



Churches of Christ in Queensland Strategic Plan 2011–2016



Bringing the light of Christ into communities



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About Churches of Christ in Queensland

Churches of Christ in Queensland is a group of mainstream Christian churches which has been an active part of the Queensland community for over 125 years. We are a significant presence within Queensland and Victoria with over 200 services in more than 100 communities, touching tens of thousands of lives each year.

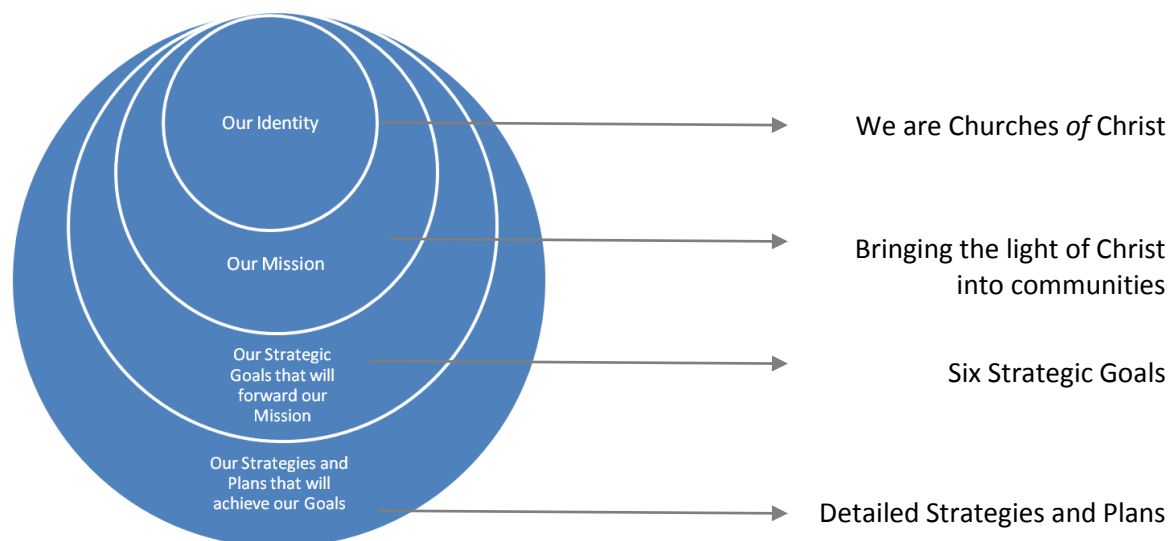
For more information on Churches of Christ in Queensland go to www.cofcql.com.au





Strategic Framework and Direction

The following diagram gives an overview of the Strategic Framework and Direction for Churches of Christ in Queensland and its entities over the next five years.



Our identity

We are Churches of Christ. Our identity, existence and purpose as an organisation is found in Jesus Christ as revealed in the Scriptures.

Historical foundations

As we read in the Acts of the Apostles, the Christian church was called into existence in AD 30. Since that time there have been many struggles and issues. In the early part of the 16th century, Martin Luther protested against practises that had grown up in the Catholic Church, and he released the Bible and a new understanding of being 'justified by faith' to the world. Later Calvin stressed the divine sovereignty of God. John Wesley agitated for more spirituality in the churches. Around these great movements of God, great denominations grew; but divisive walls also grew. As time went on, more and more splits occurred as people claimed authority and insight. By the 19th century there were hundreds of 'denominations' and groups claiming to be THE true church.

In the midst of all this, a movement emerged that centred on Christ and the Bible. The spirit of God was moving in the lives of many people unknown to one another, yet who shared a common sense that all this divisiveness was wrong - Christ had founded one church, one body with one mission. Their collective heart was to call on all Christians to unite together on the basis of restoring New Testament faith and practices. There was a conviction that through this reformation, the church would be restored and reborn into what God intended.

Churches of Christ in Queensland is part of this 'restoration movement' which began around 1800 in the USA. Believers from various denominations began to meet together with the goal of attempting to reproduce the essence of the church as presented in the New Testament. They saw themselves as a movement and had no thought of founding another denomination. They still had theological differences, but they insisted that this was okay as long as all beliefs were based on the Bible.



Foundational principles

While Churches of Christ do not have a set creed or written statement of faith, the following principles have been foundational to the movement since the beginnings. Early catch cries are in italics:

- Acknowledge Jesus as the only head of the Church
- Exclude sectarian names, using the title of Christian only
Not the only Christians, but Christians only
- Use the New Testament as the only rule of faith and practice, not man-made creeds.
No creed but Christ
- Promote the rights to private judgement, liberty of conscience and mutual responsibility.
Where the Bible speaks, we speak; where the Bible is silent, we are silent; in all things grace and liberty
- Faith is available to anyone who chooses to believe
- Make Christian character as the only real test of membership and fellowship
- Practise believer's baptism
- Observe the Lord's Supper weekly
All who love the Lord are welcome at the Lord's table
- Establish congregational government, plurality of elders, the rights of lay leaders to lead, and congregational cooperation and support
The priesthood of all believers
- Work towards the union of all followers of Christ so that the world will believe

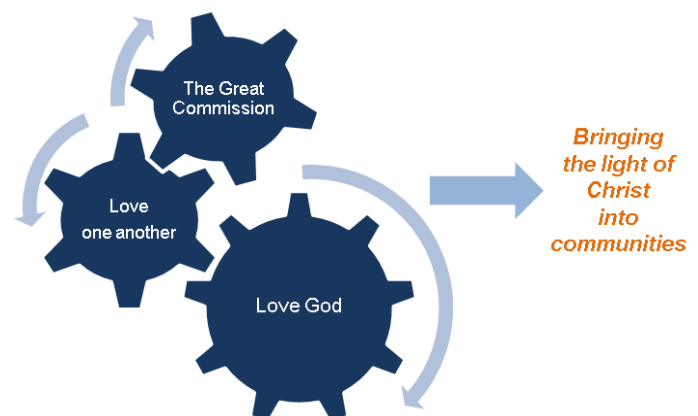
Churches of Christ in Queensland today

Churches of Christ has been part of the Queensland community for over 125 years. Today Churches of Christ in Queensland is made up of approximately 70 affiliated churches, 144 care services in Queensland and Victoria, and various support services. There are 210 plus Churches of Christ 'kingdom access points' or Christian presences in communities around Queensland and in Victoria (through our Churches of Christ Care services). Churches vary greatly, having no fixed order of service and are generally quite informal. It cannot be too strongly emphasised that a Church of Christ is never a building, although the term is often used in that connection. The services of a Church of Christ may be held anywhere, where two or more are gathered in Jesus' name.

