered by guest preacher Darryl Stephens.

The second Fuse event for the reporting period was a first for Fresh Hope, in that it was online! This was a terrific event with an estimated online 'live' attendance of 200 young people and leaders, with many more views in the days following. Thanks so much to Asquith Church of Christ and the incredibly talented small team that helped make this happen due to the ongoing COVID-19 restrictions.

Significant training events in this reporting period included our first 'Youth Ministry Think Tank', with more than 40 youth leaders coming together at a central location. The group not only heard John Viles speak on intergenerational ministry, but also enjoyed collaborative discussion. It was also a chance for our local youth pastors to share their struggles and joys.

Fresh Hope's 'Generations Conference', the second training and equipping event, was held at the start of 2020. This was a great three days of equipping and inspiration, with Tim Piesse from Crossway Baptist Church in Melbourne our guest speaker. He spoke particularly around the simplicity and centrality of discipleship right across the Church, and practical ways for generational leaders to do this. The three days also included ample opportunity for collaborative sharing, moments of encounter and worship, and lots of relational time.

Charlie Burke
Youth Ministry Catalyst

Mission & Ministry

Pioneering & Mission

The second half of 2019 brought an augmenting of our movement's pioneering push. Systems for onboarding and resourcing were developed and strategy sharpened. At the end of 2019, Conference Executive approved a \$1 million proposal towards this sharpened strategy, which focuses on the furthering of the endeavours of catalysing new church expressions, championing existing churches and expressions to multiply, and training future leaders.

With the purposeful replanting of one of our 99-year-old churches at the beginning of 2020, the number of new and revitalised churches in our movement in the last three years came to nine. We have been holding a season of experimentation and 'having a go', hoping to reap learnings for our future orientation. In championing environments safe enough to risk, and in the tension of our individuality and togetherness, mutual learning and encouragement is developing.

The COVID-19 season has produced a strange mix of slowing down and moving forward. Maybe it's better described as moving deeper. Most of our churches in the movement are now in effect being replanted. The continuous adaptation to this season is exhausting but also hopeful. It has been a joy to facilitate regional and 'all-in' Zoom gatherings as together as a movement of churches we both process the grief and champion stories of hope. The strength of our movement's 'unity in diversity' has been powerfully demonstrated.

At the start of 2020, a group of emerging leaders came together for 'Frontier' – a year-long formation and innovation cohort that had offerings from local and overseas pioneers. Some of these seasoned pioneers championed leading out of our 'given-self', some offered challenge on reclaiming the priority of evangelism, some shared on contextual place-making,

others offered decades of pioneering experience in the powerful witness of Christian hospitality. By the end of the year each Frontier sojourner will have offered an integrative project for the development of our movement's collective sharpening.

We are all in process, amidst a climate of continuous change. In this we hold unswervingly to the hope held out in the Gospel and the reality this Gospel heralds: Jesus. Is. Lord. Nothing changes his Lordship over the cosmos. He still walks among his Bride; the Church. Ours is to listen and follow.

Daz Farrell

Ministry Leader - Fresh Hope
Pioneering and Mission



A - Pioneering - Frontier Group

Mission & Ministry

Engage

Fresh Hope Engage partners with local churches, bringing transformation and fresh hope to their local communities through community development projects that are marked by compassion and spiritual care. Fresh Hope Engage strategically places chaplains in aged care, schools, corrective services and hospitals to be present and bring hope to those struggling in these environments.

The 2019-20 period has seen our country grapple with back-to-back crises and Fresh Hope Engage has been actively raising funds to support those affected, through a series of three major appeals:

1. Bushfire Appeal

Fresh Hope Engage launched an appeal to raise funds for victims of the bushfires over the last summer, raising \$71,556, of which \$35,970 has been distributed to date with:

- \$19,000 in the Batemans Bay area
- \$16,970 in the Bowral/Mittagong area

Fresh Hope Engage will continue to distribute funds through partner churches to assist with the ongoing rebuilding needs of local communities throughout 2020.

Nicole Gorzalka is the Fresh Hope Engage chaplain at The Glen, Fresh Hope Care's aged care facility in Batemans Bay, and through her connections in the community, \$19,000 has gone to locals who need to rebuild everything.

"The destruction in Batemans Bay is incredible," said Nicole. "There are places nearby that look more like a bomb has gone off than a fire has come through. Nearly 400 homes have been lost. I personally know at least 20 families who have lost their home."

Local resident Mandy Hillyer, whose family lost their home at nearby Mogo, said: "It meant so much when Nicole said she'd put in for assistance for us. Getting that little bit extra was enough to stop us going under. It's helped us buy new clothes and keep on top of groceries and fuel and paying some of our bills."

As well as supporting those who have lost their homes, Nicole has been caring for many others in the community including residents of The Glen after the fire came to within 20 metres of their facility on New Year's Eve.

A - Bushfire Appeal 2020 logo

B - Mogo resident Steve Hillyer and the burnt remains of his house

C - Smoke from a bushfire burning in the NSW Central West region





2. Drought Appeal

The Drought Appeal continued from early 2019 and to date \$36,869 has been raised. Fresh Hope Engage contributed a further \$25,000 from general donations and has distributed these funds through our regional churches.

Pastor Allan Vincent from Dubbo Community Church, reports: "Drought relief funds continue to bless those who are struggling. The ripple effect of the drought continues with families still waiting for an income. With these funds, we have been able to help with certain bills, hay and water for the stock, as well as school fees to those with no income."

One farming family have reported: "Throughout all of this, God has remained faithful and provided our needs in every way. We have seriously considered selling, even talking with our accountant about the process, but God has continually shut that door and told us to trust him totally. It has been a very humbling experience and yet also exciting to see God's hand at work."

"On several occasions we were within hours of making a move that would have ultimately led to us leaving the farm, only for God to intervene in some way. We believe that he wants us to stay here at present for his purposes, and he has continually met our needs. Regular falls of rain are still needed for us, and our journey of trust is not yet over, as we still have to trust God for income until the farm can generate its own."

D - Drought Appeal logo
E - Fields of green after replenishing rains in the NSW Central West
F - A dust storm in the same area during the height of the drought

3. Winter Appeal 2020

The Winter Appeal has focused on a theme of Reconnection – combating loneliness and isolation that was already prevalent in our society, but now has been further exacerbated by the COVID-19 crisis through job loss, loneliness, mental illness, fear, grief and feeling unsafe. The COVID-19 crisis has only heightened the impact on our communities and for some people it will have ongoing and potentially devastating results.

For those who are especially vulnerable to COVID-19, the requirement to isolate has led to the emergence of practical needs like access to food, emotional support, and physical contact.

Naomi Giles, Senior Pastor at NationsHeart in Canberra, said: "We realised fairly quickly that some of our members couldn't come to the building because they were immune-compromised or for other reasons. So, we developed a very simple delivery service where those people were asked what groceries they needed for the week and someone from our church community volunteered to be an Uber for us, taking the order around to bless those people. For our food hut we were able to navigate through the changes in a way that meant we could still open the same hours we had opened before so we could keep that connection and provide that familiarity for people."

Richard Reeve
Ministry Leader - Engage

Mission & Ministry Resourcing

This has been a year where the Mission & Ministry Resourcing team has been challenged with agility and adaptability.

Events were greatly impacted by COVID-19 restrictions in early 2020; however, the team was able to adapt to online delivery in some cases and other events were postponed.

The multi-ethnic prayer nights hosted by Pastor Sam Djunaedi from Ecclesia Mission occurred in November 2019 and early March 2020. Online gatherings for Fuse youth and regional Zoom get-togethers were organised.

The Ministry Portal launched the new statistics module this year, which received very positive feedback. The SMS texting function was also launched and proved to be a valuable tool in communicating important information to churches and leaders.

The Ministry Portal system now sends out automated reminders for Endorsement OPD, certificate updates and other compliance matters, and churches are now able to update contact information and roles via their Ministry Admins, which ensures information is current.

The Resourcing team supports all M&M ministry initiatives, including the newly formed Communications team. The Communications team support has included website improvements, stories, resources and information to churches via online, email, and social media.

The M&M Grants committee met in early January and approved over \$36,000 in M&M grants to support ministry initiatives.

In the early days of COVID-19, Conference Executive responded quickly to the financial impact on our churches and provided \$232,500 in immediate relief grants to 47 churches who applied for assistance. An additional \$25,500 was provided in reduced affiliation fees to churches. A second round of COVID-19 grants has been delivered for assistance to churches.

The Resourcing team will continue to adjust to the current climate and is working on hybrid events next year. We pray for our churches as they navigate and adapt to these ever-changing times and we continue to offer support in the challenges ahead as we all reorient to the new conditions of our community.

Sandra Noel
Ministry Leader - Resourcing



A - Ministers participate in Pilgrimage, July 2019

In mid-January, I was appointed to the role of Communications Catalyst to give priority and momentum to communication and connection with Fresh Hope churches and ministries. Under my oversight, the communications team has expanded to include content writer Emily Ferguson, videographer Tom Fewchuk and graphic designer Glenn Newton.

This incredibly hard-working team works collaboratively with the Mission & Ministry senior team and resourcing team to increase the consistency and efficacy of our communication to leaders and churches. We have also recently welcomed Gil Corr to the team as a social media strategist and look forward to increasing our reach and effectiveness in this sphere.

Practically, we have been making improvements to the communication of Fresh Hope stories through our website and social platforms (Facebook and Instagram). This year, the team has generated 27 stories, a video interview with emerging leaders, 33 Instagram posts and 40 Facebook posts up to 30 June. Our stories have focused on individuals and local church ministries responding through the COVID-19 crisis along with articles that focus on leadership and discernment.

The communications team has also been actively involved in this year's Winter Appeal, providing content and design for our first digital appeal. This work of story-gathering and releasing was part of the wider communications developed as a direct response to COVID-19.

This included: regular email communication with church pastors and governance leaders, a dedicated COVID-19 resources section on our website and a series of 'all-in' leader Zoom meetings and fortnightly regional leader Zoom meetings. The impact of these gatherings has created increased connection and deepened networks both between leaders in our movement and with the Mission & Ministry team.

In addition to these activities, wider collaboration with other agencies has been a key task, collectively seeking to develop communications consistent with Fresh Hope as a whole. This included communication around Andrew Ball's announcement in May.

Anne Simpson
Communications Catalyst

Mission & Ministry

Safe Ministry



The Fresh Hope network is set to be accepted in the National Redress Scheme as a participating group. We are delighted that all ministries throughout our NSW/ACT network chose to join the group. The process of joining and onboarding has been arduous because the scheme was not designed to be flexible enough to include a movement such as ours.

Creating Safe Spaces has been widely adopted by many of our churches. More than 500 people attended workshops between June 2019 and March 2020 across 16 churches, including regional locations such as Dubbo and Armidale. Face-to-face workshops were placed on hold in March due to COVID-19.

Professional Supervision has been an emerging area of development for pastors and ministers. This has arisen from two perspectives: firstly, the Royal Commission into Institutional Responses to Child Sexual Abuse recommended that all clergy regularly engage in supervision; and secondly, Fresh Hope has seen the positive benefits that supervision provides for leaders and ministers who have already engaged in it.

Two workshops were held in the first half of 2020 to introduce the concept and process to our leaders and we have seen a promising number of people exploring this helpful and important dynamic.

Fresh Hope entered into a new awareness in 2018-19 in regards to safe ministry. A formal partnership with the NSW/ACT Baptist Association has been created to deliver safe church training across our network. The Creating Safe Spaces course is SCTA (Safe Church Training Agreement) approved and is part online and part face-to-face. Participants learn to understand and identify various forms of abuse, obligations to report, and how to report concerns. Fresh Hope has four trained presenters with another soon to commence training. Our partnership with the Baptists also means that we can cross-train each other as required.

On 1 July 2018, the Federal Government commenced operating the National Redress Scheme. The scheme provides support to people who have experienced institutional child sexual abuse and helps them gain access to counselling and psychological services, a direct personal response, and a monetary payment.

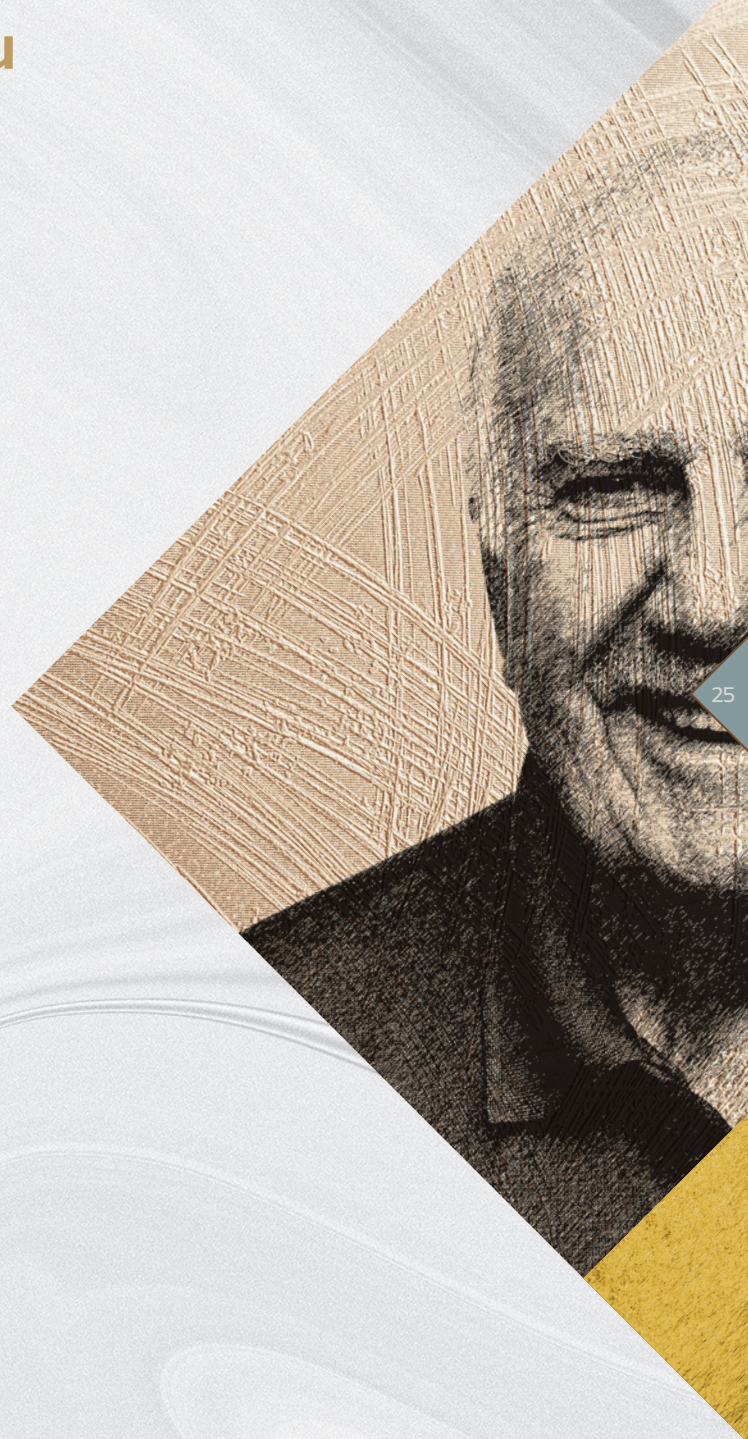
In October 2018, Conference Executive resolved to set up provisions for the Fresh Hope network to join the scheme. The legal framework to join has been a difficult one to navigate, given our structure of locally governed churches. We have now finalised our legal framework and are waiting on confirmation from the Department of Social Services to officially join early in the new financial year.

Looking ahead, we have already started working on a thorough review of the minister's code of conduct and the accompanying complaint procedure. We will also be resourcing our churches with a Safe Ministry Strategy – a suite of policies, procedures and templates that will enable them to be aligned towards best practice for safe ministry. The Ministry Endorsement Policy is also due for review.

Ross Stewart
Safe Ministry Practices Leader

There comes a time
in each life like a point
of fulcrum. At that time
you must accept yourself.
It is not anymore what you
will become. It is what you
are and always will be.

—John Fowles



Mission & Ministry

Housing & Property

The Fresh Hope Property Team moved under the Mission & Ministry umbrella during the 2019-20 financial year to provide front-line support to churches.

The Fresh Hope Property portfolio includes the management of conference properties, property development projects in partnership with local churches and Fresh Hope Housing Inc., our social and affordable housing division.

Our focus has been to support our Fresh Hope Housing Inc. partnerships and to develop its vision in providing a framework for local churches, faith expressions and its related ministries (Aged Care, Venues and Community Care). We have looked at ways in which property assets could be converted and utilised to provide affordable housing options for essential workers and vulnerable groups of people including low-income families, families in crisis, victims of domestic violence, people experiencing homelessness, refugees and other such groups.

Fresh Hope Housing is strategically positioned to partner with local churches, community service organisations, local councils and businesses to provide safe and stable housing and wrap-around

services for the most vulnerable in society, including individuals and families. This mandate of grassroots service to our communities is in our heritage of being pioneering and transforming.

Fresh Hope Housing Inc. has supported the crisis accommodation housing program at Pendle Hill through the Pathways Church Crisis Centre. In 2019-20, we partnered with Kingsway Community Care (KCC), Platform 9 and SeeChange Church in Jannali to support the development of crisis housing and transitional housing projects in the St George/Sutherland Shire region. In May-June 2020, we opened a Crisis Housing Project in partnership with Georges River Council and Platform 9 (KCC).

“When you start a project like this you realise the only way this is going to happen is if there’s divine provision involved,” said SeeChange pastor Brook Stewart, General Manager at Kingsway Community Care. “We’ve seen miracles upon miracles of provision along the way and God’s continued to surprise me with what he can do. It’s amazing when we listen in and lean into God that we get the privilege of walking in the opportunities that God provides.”

Fresh Hope Property has been involved in partnering with over 20 Fresh Hope churches with property-related projects. This includes major redevelopments, acquisitions, refurbishments, planning issues, licences and leases. Many of our churches are experiencing the need to change, upgrade, reconfigure, or rebuild their existing church facilities.

We partner with them through the complexity of the feasibility process, planning and development aspects of council as well as the church and community engagement and communication to provide the sustainable support required during these complex property projects.

Matt Young

Manager Fresh Hope Properties & Projects



A - Stefanie Allen, Project Manager, Platform 9 (left) with Kevin Greene, Mayor of Georges River Council, Brook Stewart, General Manager at Kingsway Community Care and Matt Young Manager Fresh Hope Properties & Projects at the opening of the Crisis Housing Project

B - Artist's impression of the Marrickville redevelopment, one of the Fresh Hope Housing projects



Fresh Hope Group Operations

The 2019-20 financial year was one where Fresh Hope Group Operations saw great outcomes across the team in performance and capability, in the breadth of service delivery, and in the level of that service. Highlights include the provision of new service offerings in the areas of Organisational Development, Property Services (Major Projects, Development and Facilities Management) and Group Risk and Compliance.

The past financial year has been one of much disruption and challenge for Fresh Hope Agencies and Fresh Hope Group Operations in our support of our Agencies. The team has tackled the logistical challenge of bushfires, and now COVID-19.

I would like to thank the Group Operations team for their service, dedication and commitment, not only to their roles and Fresh Hope, but to each other in this time of uncertainty and challenge. It has truly been a blessing to see the way in which the team has cared for each other and supported each other as we all work together to support our broader Fresh Hope Agencies.

While we don't know what the next financial year has in store for us, with COVID-19 restrictions still impacting many of our operations, I am buoyed by the capability, care and support Group Operations provides each other in their endeavours in supporting our Agencies.

I am fortunate to lead such a dedicated, capable and caring team.

Daniel Dwyer

Director, Fresh Hope Group Operations

Fresh Hope Property Team – led by David Hanrahan, Manager Major Projects

Providing property assets that meet community needs and expectations is fundamental to the economic, social and mission-based services of Fresh Hope. The challenge in managing our assets is to maintain and enhance existing property while continuing to provide new infrastructure for our service provision. Group Operations continues to champion and manage an integrated and strategic approach of our property portfolio, supportive of Agency service obligations as well as incorporating social and sustainable approaches for communities.

Since streamlining the operations for property development, Group Operations works very closely with Agencies, Fresh Hope Property Trust and Fresh Hope Housing for strategic planning, program delivery and business engagement to enhance our organisation's property profile and development pipeline. In planning for the future, Group Operations is focusing on major property strategies and projects that enhance the organisation's economic position while improving facilities, services and activating engagement and involvement with communities.

The Property Team engages stakeholders from all parts of the Fresh Hope organisation in cross-functional project teams to inform, manage and deliver major property development projects.

A number of significant milestones were reached in the 12 months to June 2020. Planning for renewal and growth continues into the 2020-21 financial year (and further) with over \$150 million worth of projects in the pipeline (predominantly for Fresh Hope Care and Fresh Hope Housing).

We have delivered outcomes on a number of projects including:

- Green Hills Residential Aged Care – a \$48.7M Development Application submitted in June to council, awaiting determination.
- Penrith Retirement Living – a \$19M Development Application submitted in April to council, awaiting determination.
- Kiama Retirement Living – a \$35.9M Development Application submitted in June for council, awaiting determination.
- Pendle Hill Residential Aged Care, Retirement and Affordable Housing Planning Proposal – valued at \$1.5M, finalised and submitted in April to council, awaiting determination.

While significant outcomes have already been achieved, Group Operations continues to progress strategic initiatives for property held in the Leppington Town precinct as well as working closely with Fresh Hope Venues on their future Joadja project.

