



## 2014 ANNUAL REPORT

This Annual Report covers the period 1 July 2013 to 30 June 2014



The Uniting Church in Australia, Presbytery of Canberra Region



National Accommodation, Recreation & Tourism Accredited



# CONTENTS

INTRODUCTION

CHAIRPERSON'S REPORT

TREASURER'S REPORT

EXECUTIVE DIRECTOR'S REPORT

CAPITAL WORKS

FINANCE AND COMPLIANCE

MINISTRY, MISSION & COMMUNICATIONS

OCCUPANCY & SATISFACTION

VOLUNTEERS AND COMMUNITY RELATIONS

ORGANISATION 2013 -2014

## APPENDICES:

A - Minutes from 2013 Annual General Meeting

B - Greenhills Updates

**NOTE:** This Annual Report 2013/14 is provided for the information of the Uniting Church in Australia's Synod and Presbytery requirements, for the information of staff, guests and all Friends of Greenhills and in accordance with the *Greenhills Rules, Clause 3.15(a)*.

This report will be available in an abridged format – with no photographs or attachments – for electronic distribution to all the Friends of Greenhills, including volunteers, major clients and suppliers while a full version will be available in hard copy for those who request one. Please contact the Greenhills office on 62881074 or email [bookings@greenhillscentre.com](mailto:bookings@greenhillscentre.com)

## INTRODUCTION

The Greenhills Centre, established in 1965, is a community facility of the Uniting Church in Australia, owned by the Synod of NSW/ACT and administered under the Presbytery of Canberra Region. Governance and management of the Centre operates under the *Greenhills Centre Rules* established by the Presbytery of Canberra Region.

The Greenhills Centre provides group accommodation and conference facilities for up to 200 people, within a Christian environment. It is used by schools, youth and community groups, of all ages and from all over Australia and occasionally by overseas visitors. It is situated on approximately 6 hectares in a rural setting near the Murrumbidgee River in the Australian Capital Territory, with magnificent views towards the Brindabella Ranges.

Greenhills is a member of Christian Venues Association (CVA) of Australia and is accredited through the National Accommodation Recreation Tourism Accreditation (NARTA), Australian Tourism Quality Assured (T-QUAL) Accreditation scheme and the Five Leaf ECO-Award program.

Address	1437 Cotter Road, Cotter ACT 2611
Postal Address	1437 Cotter Road, Cotter ACT 2611
Email	<a href="mailto:bookings@greenhillscentre.com">bookings@greenhillscentre.com</a>
Telephone	(02) 6288 1074
Fax	(02) 6288 0415
Website	<a href="http://www.greenhillscentre.com">www.greenhillscentre.com</a>
ABN	73 812 431 514

## Chairpersons Overview

### 2013-14 A YEAR OF REINVIGORATION

The number of changes made to governance, finances, facilities and guest experiences over the past year have produced, in mid-2014, a Greenhills Centre that has been reinvigorated and is ready to take on new challenges to provide better facilities, service and experiences to guests.

I will list a few of these achievements:

#### Governance and Administration:

- We have farewelled and thanked three Board Members who have provided valuable service and guidance for many years – Alistair Christie, Tara Munro-Mobbs & Duncan Macleod – and welcomed three replacement members in John Grant, Jan Baker & Geoff Wellington.
- Retirement of managers Kathy & Stephen Schlenk to Tasmania, after three years of transforming the landscape and office management, followed by the appointment and induction of new managers Sue & Will Ellis with son James and daughter Bek.
- The recovery and return of Genevieve Power to board duties after a major stroke.
- Active involvement of Executive Director Peter Badowski in the Uniting Outdoors & Venues Network, Australian Institute of Company Directors (AICD) and the volunteer Rotary and Mens Shed groups that has increased recognition and inputs.
- Acceptance of the Greenhills Centre Constitution by Presbytery and Synod now provides a sound and legal basis for governance.

#### Facilities:

Further to the major road reconstruction and drainage works and conversion of two underutilised lounges in the Murrumbidgee Units to ensuite leader's rooms, that were completed late last financial year. We have achieved:

- Demolition of the old manager's residence and its replacement with new manager's residence of superior size, facilities and outlook.
- More sporting and games activities for soccer, carpet bowls, tetherball and polypong.
- Finalisation of lease consolidation, including incorporation of former Block 66, that provides for greater landscape, address, privacy and future development sites.

#### Finances:

- Resolution and implementation of Goods & Services Tax (GST) requirements.
- An "all clear" response from a subsequent Australian Taxation Office (ATO) desk audit of our financial management.
- A loan from Uniting Financial Services for the new manager's residence and associated works.
- Jubilation at being able to pay over \$300 000 off the remaining loan for the 2006 construction of Cotter Units and Rotary Hall.