Our mission

When asked what the greatest commandment was, Jesus responded as follows:

'Love the Lord your God with all your passion and prayer and intelligence'. This is the most important, the first on any list. But there is a second to set alongside it: 'Love others as well as you love yourself.' These two commands are pegs; everything in God's law and the prophets hangs from them. (from Matthew 22:37-40 in The Message).



Jesus also gave this great commission to his followers:

Go out and train everyone you meet, far and near, in this way of life, marking them by baptism in the threefold name: Father, Son, and Holy Spirit. Then instruct them in the practice of all I have commanded you. I'll be with you as you do this, day after day after day, right up to the end of the age." (from Matthew 28:18-20 in The Message).

Our Mission is to do these three things, expressed as: **Bringing the light of Christ into communities**



The essential elements of our Strategic Plan

- Re-engaging with who we are and what we are about. The story that many have lived in – that Churches of Christ in Queensland is made up of approximately 70 independent churches – is no longer adequate. We are Churches of Christ and all of what we do in Christ’s name is part of God’s church. One God, one church, one body, one mission. Today’s story is that we are currently made up of 210 plus ‘kingdom access points’ or Christian presences in communities around Queensland and now in Victoria (through our Churches of Christ Care division). We have 70 congregations, 144 care services and various mission and support services. We are respected by all levels of government for the contributions we make. We are a major care provider and employer in many of these communities. We are a significant player in Queensland and we need to step up to the challenge of positively impacting the whole state with the light of Christ. This requires living the new story with a belief in who we are, what we stand for, our capability as a total organisation and the power of our loving God who is already present in these communities.
- Seeing every presence we have in communities (whether as a local church, caring facility or service) as a kingdom access point has profound implications. If we take this seriously, the goal of every kingdom access point must be to make the kingdom of God tangible and accessible in their community.
- This means our people will be striving to be incarnational - intentionally loving God, loving others and inviting them to follow Jesus because we truly believe that this is the way to have life to the full (John 10:10). This is true evangelism in action.
- Clustering. All areas – local churches, care services, chaplains, Centenary Development Foundation, property and development services, church support and other Kenmore services – contributing to their local communities according to their specific talents and callings, but also working cooperatively and collaboratively together, supporting each other as one body with a common mission of bringing the light of Christ into all communities. Each working locally, but also working together in area clusters or networks to develop and implement a 10-year mission action strategy for each broader area, identifying concrete plans for appropriately impacting the communities in which we live, new Christian gatherings and church plants, new care services, and refocusing/revitalising local churches and care services where required. A mission action partner may be appointed to help work with all local leaders to facilitate this and support the work in each cluster.
- Encouraging all of our current churches/Christian communities, no matter how small, to feel positive, engaged and uplifted, experiencing what it means to truly be a Church of Christ: “For where two or three are gathered together in my name, there am I in the midst of them.” (Matthew 18:20). Encouraging all groups and facilities to see themselves as part of the new story - doing what they can to live out the commandments and to contribute to the great commission in their neighbourhoods. As kingdom access points, our goal is that there will be new intentional gatherings associated with each of our care facilities.
- Encouraging positiveness and commitment to who we are and what we believe as Churches of Christ through common ‘branding’; and building our profile in local communities with appropriate cross promotion of our churches and care services through marketing.
- A major focus on leadership and professional development across all areas of our churches, care and support services, so we can further lift the calibre of what we are doing and lay deeper foundations for the future.
- Client-focused care - ensuring all of our care services are designed around the needs of our clients.





Kingdom access points

A Kingdom access point is a place where the Kingdom of God can be accessed.

The Kingdom of God is a *Way* of being together in community and a *Way* of being as individuals - underpinned by a belief in a God that loves each one of us unconditionally. It was referred to as *The Way* by the apostles in the early Church.

A Kingdom access point is a presence in a community where people are intentionally trying to love God; love one another; care for the frail, vulnerable and needy; be all that they were born to be; and to have a fantastic life by following this *Way* taught by Jesus Christ.



The kingdom of God is a "place" where people:

- feel safe
- have a decent roof over their head
- have enough good food and clean water to be healthy
- feel loved and cared for
- feel valued
- feel connected and part of a community - not lonely
- feel their life has meaning - they have a sense of purpose and hope
- feel able to grow and be themselves
- feel able to express their love and contribute
- experience wholeness, uplift and healing
- are loving, joyful, peaceful, patient, kind, good, faithful, gentle and self-controlled. (The fruit of the Spirit - Galatians 5:22-23).
- experience genuine warmth and laughter
- talk straight to one another. There are no mind games or manipulation.
- take responsibility for themselves and the greater good.
- share grief during hard times.
- feel "saved".

The apostle Paul contrasts it well in his letter to the Galatians in chapter 5: 19-26 of *The Message*:

It is obvious what kind of life develops out of trying to get your own way all the time: repetitive, loveless, cheap sex; a stinking accumulation of mental and emotional garbage; frenzied and joyless grabs for happiness; trinket gods; magic-show religion; paranoid loneliness; cutthroat competition; all-consuming-yet-never-satisfied wants; a brutal temper; an impotence to love or be loved; divided homes and divided lives; small-minded and lopsided pursuits; the vicious habit of depersonalising everyone into a rival; uncontrolled and uncontrollable addictions; ugly parodies of community. I could go on. This isn't the first time I have warned you, you know. If you use your freedom this way, you will not inherit God's kingdom.

But what happens when we live God's way? He brings gifts into our lives, much the same way that fruit appears in an orchard—things like affection for others, exuberance about life, serenity. We develop a willingness to stick with things, a sense of compassion in the heart, and a conviction that a basic holiness permeates things and people. We find ourselves involved in loyal commitments, not needing to force our way in life, able to marshal and direct our energies wisely. Legalism is helpless in bringing this about; it only gets in the way. Among those who belong to Christ, everything connected with getting our own way and mindlessly responding to what everyone else calls necessities is killed off for good—crucified. Since this is the kind of life we have chosen, the life of the Spirit, let us make sure that we do not just hold it as an idea in our heads or a sentiment in our hearts, but work out its implications in every detail of our lives.