Human Resources – led by John Favalaro, Human Resources Manager

Throughout the 2019-20 financial year, the Human Resources team has provided HR management assistance and advisory support to all Fresh Hope Agencies. Key areas of impact include:

- Management of bushfire and COVID-19 impacts on staff, residents and other stakeholders.
- Working with union stakeholders and staff on redeployments and redundancies relating to Fresh Hope Care closure of Woodlands Residential Aged Care Facility (due to ongoing bushfire risk to residents).
- Working with Fresh Hope Care through the consequential impacts on staff due to the Aged Care Royal Commission.
- In conjunction with the Finance team, effectively managed the eligibility, implementation, administration and issues associated with the COVID-19 government Job Keeper initiative.
- Preliminary investigation into Human Resources Information System (HRIS) options and implementation for the broader Fresh Hope organisation (slated for the 2020-21 financial year).

Culture & Transformation (formerly Organisational Development) – led by Daniela Duarte, Organisational Development Manager

During the 2019-20 financial year, we have seen the establishment of the Culture and Transformation Team within Fresh Hope Group Operations.

This team is charged with both the crafting and embedding of a Christian values ethos across Fresh Hope. This includes providing the tools to our Agencies to build a healthy workplace and culture that positions Fresh Hope as an employer of choice.

The team has worked closely with people managers across Fresh Hope to develop our capability in people and team leadership. A robust system has been implemented to take measurements of our workforce culture and engagement to track our progress and increase our focus on workplace culture and engagement.

As we progress into the 2020-21 financial year, the Culture and Transformation Team is developing Agency workforce plans (starting with Fresh Hope Care) with a focus on capability-based talent management.

Fresh Hope Group Operations (Cont'd)

Finance

**Led by Scott Griffiths,
Chief Financial Officer**

Fresh Hope has invested significantly over the past financial year in property assets and existing operations to provide for long-term growth across Care, Venues and Housing. Throughout the year, the finance team has enhanced its skills and capability in preparing property feasibilities and development reporting to support this investment now and in the future.

A significant investment during the 2019-20 financial year has been the negotiation and strategic acquisition of an existing Seniors Living asset – Watermark at Castle Cove. This is the largest acquisition for Fresh Hope Care to date and continues to build Fresh Hope Care's Retirement Living offering, providing financial support to our Residential Aged Care services.

Initiatives to enhance our financial and non-financial reporting have been delivered throughout the year, with new business intelligence and dashboarding tools rolled out for Fresh Hope Venues, Retirement Living and the Care clinical team.

The Property and Procurement team has overseen a number of refurbishment works throughout the year across our Care buildings, and was able to secure necessary supplies of personal protection equipment (PPE), which proved vital in safeguarding our residents and staff from the initial outbreak of COVID-19. Key supply contracts were secured for the group for gas and electricity supplies, and our first major installation of a solar power generation system was completed at our residential care site in Nowra.

Information Communications Technology (ICT)

**Led by Glen Hegner,
Chief Information Officer**

During the 2019-20 financial year, the Ministry Portal has been further enhanced with the addition of new features including the deployment of SMS and email to communicate with members as well as an interactive dashboard reporting to manage Ministers Endorsement and Ongoing Professional Development (OPD). The Ministry Portal has also seen the launch of a self-service module to assist Fresh Hope Mission & Ministry in the collation of affiliated churches annual statistics.

During this financial year, the ICT Team has also crafted a solution designed and deployed to integrate eCase (our clinical care solution) and Procura RM (our resident billing solution), on resident admissions, bed movements, absences, Aged Care Funding Instrument (ACFI) reviews and departures, eliminating the need for staff to enter data in both systems improving productivity.

The team has overseen further enhancement to the integration of Venue Life to bring invoice transaction items from Venue Life into AX 2012, improving the reconciliation processes.

As a result of COVID-19, there has been a significant increase in the adoption of Microsoft Teams for document collaboration and video conferencing. The ICT team, specifically the ICT Helpdesk, has worked tirelessly to serve the remote work arrangements of many of our staff within each of the Fresh Hope Agencies.

**Risk and Compliance
Led by Glyn Williams,
Group Risk & Compliance
Manager**

In meeting with governance best practice, Glyn Williams retains a dual reporting line to the Chair of the Finance Audit and Compliance Committee, Simon Brailey, as well as to the Director of Group Operations. Reporting to Glyn, Vicki Montibeler is Fresh Hope's Workplace Health and Safety (WHS) Specialist.

In the 2019-20 financial year, completion of the implementation of the Fresh Hope WHS Management System has been achieved. Further, each Fresh Hope Agency has implanted their own Agency-specific (and Agency-wide) WHS Plan. The Risk & Compliance team has recently recruited an Instructional Designer, Julie Marsh, to assist with design and implementation of risk management programs for further risk training across Fresh Hope.

The risk management platform 'Folio' has been implemented during the past financial year. This platform is being utilised to manage Fresh Hope's enterprise risk framework. Folio facilitates the timely reporting of risks to the Finance Audit and Compliance Committee.

The Risk and Compliance team also continues to work with churches in relation to risk, work health and safety, and insurance issues as and when needed.



Fresh Hope Venues

Fresh Hope Venues is now in its 50th year! Over the past half-century, the momentum of the facility has done nothing but increase – both in patronage and, arguably, its impact on the thousands of people who attend the facility every year.

As the 2019-20 financial year was unfolding through December and into the first term of 2020, we were experiencing unprecedented numbers. More people than ever! It was an exciting time, with new interns, some amazing ministry camp experiences and ongoing demand and responses from guests. Then ...

As we are all aware, COVID-19 has impacted the entire globe. The Tops was not immune to the unfolding pandemic and we quickly saw the very full pipeline of booking demand evaporate. By mid-March, the unfolding scenario saw the eradication of school camp business. Churches, community groups and all other weekend and conference bookings were cancelling faster than we could take the phone calls or answer the emails. As a result, we stood down approximately 80 staff and closed a lot of activity.

We developed a food-service delivery business in order to assist the community as well as try to keep some of our teams together.

About 12 staff were redeployed into Fresh Hope Care to work in a variety of functions. This has been a very difficult time with the end game still very unsure even at the time of writing this report. I want to honour our team, which has handled the situation with much grace, patience and understanding.

The good news story is that we have successfully acquired a new site in the Southern Highlands. It is a large, beautiful rural landholding where we will be developing a totally new experience for guests. Groups will be offered a lower-priced camp, yet with the same target of connecting people together and with God, in an unparalleled group experience. The outdoors offers an amazing environment in which both outcomes are greatly enhanced.

Since March, we have delivered on-line camp experiences and are looking at new opportunities to help people emerge from COVID-19, seeking to offer wonderful experiences within a setting enhancing lost time with each other. It will look different. Our programs will be expanded, and we will adapt our service to meet people in a new, safe and engaging manner.

We are always appreciative of your prayers as we uncover this emerging path forward.

David Tolman
Director, Fresh Hope Venues



A - Fresh Hope Venues - Southern Highlands
B - Fresh Hope Venues - Southern Highlands



Fresh Hope Care

The 2019-20 financial year has been different to any other. While its challenges have been unprecedented, we are extremely proud of how our teams, across all locations, have stepped up to manage the changing environment and the support of those whom we serve. In the first part of the year, the emphasis on the sector of the Royal Commission into Aged Care Quality and Safety continued and bushfires throughout the state posed threats to many Fresh Hope Care sites.

In the second part of the year, the COVID-19 pandemic impacted us all and increased the focus on the support for older people due to their vulnerability to respiratory illnesses. The support of our chaplains throughout this year has been extraordinary, as has the support from Fresh Hope Group Operations. Together they have underpinned our success in navigating through these trying times and for that we are extremely grateful.

2019 Excellence Awards

Fresh Hope Care's annual awards were celebrated with three Excellence Awards. Each award was named after a significant person in Fresh Hope Care's history. The May Ashwood Award was won by Maureen Muir, a volunteer from Clelland Lodge; The Wyndham Jones Award was won by Sue Martin, an enrolled nurse from Borella House; and The Charles Coles Award went to Donna Carter, manager of Henley Brae Retirement Village.

2019-20 Bushfires

Many of our facilities are set in beautiful natural bush settings, which places them at higher risk of exposure to bushfires. All Fresh Hope Care sites have a bushfire readiness plan in place, which includes details on how we can support residents and staff, whether the direction is to shelter in place or to evacuate. It was through review of these plans prior to the fire season that the decision to close Woodlands Residential Service at Cherrybrook was made. The Fresh Hope Care team at Woodlands was known for their excellence in care provision; however, the environmental risk to residents and staff could not be adequately mitigated.

Throughout the fire season, we actively prepared for potential evacuation at four residential facilities and two retirement villages – Coffs Harbour, Forestville, Nowra, Batemans Bay and Mittagong. The Glen in Batemans Bay, which came under direct ember attack, was isolated from the broader community due to road closures. Fortunately, the design of The Glen and early preparation from Property and Procurement, supported residents and staff to shelter in place during the fires. Fresh Hope Care staff and our Fresh Hope colleagues ensured care services continued throughout the crisis. We are very thankful to all the emergency services for their commitment to keeping all communities safe.

COVID-19

The pandemic's impact upon all services within Fresh Hope Care has been marked and is ongoing. This is particularly so within residential services sites. Our retirement communities, while living independently, have been kept informed of the requirements relevant to community living of older people in NSW. Federal restrictions on Social Support Groups required Fresh Hope Care to cease the day program, for a period, for clients with cognitive decline who are based at Magnolia Cottage in Nowra.

Early in the pandemic, Fresh Hope Care took the view that to deny Residential Care residents visits from their family for an extended period was unreasonable, unless the resident themselves request this restriction or a 'lockdown' is initiated in response to a site-specific risk, such as a positive coronavirus case in the local community. Fresh Hope Care's positioning on visitation resulted in all our services being fully compliant with the National Visitors Access Code when it was released in May 2020 without any changes to practices.

Fresh Hope Information Communications Technology (ICT) commenced in early March, testing and implementing additional video conferencing options for each of the residential facilities. This has supported families and residents staying connected and kept informed utilising technology during the pandemic.

The Fresh Hope Property and Procurement team has gone to great lengths to ensure sites have the personal protection equipment (PPE) required and to secure stocks for the coming months. To make sure our staff were confident in the use of PPE, the Inaugural Fresh Hope Care PPE Olympics was held.

This was a fun way to have staff practise their skills, compete against their colleagues and meet OAM holder and Olympic medallist Julie McDonald. Residents enthusiastically participated in cheer squads to support their teams.

Regulatory Compliance and Risk

All residential services have full standards compliance with the Aged Care Quality and Safety Commission. While the financial performance of all sites has been impacted by the ongoing pandemic risk minimisation strategies, full compliance with all required directives and guidelines has been maintained. The Governance and Clinical Risk team led the review of policies and procedures and education in order to position services well for risk mitigation and outbreak management.

