



**Kippax
Uniting
Church**



Kippax

Caring locally, building community

ANNUAL REPORT 2009-10

Our mission

**We are called to create a loving, nurturing community,
growing a deeper faith in God through Christ Jesus.**

Table of Contents

Kippax Communications Strategy	...2
Church Council	...5
Team Leader	...6
Ministry Leader, Care and Formation	...7
Congregational Strategy Team	...8
UnitingCare Kippax Board	...9
Financial Report Kippax Uniting Church 2009-10	...10
Financial Report UnitingCare Kippax 2009-10	...14
Budget Kippax Uniting Church 2010-11	...17
Budget UnitingCare Kippax 2010-11	...18
Kippax Strategic Plan	...20



Our Communications Strategy

Our Vision for Communication

At Kippax we communicate in many different ways to make sure people of all ages and abilities can participate in our community. We celebrate diversity, and relate with each other with compassion and understanding.

Our Values in Communication

- We respect each other
- We listen to each other
- We value mutual responsibility
- We trust each other
- We are inclusive in the way we communicate
- Messages are planned, clear and concise.

Our Objectives

Through good communication we aim to:

- support and encourage our staff and volunteers in good communication practices
- engage strongly and consistently with the people we work with and for
- support the Kippax Uniting mission to create a loving, nurturing community, growing a deeper faith in God through Christ Jesus.
- uphold the Kippax Uniting vision to be an integrated faith community, expressed in many different ways, living out our following of the way of Jesus through relationships, sustaining people in their living, being an agent of transformation of community, and empowering people for all aspects of their living.



Goal 1 – Our Story

We will communicate our story so that we all have the opportunity to connect to our history and present, and have a keen sense of our vision and mission.

Strategies

We will do this by:

- 1.1 using appropriate language in all communications
- 1.2 providing up-to-date and ongoing information on programs and activities
- 1.3 celebrating our history regularly
- 1.4 finding new ways of communicating and refreshing our vision
- 1.5 providing effective orientation and reorientation to staff and volunteers.

Goal 2 – Clarity of Communication

We will engage in genuine two-way communication, giving and receiving information with transparency and accountability, and listening actively.

Strategies

We will do this by:

- 2.1 targeting our communication to who needs to know what and how
- 2.2 managing change with care and in a positive way
- 2.3 regularly checking our use of resources so that people, equipment and space are utilised effectively
- 2.4 providing easy, clear ways for people to give feedback
- 2.5 notifying people of decisions and explaining them where necessary about decision-making processes.

Goal 3 – Culture of Trust

We will build trust through communication for everyone in connection with Kippax so that our community will be strengthened in purpose and relationship.

Strategies

We will do this by:

- 3.1 caring for each other pastorally
- 3.2 building personal resilience in our staff, volunteers and congregation
- 3.3 acknowledging that people are at different stages in their Kippax Uniting journeys
- 3.4 communicating, especially about change, with sensitivity and patience
- 3.5 relating our activities to our vision, mission and strategic plan.



Goal 4 – Structured Communication

We will communicate through diverse, appropriate channels across all internal and external stakeholder groups, recognising that there are multiple, varied levels and pathways of engagement with Kippax.

Strategies

We will do this by:

- 4.1 helping people feel ownership of the Kippax Uniting vision, mission and strategic plan
- 4.2 providing clear, concise, timely, relevant and targeted information
- 4.3 identifying “entry points” for people to have their views heard
- 4.4 creating a fair conflict resolution process
- 4.5 helping people to understand and work with the Kippax Uniting management and operational frameworks.

Goal 5 – Linkages

We will encourage interaction between everyone involved in the life of Kippax Uniting through different activities so that our community will be built up in love, unity and cooperation.

Strategies

We will do this by:

- 5.1 being mindful of people’s workloads and work-life balance
- 5.2 engaging people in a common journey
- 5.3 not making assumptions about people’s knowledge
- 5.4 working cooperatively within our resources including technology and accommodation
- 5.5 respecting the different needs and opinions of the people we work with and for.



Church Council

It's been another eventful year for Kippax – but would we expect anything else? One thing I've learned from my involvement at Kippax over the years is there is no 'status quo' – we are ever changing, ever growing, ever innovating. The great thing is, at the same time, we are ever reflecting, taking stock, re-evaluating and pausing to discern God's voice in our activities and to thank, support and nurture the people whose time, energy and commitment make all this possible.

In particular, I've noticed increasingly in the past year, that in the midst of all this flux and opportunity, all our decision making is being done in consideration of our strategic plan – the touchstone, along with our vision and mission statements, for how we ensure our activities reflect the people of God we wish to be. This is encouraging because it means that every aspect of the life, mission and service of Kippax is travelling in the same direction and underpinned by the same core set of values that go to the heart of our belief in the importance of community in Christ.

The Church Council has been really pleased to see a number of important initiatives get off the ground this year such as taking steps to green our church, planning strategically for the next phase of our accommodation growth, and further developing and strengthening our relationship with other churches and agencies.

Other great developments we've welcomed this year include UnitingCare Kippax obtaining Deductible Gift Recipient status from the Tax Office, Rev Steve Coster moving to full time, Rev Brian Thompson joining us as Minister-in-Association, and the introduction of a Communications Strategy (printed at the start of this report). All of these developments move us forward significantly in term of our capacity to care for each other and for our broader community.

This year the Church Council also formalised arrangements for the appointment of members to the UnitingCare Kippax Board and will soon extend this process to the Congregational Strategy team. On this note, I'd like to thank all the people who serve on these two teams, including those who have concluded terms of service this year. There is often significant work involved in this kind of service and yet we are constantly blessed with enthusiastic and insightful people from both within and beyond the Kippax congregation who contribute their gifts wholeheartedly to overseeing Kippax's activity as both a community service agency and a church.

The Church Council has continued to have representatives on both the Congregational Strategy Team and the UnitingCare Kippax Board. My thanks to Andrew Bidwell and Robin Blake for their much-appreciated contribution in this area. Robin is now stepping down from this role but continues to serve on Council. During the year Matt Fox also stepped down from Council and I thank him for his patient involvement over the previous 18 months.

This year we have also bid farewell to a number of people from our diverse and energetic staff team and the Council wishes all of them success and satisfaction in whatever role comes next for them.

As always, I am extremely grateful for the dedication and wisdom of the members of Council and for the support and encouragement from our broader community in Christ. To those Council members whose terms conclude this year – Susan Brodersen, Andrew Ellis, Hannah Walker and Marcel Berthon – thank you for the diverse gifts you have brought to the leadership of Kippax.

In service,
Brooke Thomas
Council Chair



Team Leader

It can be quite difficult at the end of a year to try to recall what has been happening since July 2009. And while the last 12 months haven't seen the same level of organisational change as the previous 12 months did, it certainly hasn't been a quiet time.

You may recall that in the past 12 months we celebrated the baptism and reaffirmation of baptism for a wonderful group of people in the congregation from their early teens to their well, to a little bit older than that.

You may recall that we celebrated a Christmas Eve in a "shopping mall" and a Christmas Day with Mr Men (and you may wonder what is in store for this year!!).

You may recall that we celebrated the 40th Anniversary of the founding of the congregation, giving us the chance to hear again of the stories of faithfulness and to be reminded of God's call on us for the future.

You may recall that we journeyed through Lent and Easter in ways that invited us to experience the depth of life and the reality of faith.

You may recall that we celebrated the launch of our "Newpin" services for children and families, along with a great many members of the community, and most importantly with the members of the Newpin team.

You may recall that we supported hundreds of families through the Christmas Gift Appeal and Teen Gift Drive so that they may experience a sense of joy and generosity at Christmas.

You may recall that we took time out to thank our wonderful team of volunteers who are the backbone of this congregation and who are a living expression of faith in action.

You may recall that we welcomed many new friends into the life of this community – as part of our worshipping congregation, our relational groups, our clients and our staff.

You may recall that we farewelled some dearly loved members of the congregation – including Joan Landon who had been part of the congregation since its very earliest days.

You may recall that we said our goodbyes (at least in terms of their staffing involvement with us) to Dayna, Michelle, Mary and of course to Ruth who had been with us, organising and welcoming us for more than seven years.

You may recall this, and more.

Each of us will have different recollections of the past year. I hope that those recollections will include times of joy. I hope that they include times of meaning. I hope that they inclines times that remind us of the community of faith that forms Kippax and makes us who we are.

But most importantly I hope that they point us to the God whose grace surrounds us, supports us, forms us and breathes life into us day by day.

I hope that as you read the rest of this Annual Report you are encouraged not just to recall the faithfulness of God to us over the past year, but are stimulated to dream and anticipate the ongoing call of God as we seek to live out what it means to *create a loving nurturing community*.

Grace and peace
Gordon Ramsay
Team Leader



Ministry Leader, Care and Formation

Doesn't time fly when you're having fun! The past twelve months seemed to have flown by at a ridiculous speed. By the time you read this I will have been part of Kippax congregation and the work of UnitingCare Kippax for 20 months – wow!

Many, many things have occurred since the last AGM. Gordon has mentioned many of them in his report. I too have special memories of the Baptism service, the Christmas and Easter services and the rest. I have special memories of walking with many of you in tough and challenging times, in moments of great celebration & thanksgiving and in the everyday moments of life. I celebrate the establishment of: Kippax Community News; the Pastoral Care Groups (see the latest edition of Kippax Community News for the details); the Breakfast Club (at Kingsford Smith School); the Homework Club (held here at Kippax each Wednesday) and; the two new Friday night youth groups (Cross Crew – yrs 7-9 & Ping Lings yrs 10-12).

I've recently been reflecting how so much of what I do is based on relationships and relationship development. Caring for people in times of crisis or joy is a relational moment. Encouraging and helping people get along side one another in small groups or mentoring programs is based on developing relationships. Developing new networks into locals schools is based on exhibiting a 'trust worthy' relationship. A crucial aspect of leading worship and preaching is relationships. Seeking to build bridges with those who connect with us on through avenues typically connected with our UnitingCare Kippax programs (our weekday congregation) is based in the development of relationships.

Of course the relationships I speak of are not just the relationships that I have or I can develop. The significance and importance of our relationships are as much about our connectedness we each have with God, with each other in the Sunday & the weekday congregations and with the wider community. A strength of Kippax is its relational base, its something we should never take for granted and always seeking to build on.

As I look back, I also look forward. I am aware at the time of writing these reports both Gordon and I have taken on more of the operational side of both the congregation (me) and of UnitingCare Kippax (Gordon). It would be fair to say that we both are looking forward this not being a long term arrangement!

I am a person who cannot help but focus on where-to-from here, it seems to be a strand in my DNA. So as I look ahead, I look forward to further developing the relationships I spoke of above, and seeing the growth of us as individuals, us as a congregation, us as a community care agency and us one with another – I see significant growth in all these areas as not only achievable but even more as an essential call of the gospel.

I am deeply appreciative and very thankful to all who are helping especially in this time of transition, many thanks for all the support and encouragement.

Grace and Peace

Steve Coster

Care and Formation Ministry Leader



Congregational Strategy team

When I sat down to nut out this report I was a little concerned that it might be a little “light on” in relation to the issues and activities that have occupied the strategic might of the Congregational Strategy Team over the past 12 months. So, I decided to have a look over the minutes from the past year and frankly – I’m exhausted just looking at the range of issues and activities we have tackled over 2009-10!

Here’s a quick summary of the some of the bigger issues that we have covered during the year in KUC Strategy Team meetings:

- review our strategy priorities
- engage in greening KUC – joined the 5 Leaf Eco Awards Program
- investigate establishing a community garden
- address our short term accommodation issues in response to our growing needs
 - additional site office space out the back
 - install a moveable wall inside
 - conduct a building questionnaire
- obtain Deductible Gift Recipient status
- create a living and relevant communication strategy
 - new quarterly newsletter
 - further streamline communications between KUC team and UnitingCare Kippax (UCK) Board
- continue giving to others (Living is Giving; discretionary giving for 2010)
- update our website
- refine our governance arrangements
- look at ways to generate income
- develop a responsible budget
- create a Memorandum Of Understanding between UCK and Kippax Uniting Church
- interim arrangements for vacant Executive Officer position

Whilst this year has thrown us some challenges, we stop and thank God for the tireless work of so many people within our broad congregation who continue to step up to meet those challenges.

I sincerely thank those who continue to put their creative minds to serving the congregation through the KUC Strategy Team, and for so graciously giving of your time and energy at the meeting of these great minds.

I also thank God for continuing to shake us up so that we can continue to serve our community in every more creative and loving ways. BRING IT ON IN 2010-11!

Blessings

Robyn Page

Co-Chair (with Jenny McCombe)



UnitingCare Kippax Board

Throughout 2009-10, the UnitingCare Kippax (UCK) Board has continued to oversee the implementation of the community services that Kippax Uniting Church offers as part of its mission to West Belconnen. That mission is to create a loving, nurturing community and the services offered through UCK contribute to achieving that by helping people from this region who are in need of support. That support can be financial, emotional, spiritual, social... whatever it is, it is offered in a way that supports the whole person and their family as required. Making our services work this way makes them a bit different to the average community service and that requires a particular clarity of vision from the UCK Board. Members need to be able to implement good governance practices at the same time as making sure that our 'organisation' is intrinsically part of the Kippax Uniting Church community and its outreach.

The Board has used this year to consolidate our skills and the services that UCK provides. We've spent time looking at how we manage, understand and promote our finances so that those services can be sustained and be able to grow to meet future demand. We're excited to be involved in a research project that will evaluate how we function as a Board. The feedback from our input to this is due back soon and will help to shape how we develop the Board over the next year. We were also recently involved in the Presbytery Consultation on the Life and Witness of the Congregation that looked at our governance skills. Again, the outcomes will be used to ensure that we are capable and professional. The better we are at our job, the more likely it is that we will contribute effectively to the provision of the best possible services with the resources available.

The regular, important work has gone on in addition to these extra workloads. This has included keeping our governance and management policies up to date and consistent with changes in the law, regular reporting to funding bodies, seeking additional funds so we can respond to increasing demand and supporting staff as required. All of this is background to the provision of services which is so ably managed by the dedicated and committed staff team.

There have been some changes to manage as well. The Executive Officer, Mary Mertin-Ryan, moved on to another position. We were extremely sad to see her go: Mary made an enormous contribution to the growth, professionalism and quality of the services offered through UCK. Our most sincere thanks go out to her for that contribution. The Board has chosen not to replace Mary straight away, and Gordon and Steve are doing a sterling job of managing the operations of the entire Kippax Uniting Church in the meantime.

As we look forward, the Board is aware of and preparing for some expected changes. The building of the West Belconnen Child and Family Centre over the road will have an impact on how services for children are provided. There are some expected changes to funding. Some Board members will be reaching the ends of their terms and moving on to meet other commitments. These changes will keep us engaged and busy, but they only underpin the ongoing challenge and the place where the real work happens, which is in making our vision a reality –working together to build a loving, nurturing community.

Meg Richens

Deputy Chairperson, on behalf of Chairperson, Lin Hatfield Dodds

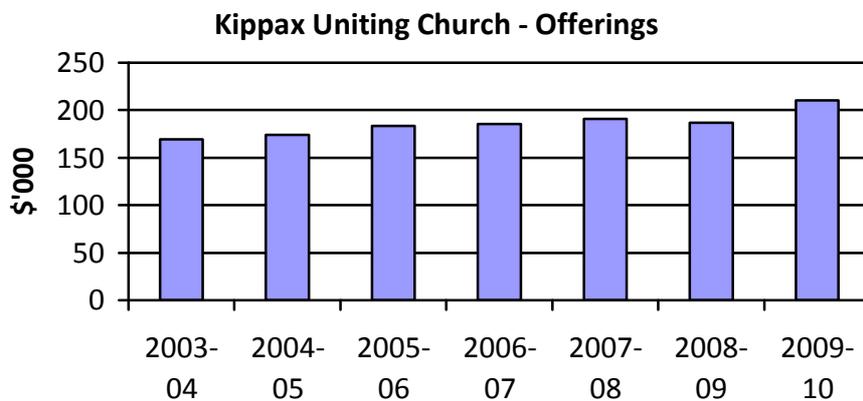


**Financial Report for Kippax Uniting Church
(excluding the UnitingCare Component)**

The church finances were formally separated from UnitingCare Kippax on 1 July 2009. With this separation, KUC and UCK will be able to appoint different treasurers in future, though there will need to be close liaison because of the shared services and facilities.

We went into 2009-10 budgeting for an overspend in cash terms of \$10,000 (by using some reserves), and the outcome was an overspend of \$14,283. I express appreciation to those who came up with some significant cheques in May/June to help us avoid a much worse outcome.

The following graph shows the income from collections (including the Tongan congregation) over the past seven years. Note that first line of the financial performance table includes more than just offerings, but most of it is offerings. The 2009-10 collections were up 10.5% on last year, due in part to the additional contributions mentioned in the paragraph above, and also because many members of the congregation were able to increase their regular giving during the year.



For expenditure, the main variance from budget was in relation to property and maintenance. The reasons are summarised in footnote (7). Other expenditure items were largely as anticipated.

At the end of the year we had two staff members for KUC (Gordon and Steve). We also pay UCK for some of Ruth and Dominique’s time.

When the audited financial statements are available, they will be presented to the Church Council for formal receipt. I will also include a note in the bulletin to advise the congregation, and will make copies available to anyone who would like a copy.

Ivan King
Church treasurer



Financial Summary 2009-10 for Kippax Uniting Church

(excluding UnitingCare Kippax)

	Budget for	Actual	Notes
	2009-10	(pre-audit)	(1)(2)
INCOME			
Offerings, donations	208,000	212,635	
Fundraising	39,000	38,471	
Hire of halls to public	23,000	21,887	
Rent and loan repayment contribution from UCK	40,000	43,200	
Interest	5,000	5,941	(3)
Synod grant for outreach ministry	33,000	27,500	(4)
Synod grant for multimedia lectionary	12,000	5,258	
ACT government grant for recipe book collation		5,000	
Donations for mission projects		1,475	
Rotary donation for fridge and installation		4,400	
Moveable wall contribution from UCK		11,787	
Use of Day Bequest funds for youth training		1,299	
Miscellaneous	<u>2,000</u>	<u>11,786</u>	(5)
Total Income	<u>362,000</u>	<u>392,040</u>	
EXPENDITURE (non-capital)			
Staffing and related costs	224,000	233,333	(6)
Insurance and property (net of insurance recoveries)	17,000	31,305	(7)
Giving outside congregation (Synod, Presbytery and beyond)	34,000	33,591	(8)
Interest paid on loans	31,000	32,241	
Administration, stationery and communications	4,000	7,141	(9)
Congregation-related program costs	12,000	12,855	(10)
Depreciation on assets	<u>19,000</u>	<u>19,460</u>	
Total Expenditure (non-capital)	<u>341,000</u>	<u>369,926</u>	
BALANCE	21,000	22,114	
EXPENDITURE (capital)			
Loan principal repayment	40,000	38,760	(11)
Other capital purchases (IT and moveable wall)	<u>10,000</u>	<u>17,097</u>	
Total expenditure (capital)	<u>50,000</u>	<u>55,857</u>	
CASH SURPLUS (=income less expenditures excl depreciation)	-10,000	-14,283	



Balance sheet 30 June 2010 for Kippax Uniting Church

(excluding UnitingCare Kippax)

ASSETS

Cash at bank	80,537
Other (mainly hall hire not yet paid and prepayments)	5,080
Buildings, furnishings, equipment (at cost)	1,950,748
Less: accumulated depreciation	<u>-76,913</u>
Total assets	<u>1,959,452</u>

LIABILITIES

Loans for buildings	438,893	(11)
Employee provisions (for annual leave not yet taken)	13,964	
Current liabilities (eg accounts payable, GST)	11,801	
Revenue in advance (Multimedia Lectionary grant not fully spent yet)	<u>5,027</u>	
Total liabilities	<u>469,684</u>	

RETAINED EARNINGS (assets less liabilities)	1,489,767
Of which, uncommitted cash	36,566

Notes to the Financial Performance Summary

- 1 The financial performance summary for 2009-10 is on a provisional basis, awaiting audit.
- 2 The top part of the financial summary is on an accruals basis. The items under "income" and "expenses – non capital" thus reflect what is usually included in a profit and loss statement. The bottom part of the financial summary shows the expenditure we made on capital items (repayment of loan principal, and new assets, which are capitalised in the accounts and depreciated over various time periods).
- 3 Includes interest on KUC accounts plus interest foregone by congregation members who have deposited funds at Uniting Financial Services in aid of the KUC "self-help fund"
- 4 Started in September 2009, when Steve commenced full time work; previously he was at 80% placement.
- 5 Includes payments for Black Stump camp; speakers fees; reimbursement of workers compensation policy overpaid last year, and a range of other items
- 6 Budget miscalculated because we had to make provision for 27 fortnightly pays in 2009-10 rather than 26. Also includes unanticipated staff costs required for production of recipe book.



- 7 Includes new fridge and rearrangement of kitchen cupboards (paid by donation and not included in our budget); unanticipated plumbing costs for storm water blockages; costs of repairs after break-ins not covered by insurance; higher than expected fire alarm servicing; and lots of smaller items.
- 8 Giving outside the congregation that passed through the church's books included: Christmas Bowl (\$732), TEAR (\$180), UC Overseas Aid (\$80), World Vision Haiti appeal (\$483); Synod – people in mission overseas (\$7,212), Synod – remote area ministries (\$7,212), Synod – youth leadership through cross cultural experiences (\$7,212); Presbytery - support for local hospital chaplaincy, youth work, mission planning etc (\$6480); Gungahlin congregation building appeal (\$2,000); United Aboriginal and Islander Christian Congress (\$2000). As well, congregation members gave additional amounts via cheque or credit card either directly or via special envelopes to the mission appeal - these get passed directly to the appeal and are not recorded in the KUC finances. Congregation members also gave over \$5000 via the TEAR Christmas gift catalogue, and over \$8000 for the Bible Society's Bike for Bibles appeal.
- 9 Spending in excess of budget relates to the printing costs of the recipe book, which was funded by a government grant.
- 10 Includes items such as education resources, worship materials, copyright fees, hospitality, RE program costs, advertising, planning fora costs. Also includes payments made for camps (matched by payments made by participants), and youth training costs funded from the Day Bequest.
- 11 Changes in loan balances during 2009-10 were:

Loan	Balance 1/07/09	Capital payments	Balance 30/6/10
Schofield loan from Synod	28,125	2,500	25,625
Woolnough loans from Synod	28,750	2,500	26,250
Synod loan for church centre	270,200	17,044	253,156
Synod loan for new office block	<u>150,577</u>	<u>16,716</u>	<u>133,861</u>
Total borrowings	477,652	38,760	438,893

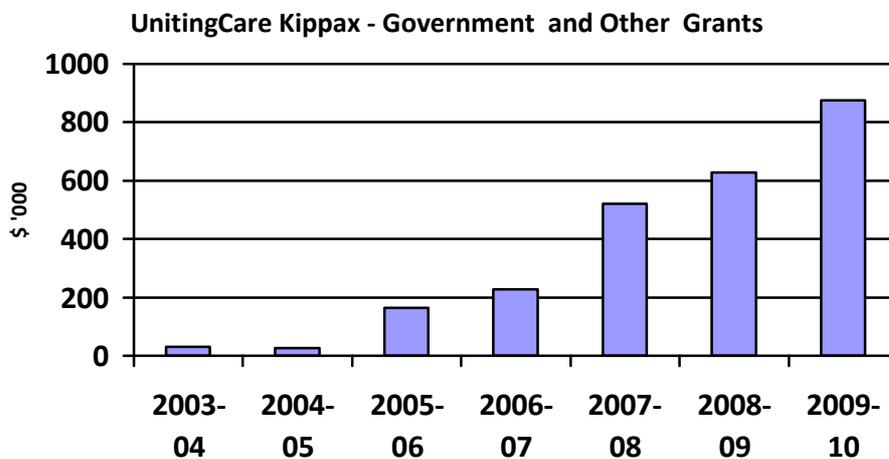
- 12 The Kippax buildings and equipment are valued for insurance purposes at a replacement cost of \$3.1m. The grounds have not been valued because of the difficulty of arriving at a value given the restricted lease.



Financial Report for UnitingCare Kippax

The work by UnitingCare Kippax is largely funded by grants and donations from government and the community, with Kippax Uniting Church providing many of the in-kind services, such as strategic direction, management oversight, facilities and infrastructure from which to operate (cost-recovered), and volunteers to contribute in many ways to an effective service.

The growth in the service over the past seven years can be gauged from the increase in government and private sector grants (excluding church-sourced grants and donations), shown in the graph below.



In terms of expenditure, 67% of costs (up from 61% in 2008-09) relate to staff salaries and staff on-costs (such as superannuation, workers compensation, training and development, staff travel, leave provisions etc); 9% to property-related costs (down from 12%); 20% to costs of community programs (eg emergency relief goods) (down from 23%); and 4% for administration costs (same as last year).

At 30 June 2010 there were 16 staff employed by UnitingCare Kippax. One was full time and the rest were part-time or casual. There were approx 9.5 years of full-time-equivalent staff employed during the year.

The following financial tables are before audit. When the audit is completed, it will be formally received by the UnitingCare Kippax Board and the Church Council. I will put a note in the church bulletin when the audit report is received, and anyone who would like a copy can get one from me at that time.

Ivan King
Treasurer, UnitingCare Kippax



Financial Summary 2009-10 for UnitingCare Kippax

	Budget for	Actual	Notes
INCOME	2009-10	(pre-audit)	(1)(2)
Donations – teen gift drive	13,000	15,074	(3)
– Christmas hampers	2,000	5,290	
– Newpin walk	-	11,894	(3)
– other	-	5,413	
Synod grants	34,000	39,297	
Brotherhood of St Lawrence (grant for HIPPY)	70,000	96,255	(4)
Snow Foundation (grant for Newpin)	70,000	66,255	
ACT govt (grants for early childhood programs)	24,000	30,439	
ACT govt (grants for emergency relief programs)	368,000	368,157	(5)
ACT govt (grant to support volunteers costs)	-	10,000	
ACT govt (grant for family support programs)	220,000	238,877	
Comm govt (grants for Stronger Families projects)	55,000	64,652	
Bank interest	5,000	5,877	
Playgroups contributions	<u>5,000</u>	<u>4,289</u>	
Total Income	<u>866,000</u>	<u>961,769</u>	
EXPENDITURE			
Staffing and related costs	625,000	642,383	
Rent, utilities and property	65,000	83,755	(6)
Food and support for clients	100,000	128,899	
Other costs of client programs	39,000	66,919	
Administration, stationery and communications	34,000	36,697	
Playgroups consumables	<u>3,000</u>	<u>1,220</u>	
Total Expenditure (non-capital)	<u>866,000</u>	<u>959,873</u>	
BALANCE (surplus)	0	1,896	



Balance sheet 30 June 2010 for UnitingCare Kippax

ASSETS

Cash at bank	204,928	
Other (accounts receivable and prepayments)	<u>11,799</u>	
Total assets	<u>216,727</u>	

LIABILITIES

Employee provisions (for annual and long service leave not yet taken)	51,128	
Current liabilities (eg accounts payable, GST)	31,234	
Revenue in advance (grants not spent; specific donations not yet spent)	<u>130,659</u>	(7)
Total liabilities	<u>213,021</u>	

RETAINED EARNINGS (assets less liabilities)

Of which, uncommitted cash	3,706	
	1,518	

Notes to the Financial Performance Summary

- 1 Includes interest on KUC accounts plus interest foregone by congregation members who have deposited funds at Uniting Financial Services in aid of the KUC “self-help fund”
- 2 The top part of the financial summary is on an accruals basis. The items under “income” and “expenses” thus reflect what is usually included in a profit and loss statement. There was no expenditure on items significant enough to be classed as capital.
- 3 Excludes \$3,244 of teen gift drive donations carried across to 2010-11 as donations in advance; and \$7,686 of Newpin walk donations carried across to 2010-11 as donations in advance.
- 4 Excludes \$67,000 of grants for HIPPY program in the rest of the calendar year carried across to 2010-11 as grants in advance; and excludes \$2,728 of grants from the Snow Foundation for Newpin carried across as grants in advance to 2010-11
- 5 Excludes grants in advance of \$50,000 from ACT government received in late June, for programs in 2010-11.
- 6 Includes payment of \$11,787 to Kippax Uniting Church for installation of moveable wall (treated as a capital asset in KUC accounts)
- 7 Grants in excess of needs during the year are treated as grants in advance (a liability), and not recorded in the above table as income. Often grants are received late in the financial year for programs in the next financial year, or the period of the grant spans two financial years.



Budget 2010-11 for Kippax Uniting Church

(excluding UnitingCare Kippax)

	Budget	
INCOME	2010-11	
Offerings, donations	227,400	up 7%
Fundraising	39,000	
Hire of halls to public	23,000	
UCK contribution for rent and loan repayment (MOU*)	44,960	
UCK contribution to running costs (utilities, phones, stationery etc) (MOU)	38,000	
UCK payment for Gordon's time July-Oct (MOU)	12,000	
Interest	4,500	
Synod grant for outreach ministry	26,330	
Donations for mission projects	as given	
Miscellaneous	<u>3,400</u>	
Total Income	<u>418,590</u>	
EXPENDITURE (non-capital)		
Gordon and Steve stipends and related costs	193,800	
Admin staff salaries and on costs reimbursed to UCK (MOU)	33,160	
Insurance and property	28,950	
Giving outside congregation (Synod, Presbytery and beyond, excl additional gifts)	34,700	
Interest paid on loans	34,000	
Administration, stationery and communications	29,620	
Congregation-related program costs	19,500	
Depreciation on assets	<u>19,500</u>	
Total Expenditure (non-capital)	<u>393,212</u>	
BALANCE	25,378	
EXPENDITURE (capital)		
Loan principal repayment	37,000	
Other capital purchases (provisional)	<u>10,000</u>	
Total expenditure (capital)	<u>47,000</u>	
CASH SURPLUS (=income less expenditures excl depreciation)	-2,122	

* Memorandum of Understanding between Kippax Uniting Church Strategy Team and UnitingCare Kippax Board.



Budget 2010-11 for UnitingCare Kippax

INCOME	Budget
Interest	\$3,000
Donations	\$25,000.00
Teen Gift Drive	\$17,244.33
Playgroup fees	\$3,000.00
In kind donations	\$25,000.00
Income from KUC for Admin staff (incl on costs)	\$33,137.58
Government grants	
Emergency Relief	\$335,000.00
Early Childhood	\$9,090.90
Family Support	\$206,600.00
HIPPY	\$140,670.00
FaHCSIA Child and Families	\$56,375.00
Database	\$20,000.00
Other grants	
Snow Foundation	\$70,000.00
Philanthropic grants (ER)	\$30,000.00
Other	
LEAD Partnership	\$8,000.00
Balance c/f	\$3,704.90
TOTAL INCOME	\$985,822.71



EXPENDITURE

Employment Costs	Staff Salary	\$493,160.44
	Admin staff for KUC work (includes oncosts)	\$33,137.58
	payment to congregation under MOU in lieu of EO Superannuation and LSL	\$12,000.00 \$51,766.62
	Workers Compensation	\$17,367.76
	Other Staffing costs	\$21,328.57
	Contingency	\$5,000.00
	Sub total	\$633,660.97
Property & Admin	Rent & Repairs	\$44,960.00
	Operational expenses	\$38,000.00
	Rental of Site Office	\$2,640.00
	Storage	\$5,454.55
	Sub total	\$91,054.55
Program related		\$254,998.25
Total Expenses		\$979,713.77
BALANCE		\$6,108.94



Our Strategic Plan

Our strategic plan arises from our vision, mission, values and goals as an organisation.

Summary of vision

- We are called to be an integrated faith community, expressed in many different ways
- We are called to live out our following of the way of Jesus through relationships.
- We are called to sustain people in their living and be an agent of transformation of community.
- We are called to empower and equip people for all aspects of their living.

Our mission

We are called to create a loving, nurturing community, growing a deeper faith in God through Christ Jesus.

Our values

- **Respect** Each person is created in the image of God and because of that we already have many capacities. We believe in building capacity in people.
- **People-centred** We believe in the primacy of relationships.
- **Compassion** We are motivated by a heart of compassion, not because we expect to get anything in return.
- **Integrity** We will work honestly and ethically; our actions will reflect core values.
- **Engagement with life** Our faith has individual, communal, organisational and global implications. We will work in each of those areas.
- **Community building and collaboration** We will work together with others for the mutual benefit of both organizations and the individuals/community which is served. We do not believe in “competing” with other churches, organizations or agencies.

Our Goals from different Perspectives

Our goals, while interrelated and complementary, can be viewed from four different perspectives:

- A. The people involved in ministry and service at Kippax
- B. The community, society and world
- C. Governance and management
- D. Planning for the future



Perspective A: The ministry and service at Kippax

GOAL 1

Provide for all people in relationship with Kippax means to develop a motivated, informed, compassionate and passionate faith that strengthens their engagement with life.

Strategies

We will do this by:

- 1.1 nourishing and nurturing people's spiritual formation in whatever form or setting best meets their needs;
- 1.2 providing access to whatever services or support people need in order to feel nourished and nurtured; and
- 1.3 encouraging scattered people to come together in relevant expressions of community and faith.

GOAL 2

Provide for all people in relationship with Kippax broad, holistic care, covering the whole of life.

Strategies

We will do this by:

- 2.1 being a safe, accepting, inclusive place for people to form relationships with others and with the community;
- 2.2 caring for all people we come in to contact with; and
- 2.3 taking an assets-based approach to both individual care and community development.

GOAL 3

Nurture, empower and support people in relationship with Kippax who contribute their time, energy, skills and resources to the community both within and beyond Kippax.

Strategies

We will do this by:

- 3.1 creating an environment in which individuals can explore and nurture their faith at the same time as they serve others;
- 3.2 ensuring that volunteers and staff feel valued and supported, and that workloads are sustainable and rewarding by:
 - 3.1.1 encouraging and enabling staff and volunteer participation in current operations and future planning; and
 - 3.1.2 ensuring staff and volunteers are sufficiently resourced to undertake their respective roles.



Perspective B: The community and world

GOAL 4

Contribute to the development of a more inclusive, just and compassionate local community, nation and world.

Strategies

We will do this by:

- 4.1 encouraging community engagement and advocating for inclusive, just and compassionate outcomes in relation to critical social and environmental issues;
- 4.2 working together in partnership with all individuals, governments, churches, organisations and agencies that help to further our mission, continually listening to the needs and ideas of our congregation and community; and
- 4.3 caring for, and advocating on behalf of, people in our community, especially those where specific support is important.

Perspective C: Governance and Management

GOAL 5

Provide ministry and service within a sound business framework of efficiency, transparency, accountability and compassion.

Strategies

We will do this by:

- 5.1 developing and working within appropriate governance and management arrangements, policies and practices, underpinned by our understanding of God's call; and
- 5.2 ensuring that Kippax Uniting Church and UnitingCare Kippax remain strongly linked in order to provide holistic care for all those with whom we come into contact.

Perspective D: Planning for the future

GOAL 6

To be innovative in the delivery of best practice community services and support, reflecting the changing needs of the community, planning responsibly, and considering our future needs to fulfil our mission.

Strategies

We will do this by:

- 6.1 maintaining a focus on medium and long term issues, considering both Kippax Uniting Church of Australia and UnitingCare Kippax as an integrated whole, and actively planning with our community in relation to future needs; and
- 6.2 building innovation and best practice into everyday service and ministry, including by conducting regular reviews and participating in current research, training and development.