Our mission, our values and our key stakeholders

Bringing the light of Christ into communities

Our values

- Christian compassion and social justice
- Valuing staff, clients, and stakeholders
- Open and honest communication
- Continuously improving
- Responsibility and accountability
- Empowered teams
- Mutual trust and respect

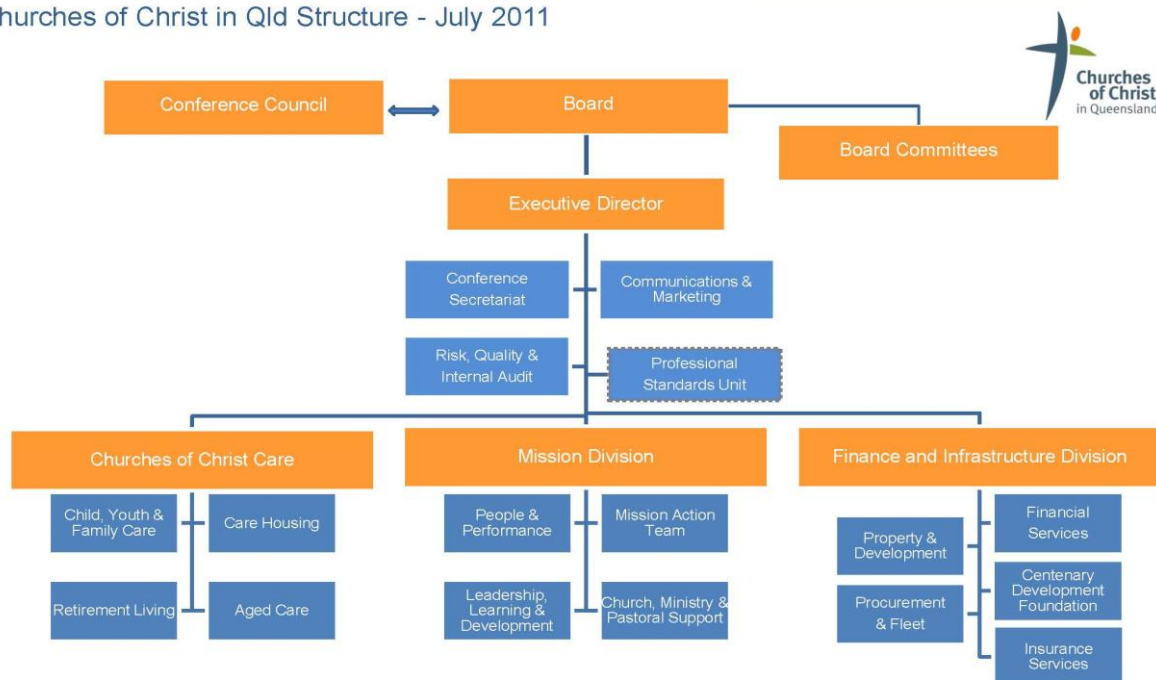
Our key stakeholders

- Church leaders
- Federal, state and local government departments
- Staff and volunteers
- Clients, residents and tenants
- Communities (including community leaders)

Organisational structure



Churches of Christ in Qld Structure - July 2011

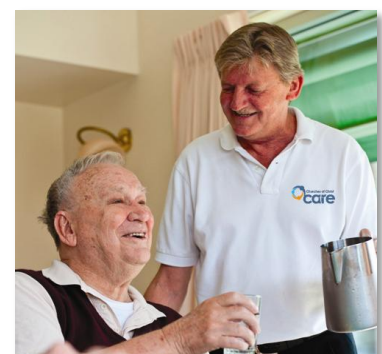
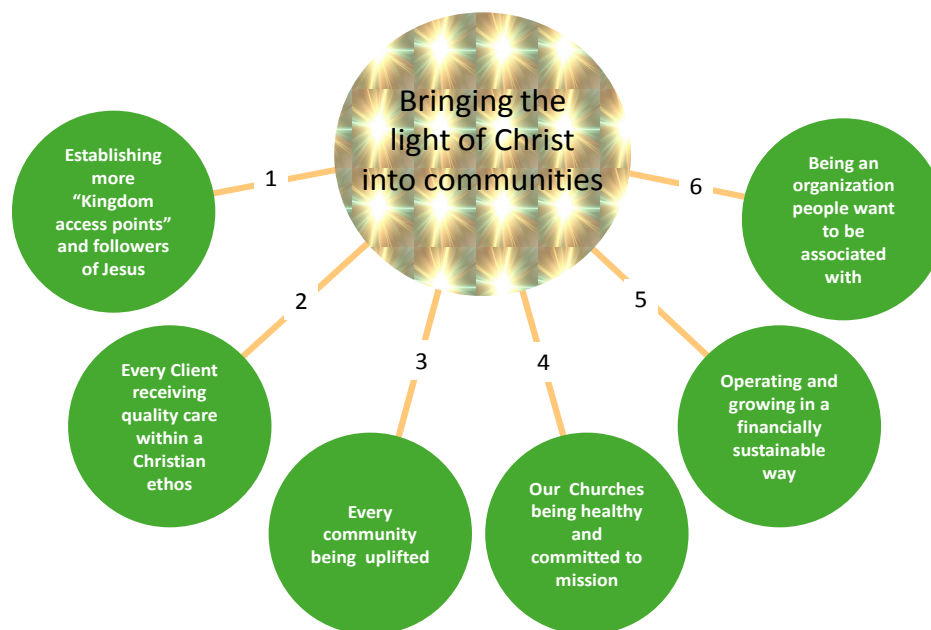




Our strategic goals

We forward our mission through six strategic goals:

1. Establishing more 'kingdom access points' and followers of Jesus.
2. Every client receiving quality care within a Christian ethos
3. Every community being uplifted
4. Our churches being healthy and committed to mission
5. Operating and growing in a financially sustainable way
6. Being an organisation people want to be associated with.





Mission Division

The strategic goals for Mission are directed by the six overall strategic goals for Churches of Christ in Queensland and are to be understood in the context and support of the Strategic Plans for Churches of Christ Care, Finance and Infrastructure and Communications and Marketing. The strategies, plans and objectives that are developed to fulfil these goals will operate in parallel and in support of those for Churches of Christ Care, Finance and Infrastructure, and Communications and Marketing.

The mission of Churches of Christ in Queensland is to 'bring the light of Christ into communities'. This mission is dictated by the fundamental understanding of who we are – we are Churches of **Christ** - and the imperatives of Christ : **love God** with everything you are, **love your neighbour** as yourself and **go** into the communities of the world to make disciples and instruct them in the practice of all I have commanded you. The Mission Division exists to bring this mission to effect through partnering with and working on behalf of our member churches.



The strategic goals for Mission are formulated in direct support of the six strategic goals and seek to focus our Mission Action on the communities in which we live, and in response to God's direction to us.

Foundations of the strategic goals for mission

Analysis of the state of Churches of Christ in Queensland over the last years has indicated the need for a 'new story' if we are going to be effective for the kingdom. The foundation principal of **We are Churches of Christ - One body working together to fulfil Christ's commandments** demands a rethink of how we define ourselves and consequently how we work together to effect our Mission. Fundamental to this is the acceptance that our Mission addresses the whole of God's purpose for His church and relies on the practical evidence of Christ's work on earth and His teaching as the reference that instructs our actions. This means we will be equally passionate about **BOTH** our evangelism **AND** the practical demonstration of God's love through our caring for the poor, underprivileged, needy and oppressed in our communities.

We will both proclaim by word and reveal by our action that Jesus is the 'light of the world' and know that people will seek the source of that 'light' and find Him.

Churches of Christ in Queensland currently consist of over 210 kingdom access points with the community through which our Mission finds expression. These access points include:

- our churches and their local ministries that have grown from the pioneering work of faithful men and women over many years
- a host of care services birthed out of our churches and their love for the underprivileged, needy, frail and oppressed of our communities and delivered by dedicated staff
- church plants, all forms of missional gatherings and groups that reflect the commitment to mission of many of our members and staff
- support services staff who interface with our churches, clients, suppliers and commercial services companies.

Our Strategic Goals for Mission and the consequent strategies will most effectively serve God's purposes through a cooperative and collaborative approach to mission which leverages the skills, abilities, gifts and commitment of people and harnesses the resources of every part of Churches of Christ in Queensland. We achieve this through the Clustering Framework; our Mission Action Teams; our Leadership, Learning and Development strategies; church and ministry support; and support services.



Strategic goals for mission:

Goal 1. Focus on evangelism: Significantly increase the followers of Jesus who are being supported in their journey of Faith by Churches of Christ in Queensland by 2016.

This goal does not focus simply on having more members of Churches of Christ although that will be a natural consequence. Through our kingdom access points we aspire to grow the kingdom of God by leading people back to Him through a relationship with Jesus and supporting them in all the ways that God calls us to. This will include spiritual formation, discipleship, worship gatherings, personal spiritual support, youth and children's ministries, family support and so on.

Goal 2. Establish more kingdom access points.

This goal means more local churches, more gatherings and small groups, more care services i.e. more places that make the kingdom of God tangible and accessible to people in their communities.

Goal 3. Our churches are relevant, vibrant and loving congregations that truly reflect the moral character of God and His purpose for His Church.

Being churches that are characterised by this statement is fundamental to the Mission of Churches of Christ in Queensland as defined in three of our principal Strategic Goals:

- *every community uplifted*
- *our current churches healthy and committed to the mission*
- *being an organisation people want to be associated with.*

Goal 4. Churches of Christ are the 'go to' organisation for community needs, Christian fellowship, spiritual formation and worship.

This is a most important consideration, not in that it defines us as better than others but rather faithfully authenticates that we are 'bringing the light of Christ into communities' and are fully engaged in the three imperatives of Jesus: love God with everything you are, love your neighbour as yourself and go into the communities of the world to make disciples and instruct them in the practice of all I have commanded you.

Goal 5. Create the mechanisms that ensure the full Mission operating budget is funded and in surplus.

Churches of Christ in Queensland is committed to Mission now and into the future. Our strategies must address the need to resource the work God has called us to for many years to come. The need of the community for the light of Christ is not transient.

Goal 6. Central office support services are engaged fully in our mission and are acclaimed by 'customers' as the best in the business.

This goal has its basis in the spirit of the phrase "you are either serving a client or serving someone who is". Our support services engage in Mission in two ways.

1. *They are enabling those who are directly engaged with the community to do Mission more effectively, more efficiently and with a greater sense of being, backed by people who truly care for their welfare.*
2. *They are engaged in Mission directly because they are, in many cases, the face of Churches of Christ to suppliers, industrial organisations, government agencies and other commercial businesses associated with us.*



Strategies to reach our goals

These have been listed together because practically they apply variously across all the goals rather than being restricted in association to one.

- Maintain a high level of support to our member churches, their ministries, leaders, congregations.
- Develop effective children's and youth ministries in partnership with our local churches.
- Increase numbers of pastoral volunteers and improve access to the pastoral care program across all Churches of Christ Care service types.
- Establish the Clustering Framework as standard practice for implementing effective Mission Action Strategies.
- Establish Strategic Action Leadership Teams across Queensland as the hubs around which clusters will form.
- Appoint Mission Action Partners as appropriate to support the Cluster Mission Action Strategy.
- Create a Leadership, Learning and Development unit to coordinate support systems that will ensure sustainability, reproducibility, and spiritual health; and build management capacity across the whole of Churches of Christ Queensland. This will include promotion and coordination of ministry training, leadership and management development, staff training, internships, coaching and mentoring, and relationships with Australian College of Ministries (ACOM), Churches of Christ Theological College CCTC, Cincinnati Christian University, and learning institutions as appropriate to our needs.
- Initiate and develop new church plants, pioneering faith communities, embryonic care services and the like. Establish Kenmore State Office as a church and/or investigate and promote the establishment of a new community centre (church campus) in the northern Brisbane growth corridor.
- Hold regular conferences for Mission, Youth, Leadership and Spiritual Development.
- Run special events that celebrate what it is to be Churches of Christ. Hold regional combined worship gatherings. Communicate the message of who we are.
- Develop a support services culture and enabling structure that ensures that excellence in service and professional competence are delivered within a genuine customer service model that also seeks to demonstrate the servant nature that is based in God's love.
- Develop a comprehensive funding mechanism to support Mission now and into the future. This will involve income from selected and appropriate business activities, CDF operations, donations and bequests.

Churches will be encouraged and helped toward a significant increase in their direct funding of Mission Action Strategies.

Mission framework

Defining and resourcing of an appropriate enabling structure is fundamental to achieving our goals. An essential part of this enabling structure consists in the creation of the Mission Division to promote, equip, resource, support and bring to effect the mission of Churches of Christ in Queensland. The development of a Mission Framework that defines how the Mission Strategies will be delivered and facilitates the effective communication and implementation of that Strategy throughout Queensland constituted the major part of the foundation work of the Division during the first half of 2011. As well as the development of the Mission Framework, the Division has the responsibility for managing the provision of support services to our care and state office workforce and our churches, and developing a first class Leadership, Learning and Development unit to support people engaged in activities across all of Churches of Christ in Queensland.

The Strategic Goals for Mission for 2011-2016 articulate the desired outcomes in these areas and although informing the operation of the Mission Division, they rely on and integrate with the Strategic Goals of Care, Finance and Infrastructure and Communications and Marketing to be effective. This is an important point to stress. The Strategic Goals for Mission are instructive across the whole organisation and should not be considered as simply defining goals for the Mission Division.



Clustering framework

A cluster is formed when a group of leaders from our churches and care services choose to work **cooperatively** and **collaboratively** together to 'bring the light of Christ into their community' through intentional Mission Action as guided and led by the Holy Spirit. In most, but not necessarily all cases, there is some common factor that provides the incentive to form a cluster. This may be geographic, demographic, lack of resources, character of mission, community need, lack of leaders or any characteristic that gives rise to a cooperative or partnering Mission Strategy.

The Clustering Framework provides for the human and physical resources, and support necessary to implement a successful Mission Strategy. In practical implementation, a cluster is essentially a number of kingdom access points, both existing and developing that are linked by the cooperative and collaborative mission intention of the leadership. The cluster may be supported by a paid Mission Action Partner and an associated support team and will be directed by a Mission Action Strategy uniquely determined for and created by the cluster leadership.

Inspired Spirit-led leadership that is fully engaged in implementing and driving the Strategy is the key to success. Any objective analysis of our local churches, their individual memberships, geographic distribution and demographic indicates a difficult, if not impossible, challenge if we were to seek to engage that leadership on an individual church basis alone. Our church leadership is already stretched and in many cases there are simply not the resources at this present time to dedicate to the task. Obviously this is not true for all our churches, but this limitation is a critical impediment to the overall growth of Churches of Christ and by definition, the fulfilment of our Mission.

Our strategy is twofold:

Firstly, we must invest in a comprehensive Leadership, Learning and Development program that is effective across the whole organisation. There are many passionate mission-hearted people in Churches of Christ who need to be empowered for the job that they do.

Secondly, we will initiate the formation of cluster leadership hubs.

The Strategic Action Leadership Teams (SALT) enable us to draw on the leadership resources from a number of kingdom access points and benefit from both the combined wisdom and the load sharing that promotes. The formation of the SALT is intended to be the initiating event of cluster formation.





Some definitions:

MAP: Mission Action Partners – the people who are appointed to work with the cluster, both employees and volunteers, to affect the Mission outcomes. They will serve, enable, facilitate, coordinate etc. MAP position outcomes and KPIs are informed by the MAS. MAPs report to the Director of Mission and will act as the secretary to the SALT.

MAS: Mission Action Strategy - plan of action designed to achieve Cluster Mission objectives. The Mission Action Strategy defines the activities and objectives for the MAP.

MAST: Team who provide spiritual and practical support, who work with the MAP and:

- provide personal spiritual support and uphold the MAP in prayer
- collaborate to determine outcomes and specify objectives – contribute to the creation of the MAS
- support the MAP in the implementation of the Mission Action Strategy and to achieve the Mission objectives
- provide/facilitate interface to community, community leaders, government agencies and service providers.

SALT: Strategic Action Leadership Team (SALT) Terms of Reference:

The formation of the **SALT** is initiated with the support of the Director of Mission when a group of people from our churches and care services choose to work cooperatively and collaboratively together within a clustering framework to 'bring the light of Christ into their community' through intentional Mission Action as guided and led by the Holy Spirit.

The **SALT** is the leadership hub of a cluster. It is formed from the senior leadership of our churches, care services, and where appropriate, other community groups and includes the Mission Action Partner/s (**MAP**) when appointed. It exists to guide and be the reference and steering group for Mission Action within the cluster.

The role of the **SALT** is to:

- work together with the Director of Mission to explore the initial shape of the cluster, decide whether full or part time staff are required (MAPs), determine what initial resources are implicated and set a timeframe for implementation
- oversee the development and implementation of the Mission Action Strategy (MAS) for the cluster, through collaboration with the wider church leadership, care service professionals and community leaders
- identify and support viable pioneering opportunities for expressions of mission that enable individuals to experience the love of God and a meaningful, saving relationship with Jesus; and for church plants, mission communities, intentional groups etc
- guide and support the Mission Action Partners (MAP) and their Support Teams (MAST) in their work with the cluster
- meet as appropriate to act as the reference and steering group for the Mission Action of the cluster
- work cooperatively with the Director of Mission and the Mission Division generally to develop long-term Mission Strategies.



Churches of Christ Care

Background/Overview

Churches of Christ Care has been a vital support to Queensland communities for over 80 years.

The genesis of many of our services has been the desire of men and women of faith in local Church of Christ congregations to respond to the suffering and distress in their communities.

Thanks to the vision and action of those in our churches, God's provision, and the work of many volunteers and staff, we have grown into one of the nation's largest, most diverse, and most respected providers of care, accommodation, and community services.

The work of Churches of Christ Care is intrinsic to the mission of Churches of Christ in Queensland. The mission of Churches of Christ in Queensland and Churches of Christ Care is to 'bring the light of Christ into communities'.

In many cases the darkness that existed in communities over the past 80 years may still exist; however, the government and broader social supports that are available may have improved, changing the need or urgency for our response. Likewise, we are now seeing emerging areas for which there is inadequate government and community response; in areas such as the rising cost of living, chronic shortages of affordable housing, and increasing loneliness, depression and social isolation of many in the community.

This Strategic Plan commits us to our existing broad service groupings; however, it also seeks to improve the way we provide care and services to our existing clients. This Plan also establishes the conditions to greater impact communities through provision of services that respond to emerging needs.

Just as local churches established caring services to meet community needs, we will enlist the support of our churches and other community organisations to greater impact the communities we serve.

Our objects

The organisation's constitution identifies the objects of Churches of Christ Care as:

- to provide for the relief of poverty, sickness, suffering, distress, misfortune, destitution or helplessness
- to conduct research into and assessment of social and community needs
- to provide care services relevant to individual needs and, where possible, in association with local churches and communities
- to provide care services without discrimination
- to provide care services in a way which is true to the Churches of Christ understanding of the Scriptures
- to provide access to affordable housing to persons in need, including members of low income households
- to do such other things of a social, community or benevolent nature that will assist in the creation of a better society.



Snapshot of Churches of Christ Care in 2011

Established in 1930, today Churches of Christ Care operates 144 services with the support of more than 3,100 staff and over 750 volunteers. We provide services across Queensland (from the Gulf in the north, south to the Gold Coast and west to Cunnamulla), in northern New South Wales, and in the greater Melbourne area.

Churches of Christ in Queensland is incorporated under Letters Patent under the Religious Educational and Charitable Institutions Act. Churches of Christ Care is a Public Benevolent Institution (PBI) and as such is able to offer Fringe Benefit Tax exemptions that can assist staff to increase their take-home pay. We also attract Deductible Gift Recipient status, making it more attractive for individuals and organisations to financially support our work in the community.

Services provided by Churches of Christ Care are funded by a mix of government subsidies, grants, fees and charges for our services such as early childhood services and residential aged care, and through fundraising activities. Our services are offered to all those in need regardless of religious background.

Churches of Christ Care is built on a foundation of Christian values, commitment to quality care, and trust and respect for clients and the community.

Churches of Christ Care's variety of services are grouped into four areas: Child, Youth and Family Care; Housing; Retirement Living; and Aged Care.

Our services

Early Childhood

Churches of Christ Care is one of Queensland's leading providers of high quality, accredited child care services, and operates 20 licensed and accredited services for children from birth to 16 years. Churches of Christ Care's early childhood services include a variety of centre-based care options, family day care, in-home care, family support services, and the Rural Mobile Children's Service (based at St George).



Child Protection

Our Care Pathways programs provide foster/kinship care, respite care, assessment and intervention services, and residential and semi-independent care to over 3,000 children and young people under child protection orders each year. We are one of the largest non-government providers of child protection services in Queensland. We are supported by over 500 dedicated and compassionate foster carers who work closely with Care Pathways staff to provide a vital safety net to these children and young people who have often come from backgrounds of abuse and neglect.





Community Housing

Our Care Housing program manages over 700 tenancies across south-east Queensland. We are one of the largest not-for-profit housing providers in Queensland. Care Housing provides a range of rental housing options for individuals and families on low incomes, who are homeless or at risk of becoming homeless, or are discriminated against in the private housing market.

Care Housing provides crisis housing, transitional housing and long-term housing. In addition, support is also available to assist tenants with income arrangements, budgeting and referral to specialist services.



Home Assist Secure

Our five Home Assist Secure programs aim to improve the safety, independence and quality of life for people 60 years and over and people of any age with a disability, who wish to remain living in their own homes. The program provides information, referral and in some cases, depending on eligibility and need, subsidised assistance with essential home maintenance.



Retirement Living

Our 17 retirement villages throughout Queensland and Victoria offer residents care, support, independence, companionship and peace of mind. Almost all our retirement villages are co-located with a Churches of Christ Care residential aged care facility; and along with this long-term support, we offer a variety of community aged care programs providing additional support for residents if and when they need it.



Community Aged Care

Our community aged care programs are designed to give elderly people the support they need to stay in their own homes safely and securely for as long as possible. Our services include approximately 500 community aged care packages, extended aged care in the home (including dementia support), home and community care, a healthy ageing program, an older people's action program, and day respite.



Residential Aged Care

Our 29 residential aged care facilities across Queensland and Victoria support approximately 1650 residents at any point in time. We offer low (hostel) and high (nursing home) care accommodation, all with a commitment to personalised, individual care.



Our goals and strategies

Goal 1:

Outcomes for clients

Provide client-focused care that supports individuals to reach their goals and potential.

Strategies:

1. Define 'client-focused care' in the context of each of our service streams.
2. Implement generic or specific client-focused care models and training programs that transform the approach of operational/frontline staff.
3. Establish an organisational project aimed at analysing the factors that inhibit ability to provide client-focused care.
4. Prepare and implement an action plan designed to address the factors that inhibit the ability to provide client-focused care.
5. Implement improved ways of measuring, reporting and evaluating achievement of client-focused care goals (care outcomes).
6. Ensure that 'impact on clients' is incorporated into all key organisational decisions that directly or indirectly impact on clients.

Goal 2:

Community impact

Positively impact communities in which we have a presence through greater integration amongst our services (including churches) and together with other community organisations and local government.

Strategies:

1. Convene a standing group focused on promoting the Continuum of Care model in Churches of Christ Care. This group will focus on ways of responding to client needs regardless of the program or funding source.
2. Develop new 'Assisted Living' product offerings in Retirement Living and Housing that leverage the resources of Aged Care to better meet client need or preference (e.g. for provision of meals, laundry services, cleaning).
3. Investigate the potential for other product offerings that better meet the needs of clients or potential clients across our caring programs.
4. Constitute regular meetings of key Churches of Christ representatives (e.g. local ministers, area/operations managers, and service managers) in a given area to promote communication and cooperation, and focus on ways of promoting improved client or community outcomes.
5. Managers to actively participate in local industry specific and community related (including local council) forums and activities with the intention of:
 - a. presenting a Churches of Christ Care position on matters as appropriate
 - b. identifying and responding to local community need.
6. Establish local industry (cross provider) forums where these do not currently exist, with the purpose of responding to mutual matters of concern, sharing best practices that benefit client care and the community as a whole, and identifying opportunities to provide support to other organisations to positively impact communities.



Goal 3:

Reputation

Churches of Christ Care has a reputation for service excellence, and community and industry leadership.

Strategies:

1. Develop an organisational research strategy and capacity that enables cooperative research, publication and presentation in partnership with academic institutions, and public comment on matters of relevant social interest.
2. Ensure that workforce wages and conditions place Churches of Christ Care in the top quartile of like organisations in each of our industry sectors.
3. Establish leading employment practices sufficient to receive community or industry recognition/awards as an employer of choice, and pursue such awards.
4. Promote an environment where employees, volunteers, donors, community and corporate supporters feel valued and recognised.
5. All senior managers to actively participate in industry peak and professional bodies, with maximum participation at the board or steering group level of those bodies.
6. Executive Director, Director and General Managers of Churches of Christ Care to actively contribute to government/public discussion on matters concerning social policy.
7. Sponsor community events and activities that are aligned to the values and direction of Churches of Christ Care.
8. Promote the achievements of Churches of Christ Care to our clients, their representatives, our staff and volunteers, church members, and the community more broadly.



Finance and Infrastructure Division

This section provides details on what the Finance and Infrastructure (F&I) division will achieve over the period 2011-2016.

This plan is supported by departmental business plans which provide 'business plan detail' for 2011-2012. Given that environmental circumstances change rapidly, this plan will be revised and updated on an annual basis.

The finance and Infrastructure Division's main focus is the achievement of the Strategic Goal: **Operating and growing in a financially sustainable way (Goal 5).**

The Finance and Infrastructure Division does (and will continue to do) significant work to achieve this. However, it is a goal that requires all divisions to ensure they operate within their budgets.

Finance and Infrastructure supports other divisions in the achievement of other strategic goals.

The main action items that we will undertake to ensure that we 'operate and grow in a financially sustainable way' over the five-year strategic plan period, as well as our 'business as usual' activity include:

Non-Public Benevolent Institution (non-PBI)

Ensure existing non-PBI profit generating operations (Centenary Development Foundation (CDF), Church Insurance) are operating effectively. A Treasury Review will be conducted to gain an independent view on the treasury functions in both the PBI and Non-PBI (budgeted \$60k in 11/12):

- CDF, as the organisational treasury vehicle, will obtain a loan facility from a major bank to enable the financing of the capital development plan (prepare for this and negotiate in 12/13 or later if development plans are delayed – will take approx 12 months)
- Tender the operational banking services of the non-PBI (currently with NAB) and the PBI (currently with Westpac) with a view to consolidating to one bank and receiving the associated financial benefits (do after the Treasury Review (above) and only if the business benefits significantly outweigh the costs. This will take approximately nine months)
- Investigate and (subject to business case) purchase one or more existing profitable businesses where the profits can be transferred into funding the Mission Division activities (identify and purchase the first business in 11/12)
- Expand the product range offered by CDF, such as into 'Kingdom Bonds'. Also consider the role of ICA (Inter-Church Aid) and a program re: bequests from church members (implement first of new/revamped products in 11/12 and develop more in later years)
- Develop a framework of dealing with property (especially church property) at all stages of the lifecycle (pre-acquisition, acquisition, development, sale/closure, gifting to state office - commence paper in 11/12. Implementation to member churches will need to be driven by Board/Conference Council due to the sensitivities of the topic).



Public Benevolent Institution (PBI)

- Conduct existing service operations within budget and Key Performance Indicator (KPI) parameters (ongoing – all services)
- Undertake significant property development projects, including (not exhaustive, but covers projects throughout the five years):
 - Complete Nation Building Investment (NBI) housing projects
 - Caloundra (Greenfields)
 - Gold Coast (master plan existing sites before construction)
 - Mitchelton
 - Bribie Island
 - Townsville (purchase and refurbish)
 - Betheden (Victoria).

Overall

- Analyse and deal with legislation and government policy changes (this may seem obvious, but there are many changes expected over the 2011-2016 period that will have a significant impact on the way we operate). Examples include the following:
 - The timing as to when the government changes residential aged care funding arrangements and whether they adopt the recommendations of the Productivity Commission
 - The creation of the Australian Charities and Not-For-Profits Commission
 - Changes regarding how profits from commercial enterprises operated by NFP's are treated
 - Whether the recommendations regarding NFP's in the Henry tax review are enacted (i.e. will PBI exemptions continue?)
 - The review of the banking exemption that CDF currently enjoys
 - Carbon pricing and an emissions trading scheme in some format
 - Stock transfer considerations regarding affordable and social housing – i.e. the state government may transfer title of affordable and social housing units to operators in the NFP sector. We are in a prime position to be a substantial beneficiary, but need to understand the 'catches' first.
- Move to a quarterly rolling forecast and KPI reporting methodology to ensure that information is used by management to improve financial outcomes (further refine in 11/12 and cutover fully in 12/13 – which will significantly reduce the need to a formal annual budget process). It is recognised that there are some cultural matters to overcome at all management levels and at Board level – i.e. change of thinking on traditional budgeting. This change process will be progressed while the software (Forecaster) is further refined. One required key understanding is that quarterly rolling forecasts are highly dependant on software to allow for timely changes.
- Refine and update the modelling of the capital development/refurbishment program over 10 years and integrate this with operational cash flows. This will inform the considerations of opportunities that arise from time to time (11/12 and update at least annually)



- Drive efficiency and effectiveness in support services through alignment with mission and strategy; improved role clarity and expectation, understanding and management; focus on KPIs, business benefits and practical education of relevant customers (continue in 11/12 and ongoing)
- From the financial modelling and following a better understanding of the practical outworkings of the cluster strategy, develop and implement a land bank strategy (commence in 11/12 and finalise after two years of seeing clustering in action)
- Develop a property database for the overall organisation to meet our constitutional obligations and enable efficient management of the entire property portfolio (finalise in 11/12 with ongoing maintenance and continuous improvement)
- Assess opportunities as they arise based on a 'yet to be developed' criteria (linked with financial modelling)
- Upgrade and/or change financial or other software to cater for the specialist and growth requirements of different areas of the organisation (11/12 and ongoing).

High level (Board level) measures of success (KPIs)

- Operate within budgets (profit & loss, capital and cash flow) – both division and organisation
- Achievement of 'not negotiable' business plan objectives
- Significant activity is benchmarked against an appropriate external benchmark and is favourable
- The 10-year financial plan proves to be an accurate projection tool (within 10% variance of headline numbers) each 12 months
- Satisfaction surveys come in at a 'good' or better rating.



Communications, Marketing and Fundraising

The Communications and Marketing Group is responsible for the management of Churches of Christ in Queensland's corporate identity and branding, key internal and external communications, marketing, fundraising and bequests.

Our aim is to:

- ensure consistent and effective communications, marketing and fundraising activities are delivered
- increase and enhance awareness of the organisation with key stakeholders
- increase income through fundraising and corporate partner and sponsorship activities.

The Communications and Marketing Group will provide support services to key stakeholders to enable Churches of Christ in Queensland to meet their strategic objectives by focusing on the following goals:

- Goal 1. To ensure the presentation and image of all Churches of Christ in Queensland churches and missional services are consistent with the corporate identity standards of the organisation (corporate identity and branding)
- Goal 2. To position Churches of Christ in Queensland as a highly regarded and respected church/organisation with key stakeholder groups (communications and marketing)
- Goal 3. To increase awareness of Churches of Christ in Queensland churches and missional services in local communities and relevant market segments (communications and marketing)
- Goal 4. To position Churches of Christ in Queensland to attract more followers of Jesus through increased profile and positive reputation as a progressive and respected Christian movement (communications)
- Goal 5. To partner with key stakeholders in raising awareness and addressing the needs of the marginalised (communications)
- Goal 6. To position Churches of Christ in Queensland as a leading and highly respected not-for-profit community service provider and influence government decision making (communications)
- Goal 7. To raise funds through fundraising and donations to support service delivery (fundraising).

This plan is supported by departmental business plans which provide 'business plan detail'.



Key strategies

Corporate identity

- Implement consistent branding across all churches, missional and care services – including internal and external signage and brand elements, corporate stationery and promotional materials
- Develop service product list and pricing for key marketing activities for churches (cost of services – user pays).

Event management

- Recruit an Event Manager to develop an event calendar for churches and care services to increase awareness and position Churches of Christ in Queensland as a place where people want to belong.
- Recruit an Artistic Director for film and video to support events and promotions for Churches of Christ in Queensland churches and care services. Increase activity to promote and position.

Marketing

- Develop communication and marketing plans for core service streams, develop promotional materials, increase listings on external websites and attendance at expos and conferences
- Place advertisements and editorials in industry journals and magazines
- Expand digital/on-line marketing activity to increase awareness and drive more cost efficient and measurable promotional activity
- Work with services to identify needs (e.g. vacancies) and implement advertising and promotional strategies in appropriate publications/magazines, on-line directories and website presence
- Ensure feedback and evaluation methods are in place to measure outcomes of marketing activities (Return On Investment)) – use of Customer Related Management database (CRM) for Retirement Villages and other programs.

Communications

Internal:

- Develop and update key messages for all divisions and ensure all communications and promotional materials contain key messages which are consistent with service positioning
- Deliver key organisational communications/messages through bi-annual Team Brief
- Monitor and update SharePoint announcements and general information posted on the site
- Produce and distribute Networking – Conference News (monthly), Staff Matters (bi-monthly) and other key communications to key stakeholders
- Provide training to services on Communications and Marketing Systems processes.

External:

- Increase Churches of Christ in Queensland's public presence through enhancement of website and on-line activities
- Ensure external communication is consistent with key messages



- Publish annual report
- Maintain currency and relevance of service specific newsletters on websites
- Work with Workforce Services to ensure new staff induction provides overview of Churches of Christ in Queensland and core services in general
- Maintain regular communications with church representatives to keep them informed of Churches of Christ in Queensland events and activities
- Assist services to engage local community groups, government and stakeholder partnerships
- Continue to promote Executive Director awards program for nomination and recognition of staff
- Coordinate centralized application process for industry awards nominations
- Continue to promote relationships with government and other industry bodies through communications/newsletters/annual report distribution and invitation to events/activities.

Media:

- Develop relationships with media and industry bodies through increased contact and presence, and circulation of stories and information on Churches of Christ in Queensland church and missional services
- Work with churches and services to develop media releases around key dates and activities to ensure local communities' perception of Churches of Christ in Queensland is positive (reputation management)
- Identify opportunities in industry journals and publications for feature stories and articles
- Profile senior management and key staff in industry publications and media
- Proactively identify opportunities for statements on industry, environment and social issues to position Churches of Christ in Queensland and Churches of Christ Care as leading church and community service provider on a national, state and local level.

Fundraising

1. Maintain current approach to strategic partner management with an increased focus on corporate partners and churches
2. Maintain the elements of the current integrated fundraising and donor management program.

Bequests:

- Respond to enquiries and work with self identified prospects
- Ensure the program retains consistency for building an income base in the next 5-10 years
- Circulate promotional materials to relevant stakeholders including donors, residents and clients
- Promote the bequest opportunities to all key stakeholder groups
- Develop and implement a bequest program to support the church activity.

Trusts and Foundations:

- Continue current program of centrally coordinating applications to philanthropic trusts and foundations and government grants
- Support churches with applications to trusts and foundations.



Gift fund and donations:

- Develop donor appeals and campaigns to promote 'giving' opportunities
- Review Gift Fund processes to simplify and include processes for tax deductibility
- Continue to develop donor acquisition and mailing program to capitalise on growing database
- Develop fundraising website pages to increase on-line giving
- Develop internal promotions to increase staff and volunteer awareness of fundraising and donations for Churches of Christ Care programs.

Fundraising and donations:

- Work directly with services to achieve an increase in fundraising and donations and a decrease in fundraising costs
- Increase active engagement with corporate supporters and suppliers to maximise growing income source
- Develop materials to assist services with fundraising activities
- Develop and implement new fundraising campaigns to support organisational mission
- Identify and support an ambassador to promote fundraising and bequest programs with churches
- Recruit volunteer to work on churches fundraising support and campaigns/activities
- Respond to local and national events/crisis through donations and fundraising campaigns as required.



Risk Management Framework

The Churches of Christ in Queensland Board and Executive Committee recognise that all activities have inherent risks, and that risk management is integral to the successful achievement of goals, and are committed to a Risk Management Framework which is consistent with the mission and values of the organisation.

The identified strategic risks have been documented in the organisation's Strategic Risk Register and are regularly reviewed by the Executive Committee with periodic progress reporting to the Risk and Audit Committee. Further risk mitigation plans and controls are being developed and implemented to ensure that the proposed strategic objectives are met.

Strategic risks have been categorised, as they relate to the strategic goals (objectives), using the following risk category types:

- Local church health
- Kingdom Access Point Growth
- Client focus
- Financial sustainability
- Culture and reputation
- Community uplift.

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Bringing the light of Christ into communities