Volunteer Pastoral Care Program

The Volunteer Pastoral Care Program has been very successful in the promotion of each resident's emotional, spiritual and psychological wellbeing. The planned expansion of the program was placed on hold due to pandemic restrictions and is slowly being reintroduced as the government relaxes some restrictions.

Retirement Living revitalisation

Over the past 12 months, Retirement Living management, in partnership with the Fresh Hope Property and Procurement team, have undertaken an extensive review of existing villages. This review focused on identifying changes required to ensure that our villages can continue to offer quality, appealing and affordable homes for members of the community over 55 years of age well into the future.

While many of our villages, built over 30 years ago, have not changed significantly in design or the level of services provided, the demographic of our potential residents certainly has.

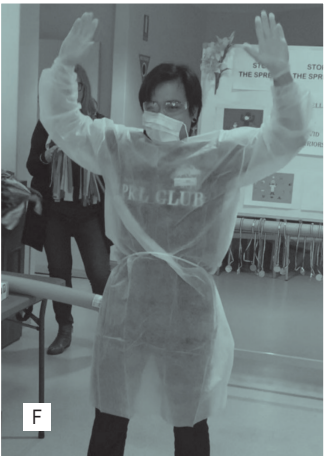
Significant works have been undertaken, or planned at villages including Dalpura in Coffs Harbour, Highfield Court in Mayfield (on the fringe of Newcastle) and in Forestville on Sydney's northern beaches. These works are being undertaken to improve the quality of the interiors of villas to increase their appeal and bring them in line with the market expectations of today's retirees and to develop a village presentation that encourages visitation of family and friends of residents.

Fresh Hope Care

Looking to the future

Fresh Hope Care’s five-year Strategic Plan, including Fresh Hope’s renewed mission statement, was approved by the Fresh Hope Care Ministry team at their June meeting. This sets our vision for the future and guides us in areas of mission, growth, innovation and resident and staff experience. Fresh Hope’s active participation in the Cooperative Research Centre (CRC) Longevity with national partners across many industries will assist in delivering on these goals. I look forward to introducing, and enacting, our renewed vision and focus to all over the coming year.

Lynn Bailey
Executive General Manager
Fresh Hope Care



A - The Glen Residential Care Services – NSW Bushfires
B - The Glen Residential Care Services – NSW Bushfires
C - McCauley resident Barbara Balmforth 100th birthday party
D - Borella Residents cheer squad

E - Borella PPE Olympics team member Caylah Roberts
F - Clelland PPE Olympic team member John Medina

G - Christmas Parties resident
H - Christmas Parties - Louise Houston and Robyn Rowilson
I - Christmas Parties resident



J - 2019 Excellence Awards - Andrew Ball and Sue Martin -
Winner Wyndham Jones Award
K - 2019 Excellence Awards - Chris Powell (CHC Chairman of the Board) and Maureen Muir -
Winner May Ashwood Award

L - 2019 Excellence Awards - Dr Stephanie Polley (FHC Board Member) - Donna Carter -
Winner Charles Cole Award
M - Ashwood - Melbourne Cup
N - Green Hills Cheerleaders
O - Green Hills National PJ Day

Australian College of Ministries

The Australian College of Ministries (ACOM) continues to be a leader in innovative and flexible online learning. Our approach is holistic, developing head, heart and hands to engage students in a life-transforming experience. We strive to produce graduates who are well prepared to both understand and shape their world.

ACOM recognises and values the rich history we share with the Churches of Christ in NSW which founded the college in 1942 to meet the growing need to train ministers, missionaries and evangelists for our churches and world. We also acknowledge the support and mission partnership of the Christian & Missionary Alliance of Australia. These two mission & ministry networks contribute significantly to the depth and passion of our college.

The college has undergone a series of significant challenges during the reporting year. These include several company directors finishing their roles, Dr Stephen Smith, Principal and CEO of nine years completing his tenure, as well as the COVID-19 health crisis. These have all contributed to a season of unsettledness for students, staff and key ministry partners.

We continue to work with organisational members to align our strategy and operations to their own stated strategic goals as we seek to add value to the health and wellbeing of the leaders and churches in both movements nationally.

ACOM continues to be financially viable while at the same time producing high-quality graduates that sees them serving in key church and ministry positions around the country. This year, 107 students graduated across a range of awards and we held our first online graduations due to gathering restrictions.

We remain innovative in the marketplace with a solid reputation for producing graduates ready for ministry. With plans to expand the graduate school and to look for new ways to engage and provide relevant 'in time' training and professional development for our key stakeholders, we are confident of a continued position of growth and development. This is in a climate where, generally, colleges like ours are in decline or closing.

We are thankful to our board and staff for being passionate about preparing leaders for mission and ministry. 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!

Neale Meredith
Interim Principal & CEO
Australian College of Ministries





A - NSW Online Graduation Group
B - Holy Land Trip - Baptism in the Jordan River
C - Holy Land - Masada Devotion
D - Holy Land Trip - Team overlooking Old City of Jerusalem
E - Indonesia Mission Trip - Interfaith Peace Day

F - Indonesia Mission Trip - English Language School
G - Holy Land Trip - Sunrise Worship & Devotions on Sea of Galilee
H - Indonesia Mission Trip - Church of Christ Bible College Staff & Students
I - Indonesia Mission Trip - 1 day Indonesian language lessons

Stop imitating the ideals and opinions of the culture around you, but be inwardly transformed by the Holy Spirit through a total reformation of how you think.

This will empower you to discern God's will as you live a beautiful life, satisfying and perfect in his eyes.

—Romans 12:2 (TPT)



Purpose of the Trust

The Property Trust (the 'Trust') is an incorporated body ¹ that seeks to partner and serve Churches of Christ churches and agencies through a range of services that support the work of the Gospel, and see people saved into God's Kingdom.

Trust Meetings and Members

The 1947 Act provides for the Trust to consist of up to nine members, each appointed by Conference for nine-year terms, with vacancies for three members occurring each triennium.

Trust members serve without remuneration and are provided with a meal when the Trust meets. The Trust covers the reasonable accommodation and travel expenses of regional members to attend Trust meetings. ²

During the reporting period, the Trust met on nine occasions (five meetings at the Fresh Hope Resource Centre at Rhodes, and four online meetings due to COVID-19 restrictions).

As at 30 June 2020, the Trust was comprised of the nine members: (Number of meetings attended shown in parentheses, with maximum number possible being 9

- Mr Andrew Billing Chairman (9)
- Ms Patricia Chan (8)
- Mr Damien Hannes (5)
- Mr Steven Martin (7)
- Mr Richard Reeve (8, plus 1 leave of absence granted)
- Mr Philip Smith (6, plus 1 leave of absence granted)
- Mr Shamus Toomey Registrar (8)
- Mr Willy van den Berg (7)
- Mr Allan Vincent Deputy-Chairman (9)

The board skills matrix of the Trust records that its members have a range of professional skills and experience in the following areas:

- Aged Care
- Building and 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

Executive Management of the Trust

The full-time Corporate Secretary and Executive Officer of the Trust is Mr James Cartwright ('Secretary'), who has over 17 years' experience in corporate governance, not-for-profit, and church property trust administration – as well as over 26 years' experience in administration, property, operations, and management.

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

Trust services, including those provided during the reporting period

As noted previously, the Trust serves and partners with Churches of Christ churches and agencies through the services it provides. This includes but is not limited to matters such as:

- 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
- Investment and Borrowing for churches via the Fresh Hope Investment Fund
- Execution of statutory forms (development applications, construction certificates etc)
- Facilitating Grant Applications – eg. NSW Community Building Partnership

During the reporting period, the Trust supported Churches of Christ churches and agencies by providing the services as noted above, including the review, processing and execution of more than 130 statutory applications, sale contracts, purchase contracts, licence agreements, annual fire safety statements, grant applications and other matters.

COVID-19 – relief for churches

During the unprecedented COVID-19 period, the Trust provided both direct and indirect relief for churches as noted below:

1. a) Direct relief – for churches with loans from the Trust, an invitation was extended for any church (financially affected by COVID-19) to apply for a ‘loan freeze’. The Trust considered and then granted a loan freeze to all such churches that applied, with no interest

charged or loan payments being required during the loan-freeze period (typically 6 months);

2. b) Indirect relief:
- for churches with loans from the Trust, successive interest rate reductions were approved by the Trust during the reporting period of 20, 25 and 25 percentage points (with respective effective dates of 1 November 2019, 1 April 2020, and 1 July 2020); and
 - for churches investing with the Trust via the Fresh Hope Investment Fund, the Trust determined to maintain the standard investment interest rate at 2.60%pa throughout the reporting period – notwithstanding the aforementioned 70 percentage point reduction (in aggregate) of loan interest rates.

Contacting the Trust

For Fresh Hope churches and agencies, the Secretary is the, ‘early-engagement’ point of contact – via phone, email or letter, and also in person (by prior arrangement). I encourage you to access free Trust resources at <https://freshhope.org.au/members/church-resources/property-trust> and to discuss your property matters with the Secretary of the Trust.

So, to discuss investment and borrowing for churches, grant applications, and other property matters please contact the Trust’s Corporate Secretary and Executive Officer, James Cartwright via email james.cartwright@freshhope.org.au or phone 02 8573 6031.

Andrew Billing
Chairman, 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, “1947 Act”). Inter alia, the 1947 Act 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.

² Meal, accommodation and travel expenses are not applicable for, meetings of the Trust held “online”.

Council of Churches of Christ in Australia (CCCA)

The Council of Churches of Christ in Australia consists of up to two representatives from each of the member state entities. The Council meets regularly (usually twice a year) to discuss issues of national significance to Churches of Christ and to provide leadership of our movement at the national level.

Highlights for the reporting year

Strategic focuses

- Of great concern to the CCCA is the overall decline in the growth of our churches nationally. At previous gatherings, the CCCA identified key strategic issues to address in the coming season and, at the top of the list, was discipleship. Most of our churches around the nation are struggling in effectively making disciples who can then make more disciples and progress to become leaders and ministers. A discipleship 'hothouse' was held in February, hosted by Queensland, with key mission practitioners giving input from each of our states. Funding was provided by CCCA to resource this gathering. A range of discipleship initiatives was shared at the hothouse as key leaders who are doing it well over a long period, shared their insights and experiences. It was very enlightening and encouraging. It is envisaged that this particular initiative will develop and grow to offer to our churches effective discipleship resources, networking and support.

- Shares in Christian Super were formally transferred from Churches of Christ NSW Property Trust to CCCA as the key oversight for Churches of Christ nationally.
- The CCCA conducts its business through its two main gatherings throughout the year, including the AGM, as well as by email, phone and Zoom meetings as is necessary. This year, we have been restricted to online meetings due to COVID-19. This is likely to continue.
- As part of CCCA's commitment to facilitating relationships throughout Churches of Christ in Australia, our national partners are invited to participate in the biannual CCCA meetings, while at the same time ensuring the Council is able to reflect as a group responsible for oversighting these agencies appropriately. This involvement is helpful in building strong collaboration and goodwill, as the voices of our agencies are important in providing perspective at CCCA meetings.
- CCCA is the direct reporting body for GMP, Stirling College, ACOM, YVA, MEBS, the Defence Force Chaplains Committee, Christian Projects and the member state entities, along with other national committees. It aims to facilitate communication and networking between states, agencies and other groups for their mutual benefit.

Some reflections on the reporting year

Our meetings are opportunities to tackle issues for our national movement. There is always a tension between 'representing' our various states and representing what it means to be leaders of a national movement. Over the past few years, CCCA meetings have wrestled with some big issues. As alluded to above, we recognise that our movement is evolving in several ways – some of this is good, some of it is of considerable concern. The bottom line is that we are not growing through evangelism and discipleship. There are, of course, some inspiring exceptions among our churches. But, overall, we're not making headway in a missional sense.

The CCCA has wrestled with a raft of reasons why this is the case from the effects of post-modernity, post-denominationalism, post-Christendom and post-other things, to the basics of New Testament Scripture. In my view as a minister of some 33 years' experience in planting and revitalising churches, it boils down to a few core factors. I list some of them here for your prayerful reflection.

- We don't really know how to make disciples anymore.
- We may be acquainted with the person of Holy Spirit, but not with his power – few know how to minister with a demonstration of the Spirit's power.

- There is a crisis of confidence in the Word of God and this has led to much preaching with fig leaves – few of our congregations are doctrinally literate.
- We're too focused on rethinking and reshaping church for the 21st century, instead of focusing on incarnational mission. Church follows mission – not the other way around. It is shaped and it evolves by means of missional engagement. This is how it has been from the beginning, but we have subjugated mission to our ecclesiologies.
- We are not training missional leaders because, really, we don't know how having marginalised our best apostolic, prophetic and evangelistic leaders and yielded to academic compliance instead.
- Our so-called 'generous orthodoxy' is now so generous and fluid as to have cloaked us with a doctrinal equivalent of political correctness – we are worried about offending anyone with the truth. We fear doctrinal absolutes, which have watered down the gospel of Christ – and we will continue to pay a heavy price unless we have the courage to address this at every state level, and the national level, too.

The point is, we are drifting. We are a long, long way from Campbell and have even reframed some of his most famous assertions such that they mean the opposite of what he intended in his day. Our catchcry of "no creed but Christ", for example, is now so creedal in force that we cannot define any doctrinal standards for fear of violating our cherished 'diversity'. Campbell never intended this. He never shied from doctrinal orthodoxy – he rescued it.

This 'diversity' is stretched too far and has become our proud banner of inclusion, such that is now a licence to do whatever we see fit in our own minds. Again, I am quick to say, there are courageous exceptions around the nation. Our penchant for local church autonomy is a distortion of what Campbell called for in local churches being free to govern themselves along biblical principles and pursue their God-given mission in their local community.

But we have turned this into local church democracy (anathema to New Testament biblical authority) of such vehemence that we eschew virtually any biblical accountability and genuine unity is vaporous. This is reflected nationally, too.

We simply must see what is happening, realise how serious it is, and get on our knees to repent; and then come back to the Scriptures for clear doctrinal guidance,

passionately pursue mission as if Christ was arriving in 30 days' time – and let Jesus build his Church his way.

CCCA has been grappling with these kinds of issues from a national perspective. We've started with discipleship. We must get that right – everything else flows from this. This is what Christ commanded us to do – make disciples and teach them to do all I have shown you – that's it. The Great Commission has never been about church, but powerful mission the pointy end of which is the preaching of the Good News. This is our mission. It is what we do.

My purpose in offering these reflections is not to offend but, hopefully, to stimulate a genuine dialogue among our best leaders across the nation that will face these realities and prayerfully, honestly, courageously and biblically work through them so that we eventually see God revive us anew, for the saving of many souls, and for the glory of his name – and that, friends, is not even about Churches of Christ. It is about the Kingdom of God and our place in it as it forcefully advances.

May God bless you.

Milton Oliver
Chair, CCCA

Global Mission Partners

We are subject to rapid change. Our faith in Jesus Christ sustains and guides us as we continue in partnership in Australia and around the world. Our concern for each partner has increased due to COVID-19. We know our partners and they know us.

The Global Mission Partners (GMP) Board has decided to focus the new GMP Strategic Plan in 2020-21 on Sustainability and Community. Sustainability is critical to GMP – operationally and financially.

Community is building with partners and supporters a sense that mission is something we do as God's family together.

Some highlights from the reporting year

- We welcomed the International Christian College of Manila as a partner. The steps being taken to develop this partnership, however, are being hampered by COVID-19 in Manila.
- As part of the National Redress Scheme, GMP is responding to applications for redress related to the care of Aboriginal children in Western Australia.

- Our partnership in Indonesia is centred on mission-training in Bandung and Salatiga. Mission in a Muslim nation is always tenuous. Students go out and plant churches and practise what they have learned.
- We were privileged to have BJ and Chipo Mpofu visit in September/October 2019. Our Zimbabwean partners are committed to evangelism, prayer and discipleship. Their resilience is extraordinary.
- The Conference of the Churches of Christ Vanuatu strengthened their disaster response and preparedness strategy this year. This has assisted their response to disasters such as Cyclone Harold.
- In South Sudan, our Juba-based partner 'LAFOSS' organised a second peace-building event. Tribal dancing provided a way for people to hear the message of peace. Some who attended had not spoken to someone from one of the other tribes present for seven years because of tribal friction.
- Hosanna Ministries in India is working in one of the poorest communities we have contact with – a slum where many work picking rags. It is exciting to see how God has motivated and enabled this new outreach.

We are developing pathways for partnership between Indigenous and non-Indigenous churches. Our Church Resource Kits are designed to assist this.

- In 2020, we launched a new resource for young people, a monthly podcast titled Mission Unplugged. One of the embody team talks with a young person who is living out their faith in mission and justice work. You can find Mission Unplugged wherever you get your podcasts.
- Safe Water September 2019 smashed our fundraising records, raising over \$162,000 for safe water projects in rural Zimbabwe and in Vanuatu.
- Colin Scott and Jessie Skelly met with local churches and leaders in NSW to explore how your engagement with Indigenous and overseas mission can grow. Please give one of them a call.

John Gilmore

Executive Officer, Global Mission Partners



- A - Safe Water September
- B - Students at the International Christian College of Manila
- C - Zimbabwe – the need for Safe Water
- D - A Student Peace Club – Juba, South Sudan
- E - Indigenous Outreach, Dareton NSW
- F - Ministry students in Indonesia

Stirling Theological College

The past financial year has been a time of growth and change for Stirling College. With the introduction of the Counselling awards and the Doctor of Ministry, the college has seen some encouraging growth and new life and initiatives. With the departure of Andrew Menzies as principal, after a decade of commendable leadership, Stirling is now searching for a new principal to lead the college. This is an exciting time of growth and change.

Renewed Vision, Mission and Values

The college has been through a three-month process of renewing its Vision, Mission and Values. Staff, faculty, pastors, board and others have been involved in this process.

Our Vision:

We provide Christian education and spiritual formation that empowers people to live out their vocation.

Our Mission:

We fulfil our vision through:

- Being Christ-centred, welcoming and exploratory
- Communicating faith, hope and love to church and society
- Delivering transformative Christian education
- Serving church and society in Australia and the Asia Pacific
- Partnering with local churches

Our Values:

We shape our vision and mission around these values:

- Christ-centeredness and biblical-faithfulness
- Welcome and generosity
- Christian character and integrity
- Courageous faith that leads to innovation, influence and impact
- Churches of Christ tradition and witness
- Learning cultures where we are all changed and renewed
- Personal and shared transformation
- Relevance to church and society
- Service with churches and ministries
- Research that inspires critical engagement, discernment, and evidence-based learning

Our Goals:

We are committed to these goals:

- Contributing to a more just and compassionate world through Christian higher education
- Creating a transformative student experience
- Pursuing a holistic and integrated learning environment
- Nurturing research as a crucial tool for transforming education, church and society
- Becoming a leading destination for Christian higher education in Australia and the Asia Pacific
- Mobilising people for ministry, mission, and service in diverse vocations
- Seeking excellence and innovation in higher education and research
- Partnering with likeminded groups to offer quality training within churches, workplaces, and other settings

Increase in Student (and Unit) Enrolments

Stirling College has been through a sustained period of growth, thanks to a range of new programs and initiatives. The trend is as follows:

- 2015 – 595
- 2016 – 639 = 7.39% Increase on 2015
- 2017 – 670 = 4.85% Increase on 2016
- 2018 – 862 = 28.66% Increase on 2017
- 2019 – 692 = 19.72% Decrease on 2018
- 2020 – A conservative estimate of 25% to 30% increase on 2019

Initiatives

The college has invested heavily over the past few years in developing new programs that serve God's Church and raise a new generation of pastors, counsellors, and leaders. These new programs include Catalyst (which is paused but will launch again soon), the Doctor of Ministry, undergraduate and postgraduate awards, and new leadership development programs. Stirling has a vision for these things:

- Launching a new generation of Christian leaders for churches, Christian organisations, non-profits, and the workplace.
- Inspiring a culture of leadership development across our churches.

- Nurturing mature, Christ-like leadership that allows churches, groups, and new ministries to flourish.
- Multiplying healthy pastors and Christian leaders who serve churches, workplaces, and society, with sustained vitality and confidence in the gospel.
- Seeing leaders equipped and supported for their roles in the church and the broader community.
- Helping release hundreds and eventually thousands of Christian counsellors into church and society.
- Developing Christian leaders (including pastors) who grow more leaders, multiply churches and disciples, practise healthy leadership succession, and impact society.

Word of Thanks

A word of thanks to all those churches, pastors, and others who have supported the college over so many years. We share a vision of seeing God's people equipped and empowered for service and ministry in church and society.

Grace and peace,

Dr Graham Joseph Hill
Interim Principal

Lynette Leach
Stirling Board Chair

A - Participants at the 2019 Leadership Conference
B - Guest speaker Karina Kreminski



Everyone - pantheist,
atheist, skeptic, polytheist -
has to answer these questions:
'Where did I come from?
What is life's meaning?
How do I define right from
wrong and what happens
to me when I die?'
Those are the fulcrum
points of our existence.

—Ravi Zacharias





Financial Reports

Financial Performance

It has been a very challenging year for many organisations in 2020 stemming from the COVID-19 pandemic and mass industry shutdowns. Fresh Hope has not been immune from these challenges with The Tops operating at a very minimal capacity and restrictions on church gatherings for many months impacting on revenue from donations and tithings.

Despite all of this, Fresh Hope generated a surplus of \$956,000 for the year ending 30 June 2020, which is considered a positive result given the financial challenges encountered by the organisation during the pandemic.

The biggest impact to our financial result for the 2020 financial year has been the decline in investment earnings relative to prior years. Revenue from investments this year was \$1,650,000 compared to our average annual investment earnings for the past three years of \$12,500,000.

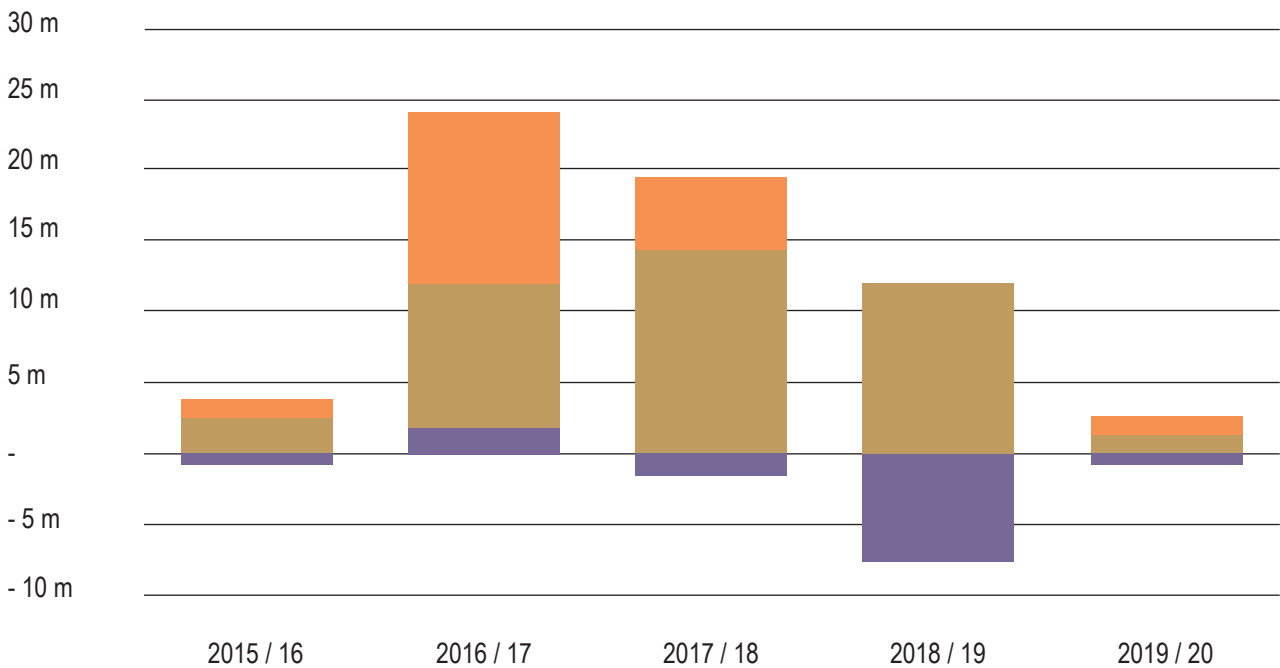
The markets experienced unprecedented declines in February and March as infections spread throughout the globe and many countries enforced lockdown measures. Operating results were also affected with revenue at The Tops down by 13% and additional expenditure of \$1,500,000 incurred from increases in infection control

measures across our residential care sites and instant relief grants of up to \$5,000 provided to many of our affiliated churches.

Our Care agency has been largely unaffected financially through the pandemic so far, with no resident or staff infections to date. Whilst restrictions on site visitations and new resident admissions have been in place at some sites at varying times throughout the past six months, these restrictions have not had a material affect on our financial results so far.

OUR FINANCIAL PERFORMANCE OVER TIME

Operations Investments Property valuations

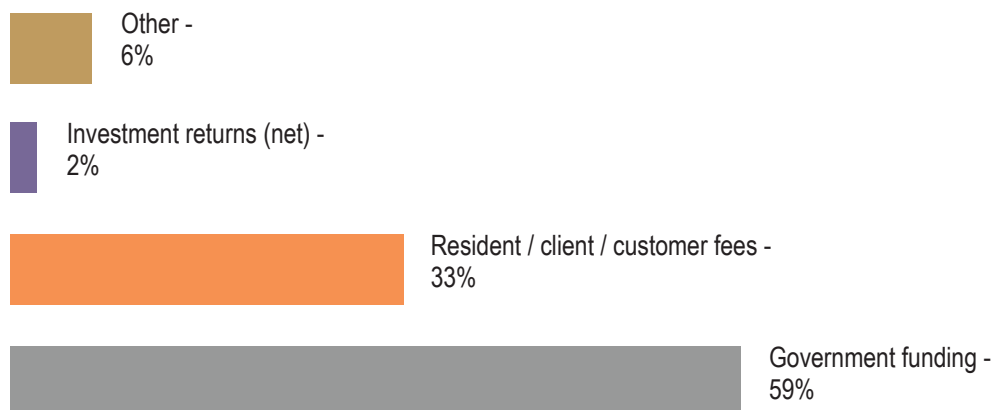


At the commencement of the 2020 financial year, Fresh Hope Care closed its underperforming home care service and a residential care site that was no longer able to deliver a standard of care to the expectations of the current aged care market. Going forward, operating results will improve as a result of these activities, which is already evident from the financial performance noted in the second half of FY20.

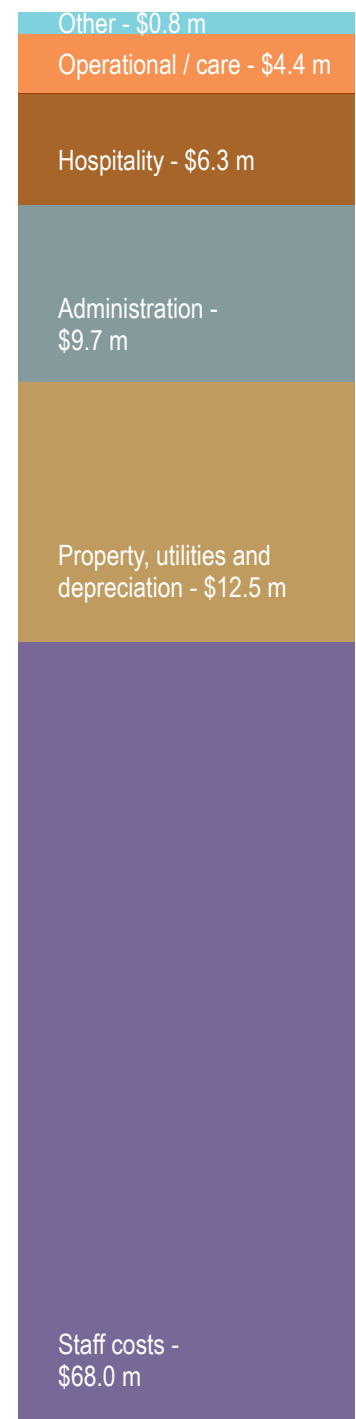
Fresh Hope Venues is currently navigating through some very difficult challenges, both operationally and financially, with severe restrictions on the camping industry still being imposed by governments.

As at 28 February 2020, The Tops was on track to record its highest ever surplus and highest number of guest days in a financial year period. Fast forward to June 2020 and the result for Venues was vastly different, with a total loss of \$636,000, with almost zero guest days from 1 April 2020 to 30 June 2020. Losses are expected to continue into FY21 until restrictions on camping venues are lifted and The Tops site at Stanwell Tops can return to full capacity.

WHERE DID OUR REVENUE COME FROM



WHERE DID WE SPEND OUR REVENUE



Financial Reports

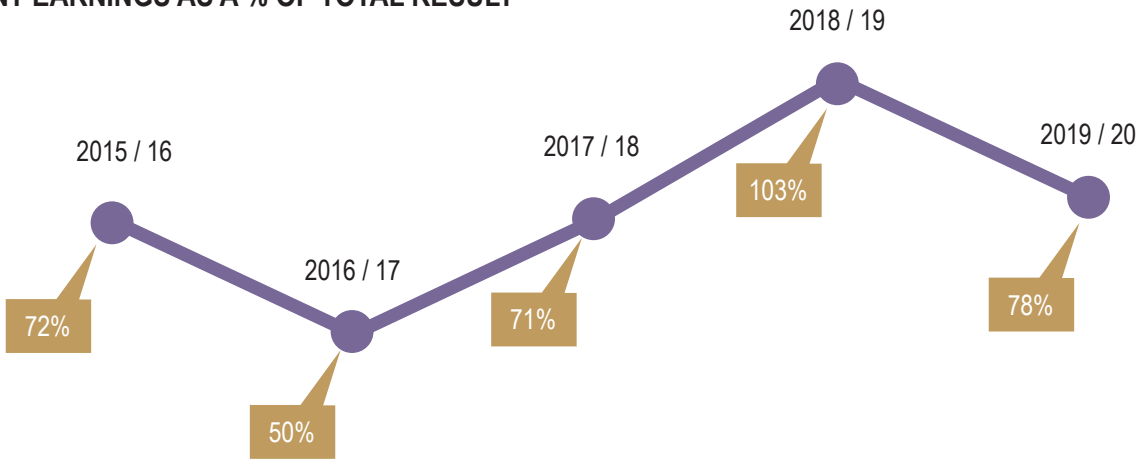
Investments

Revenue from investments via market value movements, dividends and interest payments was \$1,650,000, well down on previous years. Significant losses in February 2020 and March 2020 following the spread of the coronavirus throughout the globe was the main driver for this decline.

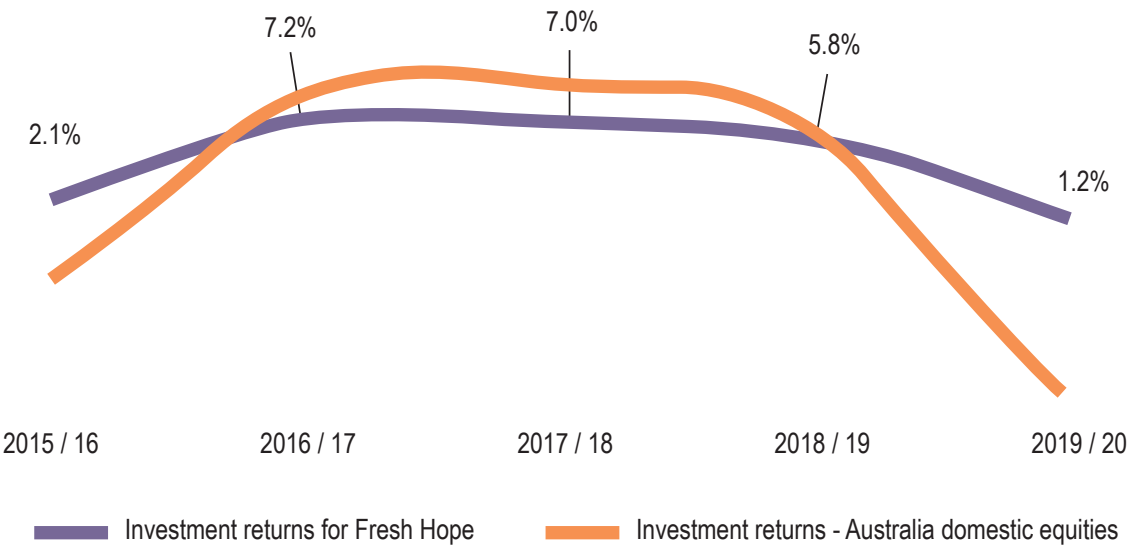
The domestic equities markets fell by 30% in just two months (February and March) which is the largest decline ever experienced in a two-month timeframe, even including the Global Financial Crisis in 2008.

Returns for Fresh Hope's investments under management fell by only 12% over the same period, with our asset allocation policy mandating a diversified portfolio and thus helping to protect funds from sizeable losses to the scale of those experienced within the equities markets.

INVESTMENT EARNINGS AS A % OF TOTAL RESULT



INVESTMENT RETURNS TREND



SURPLUS AND DEFICIT STATEMENT

REVENUE	FY20 (\$'000)	FY19 (\$'000)	Change (%)
Fees from residents, clients, students and customers	34,066	44,203	-23%
Government and other funding	52,775	52,442	1%
Revenue from investments	11,372	11,823	-4%
Other revenue	6,423	235	2630%
TOTAL REVENUE	104,636	108,703	-4%
EXPENDITURE	FY20 (\$'000)	FY19 (\$'000)	Change (%)
Staff costs	66,673	69,646	-4%
Operational and care services	3,142	5,660	-44%
Hospitality services	6,282	6,374	-1%
Property, utilities and depreciation	12,503	12,297	2%
Administration	9,456	9,877	-4%
Other expenditure	840	712	18%
TOTAL EXPENDITURE	98,896	104,566	-5%
TOTAL SURPLUS (before COVID-19 pandemic)	5,740	4,137	39%
Less			
- Financial impacts from the COVID-19 pandemic	(4,785)	-	
- Asset revaluations and write-downs	-	(638)	
TOTAL MOVEMENT IN EQUITY	955	3,499	-73%

Financial Reports

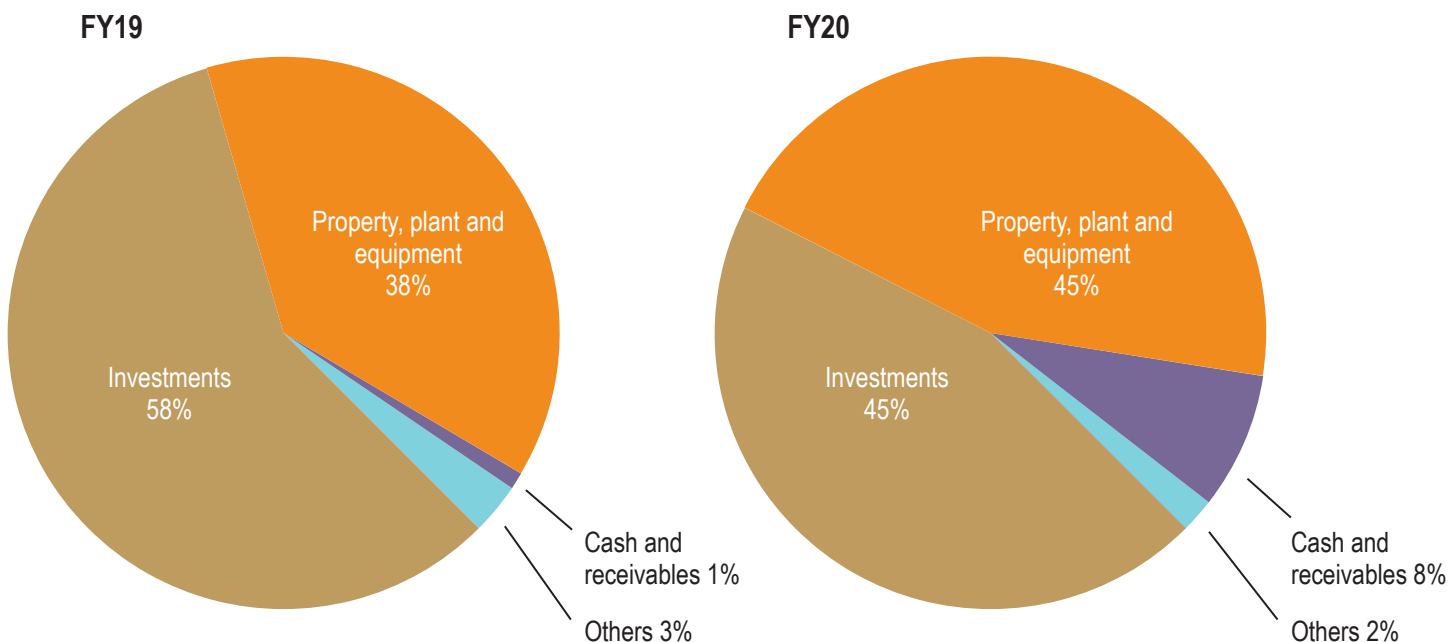
Assets and Liabilities

Net assets for Fresh Hope across all agencies remained constant for the year, however, there has been a significant shift in our asset composition between investments (shares, bonds, term deposits etc) and property assets.

Investment in property assets in our Care and Venues agencies over the past 12 months will help to deliver sound, consistent financial returns in the long term and will help to reduce the reliance on investments earnings to drive growth, which are susceptible to volatile, short-term market movements relative to property assets.

The acquisition of property assets throughout the year, totalling approximately \$48 million, will enable the organisation to expand into new markets with high future growth, increase the quality and standard of our current ageing buildings, increase our presence into niche markets and increase our range and type of services.

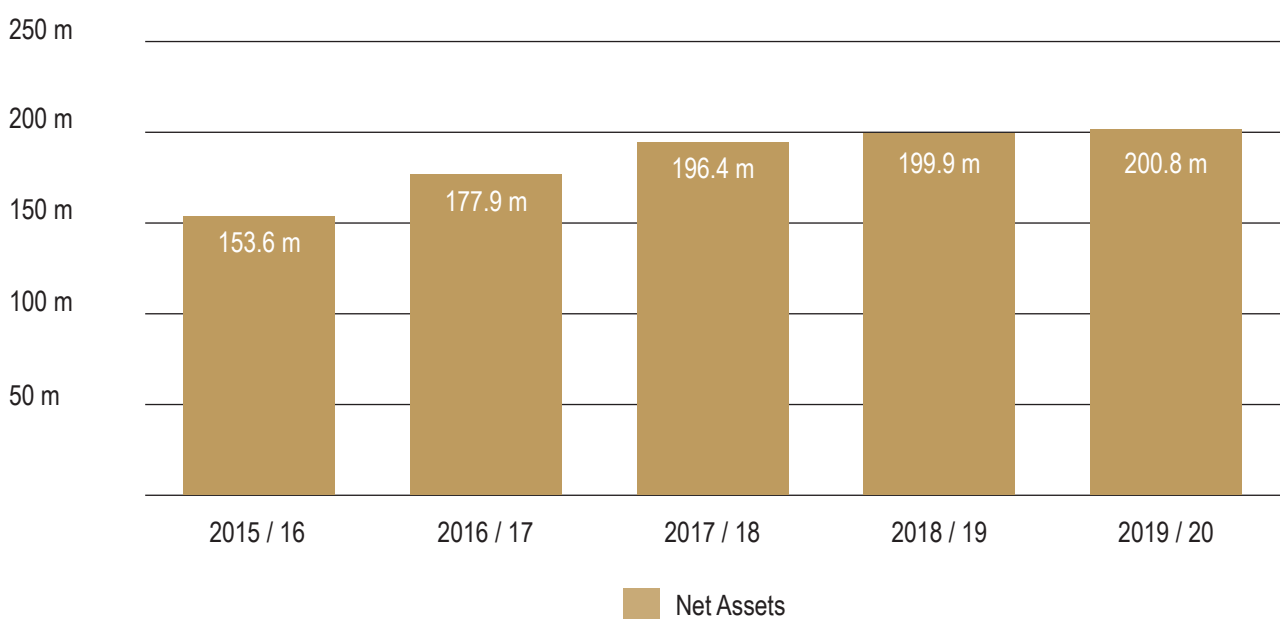
Property assets as a percentage of total assets has increased from 38% in FY19 to 45% in FY20, which is a significant shift in just 12 months.



These property investments will increase our service offerings in the residential care, retirement living and the outdoor education/ wilderness accommodation markets and will focus on partnering with existing and new Churches of Christ ministries. The locations we are investing includes:

- Western and South-Western Sydney: Leppington Pendle Hill and Penrith
- South and Southern Highlands: Kiama, Joadja and Thirroul
- Hunter region: East Maitland
- Lower North Shore: Castle Cove

HOW MUCH HAVE OUR NET ASSETS GROWN



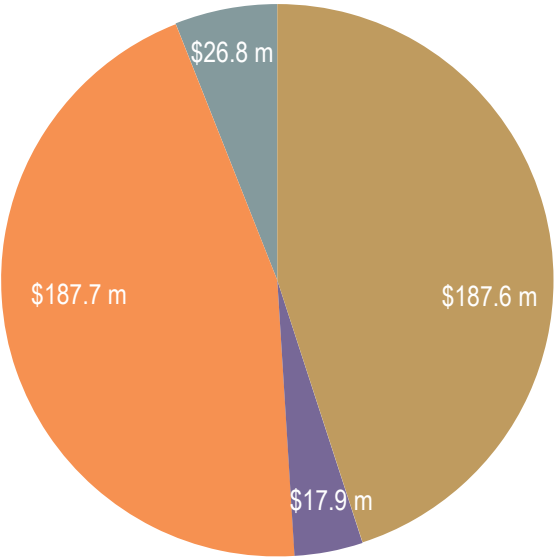
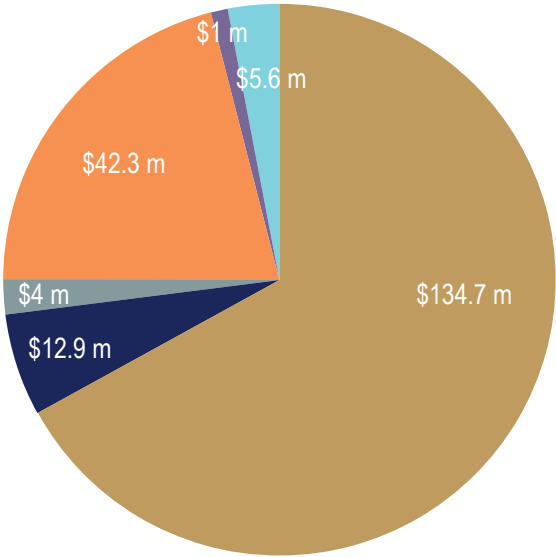
Financial Reports