Guest Experiences:

- Greatly enhanced website, quarterly *Greenhills UPDATE* publication, brochures and presentation materials.
- Improvements to mobile phone access.
- Development of a “Partnership in Ministry” with selected organisations that regularly use our facilities.

We were saddened by the prolonged illness and passing of Zeta Hill, but heartened by the memories, proposed memorial and continuing involvement of Max.

Greenhills has been blessed by its setting, facilities and, particularly, the people who have devoted their talents and commitment towards its development. May we continue to give thanks to God for these contributors to the ministry of Greenhills Centre.

Barry Howe  
Board Chairperson

## TREASURERS'S REPORT

Please find attached a summary of the Financial Statements for 2013-2014.

The income from bookings shows a significant improvement over the previous year and this has resulted in a surplus of \$149,050 which compares favorably to \$74,367 in 2012-2013.

Greenhills uses surpluses to improve the facilities for clients and pay off loans. Greenhills is continually examining costs and charges to balance the provision of low cost accommodation to the community with the rising expectation of a higher standard of facilities. The surplus needs to be sufficient to maintain the levels of service but with reasonable prices for our clients.

A major project completed during the reporting period was the construction of a new Managers' Residence. This was funded through a loan from Uniting Financial Services. The project went largely to plan and reserves were then used to partially pay down a loan previously obtained to complete the rebuild of the Cotter Centre after the original buildings were destroyed in the 2003 bushfires. The Greenhills Board has a policy of maintaining a cash reserve of three months operating expenses. Cash above this reserve will be used to retire debt as we are able.

After much consideration and external advice, the Board decided that the charges for our services will include GST from 1 January 2014 as most of clients are not affected and we don't have to maintain a ceiling below comparable bodies. After we had made this decision, the ATO conducted a review in early calendar 2014 and raised this issue.

It is not clear what the impact will be of the changes to the Australian Charities and Not-for-profits Commission (ACNC). Greenhills continues to report as required.

The Synod of NSW and ACT has a policy that all banking be undertaken with Uniting Financial Services (UFS). Greenhills has completed the process of transferring all accounts to UFS. In October 2013, UFS changed the software for its operations system. This change was difficult for both UFS and Greenhills and was a significant disruption to our operations. We continue to feel the effects of this change but we are getting there.

Greenhills is financially viable and continues to meet its financial, legal and other obligations. There are challenges ahead but we are well positioned to face them.

I thank members of the Board, the Finance Committee and the staff and volunteers of Greenhills for their effort and support over the past year.

John Bell  
Treasurer

**Greenhills Centre - Summary Financial Statements:**

<b>Income</b>	<b>2012-2013</b>	<b>2013-2014</b>
Bookings	\$1,269,048	
		\$1,313,850
ACT Environment Grant	-\$3,592	\$0
Renewable Energy Credits	\$0	\$1,953
Miscellaneous Income	\$8,026	<u>\$14,357</u>
	\$1,277,074	\$1,330,160
<b>Expenses</b>		
Operating Expenses	\$1,069,783	\$1,035,517
Depreciation	<u>\$132,924</u>	<u>\$145,592</u>
	\$1,202,707	\$1,181,109
<b>Surplus</b>	\$74,367	\$149,051
<b>Assets</b>		
Current	\$382,630	\$299,656
Non-Current	<u>\$3,632,471</u>	<u>\$3,958,332</u>
	\$4,015,101	\$4,257,988
<b>Liabilities</b>		
Current	(15,055)	\$16,659
Non-Current	<u>\$456,526</u>	<u>\$518,648</u>
	<u>\$441,445</u>	<u>\$535,307</u>
<b>Equity</b>	\$3,573,629	\$3,722,681

**Notes**

1. The Greenhills Centre is a facility of The Uniting Church in Australia, Synod of NSW and the ACT, and is administered by the Canberra Region Presbytery.
2. Greenhills operates through a Board appointed under the Greenhills Rules established by the Presbytery and Synod. This special purpose financial report has been prepared to fulfil the Board's financial reporting requirements under the Rules.
3. The accounting policies used in the preparation of this special purpose financial report are consistent with the financial reporting requirements under the Rules, and with previous years' financial reports. These accounting policies are, in the opinion of the Board, appropriate to meet the needs of The Uniting Church in Australia and Greenhills.
4. The financial report has been prepared on a modified accrual basis of accounting including the historical cost convention and the going concern assumption.
5. The requirements of the accounting standards and other professional reporting requirements in Australia do not have mandatory application to Greenhills because it is not a reporting entity for these purposes.
6. Assets are shown at cost less accumulated depreciation based on the estimated life of the asset, with items less than \$1,000 being expensed. In the opinion of the Board, net fair value approximates this carrying value. Assets are regularly revalued for insurance purposes.
7. