

Our vision is to see
people in tough places
flourish



Annual Report
2013

The heart of LifeCare

Our vision is to see people in tough places flourish.

Our mission is to join in with God and others to bring transformation, helping people flourish emotionally, socially, economically and spiritually. We have a team of highly qualified and experienced counsellors, clinical psychologists and social workers, who together with our trained volunteers, provide a holistic service to our clients.

We are faith-based but not faith-biased and seek to benefit people no matter what their religion, race, disability or sexual orientation. Being non-judgemental is core to our values and we do not proselytize.





Chairman's Report

Despite improving employment opportunities in Victoria, a buoyant stock market matched by strong corporate returns, and record low interest rates, LifeCare has experienced increases of a different measure - increases in the need for support. As a service generally promoted via word of mouth, the Board is buoyed by the reality that more people in our local communities have had the courage to seek LifeCare's assistance.

As Australia's economy continues to balance many divergent needs, a growing minority among us struggle to afford to live. That's why LifeCare in 2013, its first full year of operation, has strengthened its support programs to families and individuals in the suburbs around Burwood.

Over the last year, the LifeCare Board has become acutely aware of the need for the expansion of our services into these communities. All three of our holistic programs – B-Empowered financial program, counselling services and COACH – Community Mentoring have grown through new volunteer supporters, new counsellors and more families seeking assistance.

That's why our focus has continued on strategising and fundraising for the new, dedicated LifeCare building. The new centre will provide more counselling meeting spaces, room for our growing number of counsellors and psychologists, larger spaces for volunteers to prepare food parcels or share skills, and even a dedicated space for community gatherings.

This exciting project will be achieved without Government funding; provision for LifeCare has always been met by the congregations of Crossway and other key supporters, as an extension of their commitment and giving. The Board is grateful to the people who have already faithfully given to the LifeCare outreach, and those who have pledged future support. By sharing the LifeCare vision, our supporters become keystones in a pivotal and holistic outreach to local community – be they friends or strangers – for the long term.

It is with humility that members of the Board sincerely thank LifeCare's volunteers and staff for their combined compassion and professionalism. It is this passion that has already helped hundreds of people and their families through life difficulties and it is our privilege to support and share their vision.

Stuart Yarnall



Chief Executive's Report

Crossway LifeCare's services were created as a Christian response to the growing needs of the people in our local streets and neighbourhoods. As a church, Crossway has eagerly supported many overseas organisations yet Jesus commands us to also care for our neighbour. For many years, our congregation members recognised the hurt and pain of people in their suburbs, and the need to reach out.

LifeCare strengthens our direct response and is an opportunity for volunteers to work alongside our professional counsellors and support staff to provide assistance through mentoring, budgeting advice, events and community building.

The people assisted by LifeCare's staff and volunteers are just like you and I, but through no fault of their own, face challenging life circumstances that would test any one of us. Not only is LifeCare community-driven, it's also community funded, with our entire operating costs met by the generous donations of our congregations and supporters. We are grateful for their selfless provision.

Demand for LifeCare's three programs – Be-Empowered, Counselling and COACH – Community Mentoring never wanes and clients continue to be supported for as long as they need. The growth in service delivery and the continual approach from volunteers emphasises the need for our new LifeCare centre. Thanks to the many people who have already shared our vision. We shall commence construction in 2014 with \$1.5 million received towards the \$5.3 million needed.

This exciting time in our growth will enable LifeCare to assist many more individuals and their families with not only life necessities but life-changing relationships from people who just want to reach out and help.

I thank the staff and many volunteers of LifeCare who invest heavily in these relationships. I also thank our clients and their families. It is their vulnerability and willingness to seek help which teaches us all to be vulnerable in return.

Senior Pastor Dale Stephenson

Executive Team

Toby Baxter, Director, has 22 years of experience in community ministry, social work and management. He co-founded COACH – Community Mentoring and has trained 1000+ mentors. He is a member of the AASW and has a BSc (Hons) in Urban Econ, BPhil (Hons) in Social Work, GradDip in Mgt, and is undertaking a MTh.

Debbie Uy, Operations & Marketing Manager, has 17 years of experience in business management, with special focus in operations, HR and financial functions. Debbie holds an MBA, Bachelor of Science in Commerce (Mktg), and a BA (Psychology).

Christina Lim, Manager LifeCare Services, is a trained counsellor with over 20 years of experience in pastoral and professional counselling. She has a Masters in Counselling and is a clinical member of APC and PACFA. She has a Masters in IT and experience as an IT Manager.

Stuart Yarnall, Chairman, has served in church leadership roles for twenty years. He has expertise in sales, marketing and front end business strategy within consumer goods markets throughout Australia, NZ and USA. He has a BA (Organisational Psychology) from the University of Melbourne.

Tim Farren works in the financial service sector and has been extensively involved in Christian ministry and leadership. He has a BEcon, and is a Fellow of the Institute of Risk Management, Institute of Occupational Safety and Health, and of the Insurance Institute.

Board Members

Director's Report

2013 was an extraordinary year for Crossway LifeCare. We saw strong growth in terms of client participation in our services and the recruitment of a tremendous team of volunteers. 748 individuals received assistance from our counsellors, volunteers and staff, an increase of 11% from 2012. At the beginning of the year we had 74 volunteers which increased to 98 by the close.

More important than this growth in activity has been the actual impact, on the ground, upon the clients we serve and the local community we aim to strengthen. We want to determine whether we are actually seeing people in tough places flourish by measuring impact in a more systematic way across our services.

In 2013, we began to introduce an Impact Evaluation Framework for our COACH – Community Mentoring program, evaluating clients' progress towards their goals and measuring their resilience before and after our intervention. Twelve graduates (out of 14) from our COACH program completed our Impact Assessment Index in 2013 with all but one achieving a major goal such as improving their parenting, finding employment or completing the school year without getting suspended.

Of the 12 who completed the evaluation, there was 19.6% increase in resilience across 28 indices of resilience. These include measurements of self-esteem, self-discipline and the avoidance of anti-social behaviour.

In 2014, we will be rolling out Impact Evaluation Frameworks for all our services, in consultation with our staff, volunteers, stakeholders and clients. This will be a major focus for the year as we test and refine our services. An additional focus will be enhancing emerging partnerships with key stakeholders in order to strengthen and enhance LifeCare's effectiveness in our local community.

Toby Baxter

LifeCare Service	2012	2013	Target 2014
COACH – Community Mentoring - Young People	7	35	35
COACH – Community Mentoring - Families	50	45	40
Counselling Clients	582	631	600
Financial Care – B-Empowered	29	37	25
Volunteers	74	98	100



Fiona Hall leads Crossway's Alpha team, and was formerly the National Training Coordinator for Alpha Australia. Fiona was an accountant with Ernst and Young in London, and has also held roles as an events and customer services manager and a youth pastor.

Andrew Hill is the Community Life Pastor at Crossway Baptist Church. Prior to Crossway, Andrew was a Pastor at Careforce Church for seven years. His qualifications include Adv Dip Theol, Cert IV AWT, BMin, Grad Dip Theol, MA (Church Practice).

Francis Hoe has 25 years of experience in banking and finance. He has served in church leadership in various capacities, including Treasurer of Calvary Baptist Church in Singapore. He currently serves on the board of Praxeis. He has a Bachelor of Business Admin (Hons).

John Peberdy serves on a range of Christian and business boards, including Global Interaction, Christian Ministry Advancement and the Victorian Managed Insurance Authority. He was CEO of Ansvr Insurance for 11 years. His qualifications include ANZIIF (Snr Assoc) CIP, GAICD.

Dale Stephenson is Senior Pastor of Crossway Baptist Church and has been a Baptist pastor for over 25 years. Known as an innovative and positive leader, his gifting is in evangelism, leadership, preaching and teaching. Dale's formal qualifications include MA in Church Leadership.

Craig Winkler is one of the founders of MYOB Ltd, which grew to employ over 1,000 people in multiple countries. He has worked on a number of boards, both commercial and not-for-profit. Craig has been a member of Blackburn Baptist/Crossway for over twenty years. He holds an MBA.

LifeCare Services

In 2013, LifeCare continued to provide its three core services to individuals and families in the community – counselling, COACH – Community Mentoring and B-Empowered financial care. Each achieved positive outcomes in helping people in tough places flourish. LifeCare worked intentionally to interlink its core services, so that the best outcome could be achieved for our clients through holistic services.

2013 also saw the introduction of B-Together, an exciting new initiative that provides a community time for our clients to connect and grow socially.



Christina Lim,
Manager, LifeCare Services

COACH – Community Mentoring

LifeCare's COACH – Community Mentoring program is going from strength to strength. In 2013, three areas of development have stood out amongst the many achievements by the team.

Successful mobilization of volunteers

In 2013 we recruited and trained over 60 volunteer coaches who made a difference in the lives of over 70 families, youth and children. These volunteers are “ordinary” people coming from all walks of life, who want to help the less fortunate in the community. They commit themselves to work alongside a family or person every week for at least a year. They also commit to further develop their knowledge and skills through monthly COACH meetings. Their dedication and sacrifice are noted with gratitude.

Youth COACH launched

In the past, the COACH program focused on coaching families, meaning that young people only had the opportunity to be coached if their family was involved in the program. In 2013, Youth COACH was developed to enable a young person aged from 9 to 15 to join the COACH program on their own. Since its inception, this program has been well received and many youth are still waiting to be matched with coaches.

Stronger referral network in the community

Through its outreach effort, LifeCare has become increasingly known to local community organisations, and has built a stronger presence in the community. In 2013, there was a significant jump in the number of referring agencies and organizations to the COACH program. These organizations included local schools, Child First, Community Maternity Nurses and other welfare agencies such as Anglicare and Uniting Care Connection. The partnership and collaboration with local organisations worked really well and together, we have seen the best support being made available to those in need of help.



Tia's Story

"I've dedicated my life to the safety and health of my family."

"With everything I've been through over the last few years, I haven't had time for friends."

Tia* was referred to LifeCare through her son's high school - he was a victim of bullying which extended well after school hours. Tia had tried to mediate with the bully's family but her efforts had backfired. They would turn against her, using social media to discredit her and her family. The school had tried to mediate, eventually claiming it was beyond their control.

Through LifeCare, Tia finally received the understanding and support she needed.

"When I first met Jules, my coach coordinator, I was a firecracker, blurting everything out. I'd been through harassment, was emotionally drained, and I blamed myself for everything that was going wrong in my family's life."

"I knew my son needed to move schools but I had no energy left to negotiate housing or school enrolments. Jules stood beside me and helped me to untangle my life. I call her my angel."

"Jules spent hours helping me to fill out reports or deal with meetings with schools, to meet up with EDVOS - she never left my side."

Jules arranged for LifeCare to provide further supports for Tia's family. Her son was provided with a coach whom he met with regularly. Jules also organised a small car for Tia, provided through a generous donor in the Crossway community, which enabled Tia to pick up her son from school and save him from further abuse.

"I was amazed at Tia's determination to create a better life for herself and her family," Jules said. "I actually don't feel like I did very much as Tia just needed someone to believe in her. Everything she accomplished, she has done herself - she has every reason to be proud of the changes in her life."

Jules has empowered Tia to consider her own needs. She's re-enrolling in her community social work course, with the goal of graduating before her thirtieth birthday. It's her way of giving back to the community - by positively using the experiences in her own life to help others.

*Name has been changed.



Counselling Services

LifeCare provides professional counselling and psychological services to individuals and families in our community. We have a team of more than ten experienced counsellors and psychologists who are passionate to see people flourish. We believe everyone can make progress in whatever situation they are in with proper support and help. To ensure finance is not an obstacle to accessing services, our fees are on a sliding scale, structured according to individuals' incomes. We also provide subsidies to those who need them.

In 2013, our team continued to work alongside people who were facing difficult life issues. During the year, we provided over 2800 counselling sessions to individuals, couples and

families. Relationship issues, grief and loss, anxiety and depression were just some of the common challenges that were addressed. Amongst the presented cases, there was a noticeable increase in people coming forward for help in regard to family violence. This increase indicates that more and more people are open to seeking help for difficult life circumstances. This includes increase in the number of children and teenagers seeking help over the last year, compared to previous years.

Referrals came through external community organisations and LifeCare programs, such as COACH and B-Empowered.

LifeCare will stand by an individual or a family for as long as is needed.

Phil* contacted LifeCare about two years ago – he was referred by a friend who was herself a counsellor.

At first, Phil and his partner visited Christina at LifeCare for marriage counselling but Phil felt he also needed time to work through his own issues. He was referred to counsellor, Tom.

“Tom was just a great support. When I feel there is nothing about me worth encouraging, he always finds something to lift up,” Phil said.

Phil had to stop work for a while, then suffered from a period of depression. Throughout this time Phil developed a solid relationship with his counsellor.

“While Christina worked with my partner and I to get through our relationship mess, Tom and I worked through my issues.”

“Tom gave me guidelines on how to get through, he was such a great support. He kept me active and engaged, just little things to encourage me.”

Phil’s previous roles in leadership had created a need to control everything but Tom led him through a period of growth and change. It’s a situation many men may relate to.

“Facing issues such as loss of a job, depression, children, but with Tom’s support I’ve managed the feelings of anxiety and faced these stresses with renewed vigour.”

“There’s a scene in the Crocodile Dundee movie where Mick Dundee asks his girlfriend why people would need to see a shrink... ‘Doesn’t he have any mates to talk to?’ Mick asks.”

Phil says counsellors such as Tom provide a great mate-like relationship. “He’s someone I can chat to, listen with and help me to understand myself better, gives me options on how to move forward and the encouragement to make changes happen. “

“I’m still a work in progress but because of God’s work through Tom, I’m not the same person I was before.”

*Name has been changed.

Phil’s Story

“... with Tom’s support I’ve managed the feelings of anxiety and faced these stresses with renewed vigor.”

Financial Care B-Empowered

LifeCare's financial care team provides practical services to help people who are struggling financially in our community. The two main areas of help we provide are food assistance and material aid for people requiring emergency relief; and one-on-one financial coaching (B-Empowered) where individuals are helped to set and achieve their financial goals. Depending on their needs, they are coached in areas such as budgeting, managing spending, dealing with outstanding debts and looking for employment.

The highlights for Financial Care were twofold.

Positive outcomes for clients

In 2013, 197 families were helped by the B-Empowered program (114 families were helped with food assistance and 83 families received other forms of financial assistance). We were greatly encouraged by those who received help, especially when they were proud to announce that they no longer required help because they were now managing well.

Generous help received

We were thankful for the help we received this year. The number of volunteers has doubled both in the area of managing the food pantry and coaching B-Empowered participants. The weekly food donations from members of Crossway Baptist Church have been very generous. Even the children from Crossway's Kids' Church brought in tinned food to donate and helped to prepare the food parcels for us. We were so touched by the caring hearts of these little ones.

B-Together: a new initiative

B-Together grew out of our desire to provide a community time for our clients and their families. We believe that an important part of the personal growth of our clients is belonging to a positive and loving community in order to flourish socially.

B-Together started in April 2013 and runs once a month. Along with a two course meal, there are fun games and activities for adults and children. Activities such as nail painting, craftwork, photo sessions and massage were great hits and brought much joy to the hearts of those who attended.

"I feel so welcome and loved here!" was the common feedback we received. It is especially heart-warming because the comments often came from those who were isolated. While the average number of attendees was 50-60, special theme evenings such as Christmas in July, AFL Grand Final and Christmas attracted many more. The Christmas function had over 200 people – where Santa, elves and the team brought lots of joy to the participants with presents and hampers.

Over the past few months, we have seen participants become more comfortable in this community space. They have started to get to know each other, becoming more active in participating in the games and activities, and willing to help out during the evening. Indeed, we can see a positive and healthy community emerging.



Chris* moved from Brisbane to Melbourne early in 2013 to get his life back in order. He felt that Melbourne would have the supports he needed to deal with his addictions, and to help him to find employment and a sense of community.

"I wanted to put a few things in place, to set some boundaries, to get some help for my addictions and give myself some goals like getting outdoors more, doing some volunteer work and eventually getting a job," Chris said.

While he was already seeing a counsellor, Chris recognised that he needed more. An old friend suggested LifeCare. Chris wasn't too proud to ring and ask for help, and started seeing Nikki at LifeCare for financial mentoring.

"When you're living on benefits you've got to try and make ends meet so it's helpful to talk to someone like Nikki who has helped me to create and stick to a budget," he said.

"It's not easy but Nikki made me realise it was possible."

At first, Chris saw Nikki on a weekly basis but now sees her whenever he feels he needs some help. There is no compulsion to his visits, but Nikki still checks in with him to see that he's ok.

"Nikki sat down with me and went through all my expenses, and together we worked out a budget to the point where on a good week, I can actually save some money."

"Now most people on a benefit don't have any money left at the end of the fortnight because it's so hard – but I feel like I've really achieved something."

Nikki also empowered him to sort out a plan to pay the outstanding phone bill from his old share house in Brisbane. Initially, the debt collection agency refused to enter into a payment plan with Chris, until he mentioned he would consult his financial case worker. Only then did the agency backtrack and offered him a positive solution.

"Lifecare has made me happy. The people there haven't just taken care of my financial problems, they've also helped me deal with the stress that money can bring.

"It didn't take me long to get my finances in order and once you're financially secure, life becomes a lot less stressful."

*Name has been changed.

Chris's story

"Financial hardship can cause a lot of stress, it can cause depression."





Debbie Uy,
Operations & Marketing Manager

Operations

LifeCare's Operations and Administration team were able to support many exciting developments in 2013. Apart from the different program initiatives, we embarked on an ambitious project to design, fundraise and build the Crossway LifeCare and Administration Centre by 2015. The Flourish Appeal was launched to raise awareness of the plan to build the Centre and facilitate LifeCare's long term commitment to community transformation.

Some of the key Operations and Administration highlights this year include:

Huge Growth in Volunteer Opportunities

Throughout 2013, LifeCare trained and mobilized 98 dedicated new administration and reception volunteers to keep office activities running smoothly. COACH had a minimum of 75 volunteer coaches matched with either a family or a young person at any one time. At LifeCare's monthly B-Together community meals, more than 30 volunteers helped prepare food and facilitate games for families and children. Several of our volunteers also packed food parcels and hundreds of Christmas hampers. With the help from these fantastic volunteers, Crossway LifeCare was able to reach and touch the lives of more than 800 families and individuals.

Client Management System Upgrade

We embarked on changing a rather archaic system of managing our daily counselling appointments with the implementation of professional client management software. We also hope to integrate data across the different LifeCare services and enable better measurement of the impact Crossway LifeCare makes.

Whitehorse Community Chest Fundraising

As part of the Whitehorse community and as a recipient of the Whitehorse Community Chest grant, Crossway LifeCare mobilized 20 staff and volunteers to participate in the Community Chest door knock and letter drop to assist in its fundraising efforts.

Melbourne Marathon Fundraiser

In 2013 we completed our inaugural Melbourne Marathon Festival. Thirty-one Team LifeCare runners and walkers took part, along with over 30,000 other participants. We surpassed our \$60,000 target and finished in top position on the fundraising ladder in both individual and team categories. We look forward to next year's challenge!

Master Class on Transforming Community

Along with the COACH team, we supported Toby Baxter and Rev Paul Cowley (Alpha International and CEO of the William Wiberforce Foundation) to facilitate a two day seminar on Community Transformation, with a special focus on caring for ex-offenders. There were 50 participants, including several ex-offenders and pastors from fifteen other churches in the eastern suburbs.

Finance

2013 was a great financial year for Crossway LifeCare. We launched the Flourish Appeal for the building development of the LifeCare and Administration Centre, with overwhelming support from the Crossway Baptist Church congregation. Sixty percent of our revenue was earmarked for this project.

Crossway Baptist Church continues to provide significant assistance to all LifeCare services through subsidies from the Fellowship and Welfare fund. Fundraising efforts during the Melbourne Marathon saw the same kind of support from people outside the congregation.

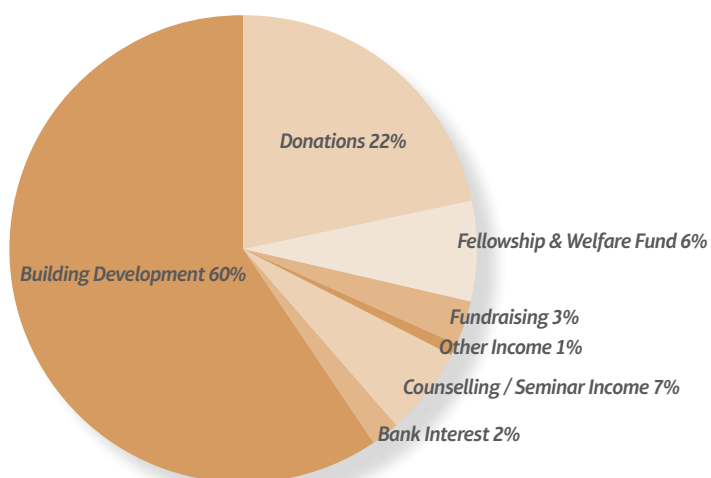
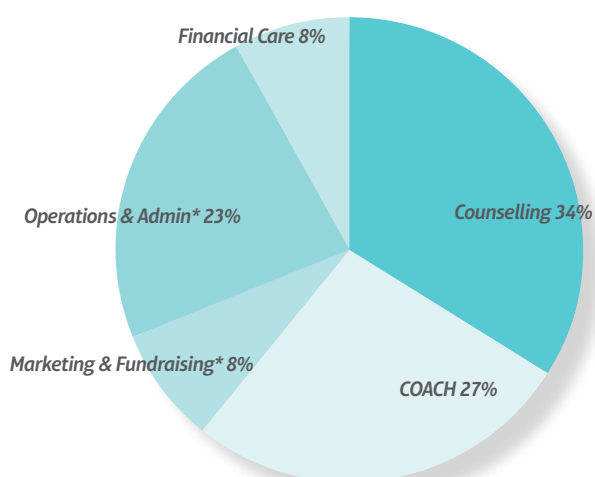
We continued to receive donations from individual and corporate donors and also received a range of very generous in-kind donations and support, such as volunteer engagement. Crossway LifeCare has not received any government funding for our operations.

Expenditure

Total for the Year	\$899,424.00	100%
Counselling	\$301,781.00	34%
COACH	\$242,197.00	27%
Financial Care	\$71,698.00	8%
Operations & Admin	\$209,874.00	23%
Marketing & Fundraising	\$73,874.00	8%

Revenue

Total for the Year	\$1,762,517.00	100%
Donations	\$385,012.00	22%
Counselling / Seminar Income	\$119,408.00	7%
Fundraising	\$60,024.00	3%
Other Income	\$11,681.00	1%
Fellowship & Welfare Fund	\$98,563.00	6%
Bank Interest	\$32,666.00	2%
Building Development	\$1,055,163.00	60%



*LifeCare is two years old and has invested heavily in developing new services and support structures resulting in relatively high on-costs (Operations & Administration, Marketing & Fundraising). However, these on-costs have been entirely funded by the generous support of Crossway Baptist Church members.

A volunteer's perspective

"The coaches are blessed as much as the coachee... in fact sometimes I think we get more out of it"

COACH volunteer Neil could well be your next door neighbour: a family man with his own children of varying ages, working for a small business and volunteering at his local church. Despite the demands on his life, Neil still finds the time to coach a young man through LifeCare's COACH program.

Since July 2013, Neil has coached Kyle* once a week after school. They play street cricket, kick a soccer ball around, or just have a chat. Kyle lives with his parents but family life is a little strained. With Neil, Kyle receives some one on one attention, some quality time with a male role model, and the opportunity to discuss his goals, opportunities and ideas on how to navigate the teenage years.

LifeCare's COACH program trains volunteers who would like to support a young person in need of an older role model. Their reward for their volunteerism is giving a young person some much needed attention and focus for their future.

Given his previous life experience as a single dad bringing up a son and daughter alone, Neil felt he could contribute to LifeCare as a COACH volunteer.

"When I did the COACH training I thought it would be difficult. But it's not a tough gig at all. The coaches are blessed as much as the coachee... in fact sometimes I think Kyle we get more out of it," said Neil.

"Kyle is in his second year at high school and he's a fantastic kid. He has some stresses at home so he looks forward to one on one attention when we get together."

LifeCare's COACH volunteers are at all ages and stages of life – university students, retirees, home makers, part time workers and senior executives. Neil's advice to people contemplating becoming coaches is this – "Don't think about it any longer. Just do it. You will love it!"

*Name has been changed.

How you can support LifeCare

Volunteer

We value each LifeCare volunteer for their selfless service in helping people in tough places flourish. They are integral to the mission of LifeCare. For more information, please call 9886 3899.

Support us financially by giving

As a not-for-profit community organisation we rely on donations from our generous supporters.

Every donation makes a difference and LifeCare takes great care to use every dollar responsibly. Our services are provided free to the community, with the exception of counselling fees, which are often subsidised or waived to accommodate our clients' needs. Your donation impacts the lives of people in our local community and beyond.

Crossway LifeCare Building Fund

Specifically created for individuals seeking to maximise their giving, the Crossway LifeCare Building Fund contributes to the future growth of our various programs outreach to local communities.

Major gift initiatives

LifeCare has a DGR status and encourages philanthropists to consider the long term impact of their giving on people affected by the life pressures and the demands of global change and growth.

Fundraising Events Sponsorship

We are constantly seeking organisations, businesses and individuals to support LifeCare by sponsoring our major fundraising events.

Workplace Giving

Involve your organisation in a workplace giving program through Charities Aid Foundation. For more details, please contact the LifeCare office.

Charitable Status, Tax Concessions and Fundraising

Crossway LifeCare is a not-for-profit community organisation funded by donations from our generous supporters. Donations over \$2 are tax deductible in Australia.

Crossway LifeCare Ltd. ABN 61 144 934 592

Direct Debit

Account name: Crossway LifeCare Ltd.

BSB: 083 004

Account number: 19 226 3226

Credit Card

To make a credit card donation, please call us on (03) 9886 3899.





2 Vision Drive Burwood East
Victoria 3151 Australia
P +61 3 9886 3899
F +61 3 9886 3788
E lifecare@crossway.org.au
W www.crosswaylifecare.org.au