Assets and Liabilities

(Cont'd)

NET ASSETS BY ENTITY

- Care
- Venues
- Engage
- Mission and Ministry and Conference
- ACOM
- Property Trust

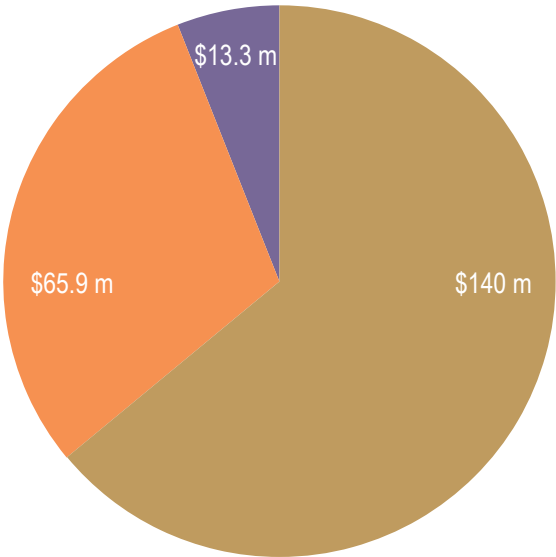


TOTAL ASSETS

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

TOTAL LIABILITIES

- Payables and accruals
- Provisions, loans and trust deposits
- Refundable bonds - aged care





Minutes Annual General Meeting

Saturday 11 May 2019 – 12:04pm
The Tops Conference Centre, Stanwell Tops NSW

WELCOME (12:04pm)

The Conference Executive President Raewyn Williams (Hurstville Church of Christ) opened the meeting and welcomed all to the Annual General Meeting.

FORMAL APOLOGIES

The following apologies were noted:
Mike McGarrity, Engadine Church of Christ (Connect 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 12 May 2018 as printed and circulated in the Churches of Christ in NSW Annual Report for the year ending 30 June 2018 be adopted as a true and accurate record of that meeting."

MOVED: Church David Bentley, Hurstville Church of Christ

SECONDED: Church Steven Martin, Maitland Church of Christ
Motion **CARRIED** by majority.

Notice of Motion 2

"That the Annual Financial Reports 2017/2018 as printed and circulated in the Churches of Christ in NSW Annual Report for the year ending 30 June 2018 be adopted."

MOVED: John Morris, Forster Tuncurry

SECONDED: Mark, Armidale
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 2018/2019."

MOVED: Elizabeth Atkin, Bowral Church of Christ

SECONDED: Wayne Morris, Southern Illawarra
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 2019/2020, to come into effect from the first full pay period in July 2019."

1. That the salary component be increased to \$977 per week. (2% increase)
2. That the housing component be increased to \$458 per week. (2.5% increase)
3. That the car component be increased to \$184 per week. (2.5% increase)
4. Superannuation to remain at 11.00% of remuneration package."

MOVED: Stewart Noel, Liberty Church of Christ

SECONDED: Sandy Timbrell, Telopea 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.

Notice of Motion 5

(By ballot paper)

"That Raewyn Williams be appointed to the position of Conference President for the Conference year 2019/2020."

Result: ELECTED by majority.

Notice of Motion 6

(By ballot paper)

"That Andrew Berthelsen, Catherine Kleemann, Chris Powell, Karen Baker, Kaye Schelbach, Samuel Haddon, Simon Brailey, Stephen Cha, Stephen Toomey, Victor Tee be elected to the Churches of Christ in NSW Conference Executive for the Conference year 2019/2020."

Result: The following people have been ELECTED by majority.

- Andrew Berthelsen
- Chris Powell
- Karen Baker
- Samuel Haddon
- Simon Brailey
- Stephen Cha
- Stephen Toomey
- Victor Tee

CLOSE

The business session closed at 12:22 in prayer.

Minutes of Special Meeting of the Conference of Churches of Christ in NSW



Thursday 28 November 2019 – 7:30pm

Fresh Hope Resource Centre – Level 1, 3 Rider Boulevard, Rhodes NSW 2138

WELCOME & OPENING PRAYER

(7:33pm)

The Conference Executive President Raewyn Williams (Hurstville Church of Christ) opened the meeting and welcomed all in attendance and opened the meeting in prayer.

UPDATE

– Fresh Hope 100 Year Horizon

Andrew Ball welcomed Mark Curtis from Broken Hill Church, along with Allan Vincent from Dubbo Community Church who both travelled the furthest to the meeting. Andrew also named the various churches represented at the meeting and provided an overview of the 100 Year Horizon strategy booklet.

UPDATE

– Governance for the Future

Raewyn Williams provided outlined the Governance framework of Fresh Hope along with a snapshot of deliverables for the future which was received and affirmed by the group with applause.

BUSINESS:

Presentation from Broken Hill Church of Christ

The Executive Ministry Director introduced Mark Curtis, Pastor at Broken Hill church who provided an informative history of the church's rich history and journey to affiliation with Churches of Christ in NSW.

Tracey French of Fresh Hope was the Returning Officer for the voting.

The Conference President reviewed the Notices of Motion with those in attendance and the group ceremonially affirmed the motions.

Notice of Motion 1

"That the Broken Hill Church of Christ, nominated by Dubbo Community Church be welcomed as an 'affiliated entity' within Churches of Christ in NSW."

MOVED: Allan Vincent,
Dubbo Church of Christ
SECONDED: Victor Tee,
Kingsford Church of Christ

Result: ELECTED by majority.

Raewyn welcomed Broken Hill to the Fresh Hope Family and Allan Vincent prayed for this church.

Notice of Motion 2

"That Conference Executive receive a delegation to set the recommended 'remuneration' schedule for ministering persons from the 1st July 2020."

MOVED: Sandy Timbrell,
Telopea Church of Christ
SECONDED: Allan Vincent,
Dubbo Community Church

Result: APPROVED by majority.

Notice of Motion 3

"That Conference Executive nominate and elect Auditors on Behalf of Conference for the 2020/21 financial year. This delegation removes this responsibility for election of Auditors from Conference Convened for the 2020/21 financial year as defined in section 27 (b) of the Constitution."

MOVED: Wilhelmus van den Berg,
Lower Blue Mountains Church of Christ
SECONDED: Tim Drough,
Mayfield Church of Christ

Result: APPROVED by majority.

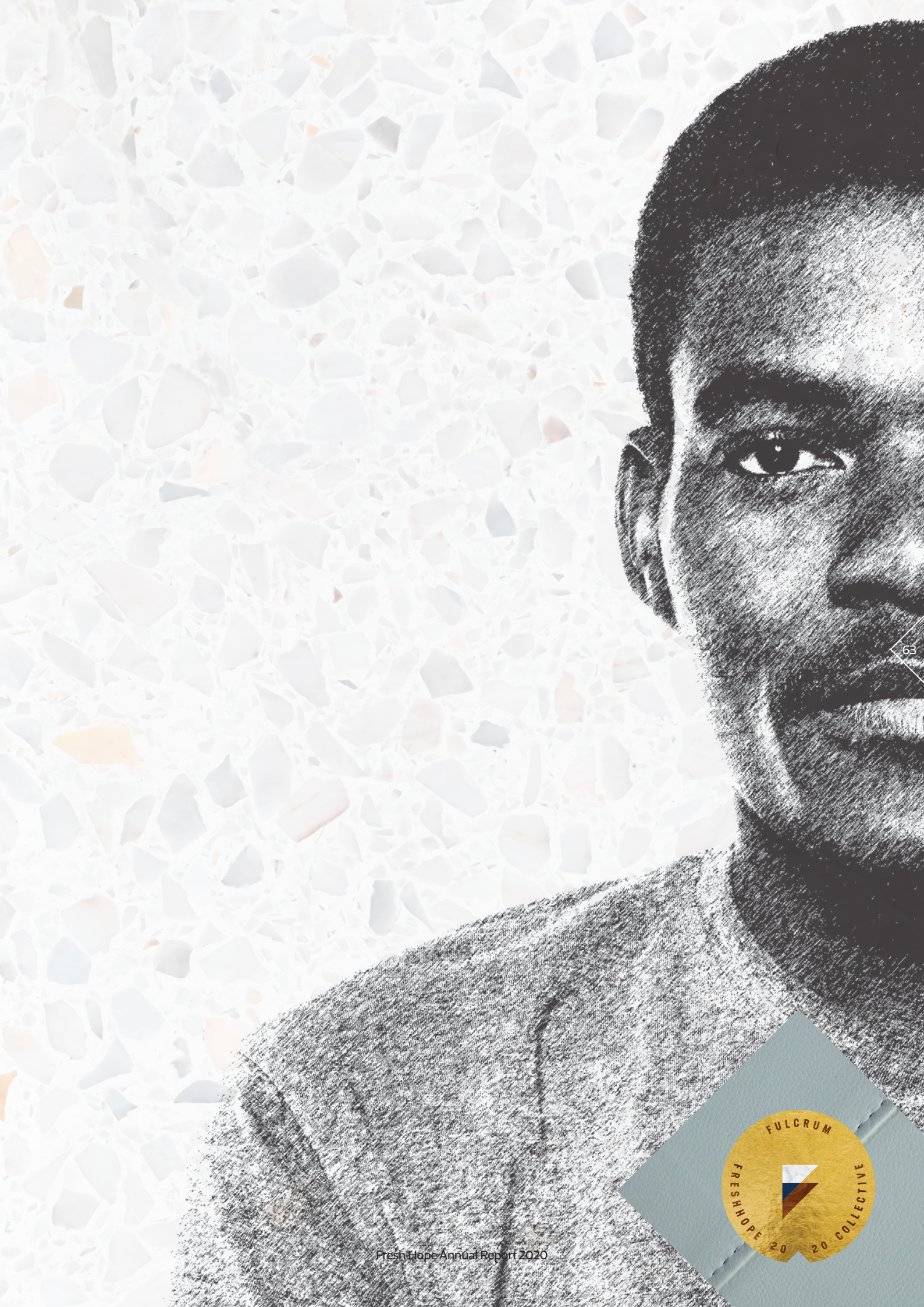
CLOSE OF SPECIAL MEETING

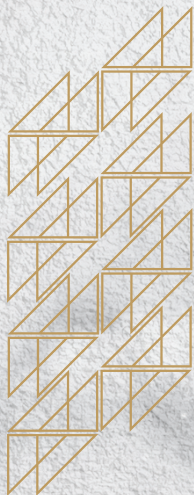
The meeting concluded at 8:20pm.

There will always
be rocks in the road
ahead of us. They will
be stumbling blocks
or stepping stones;
it all depends on how
you use them.

—Friedrich Nietzsche







fresh hope



Churches
of Christ
in New South Wales

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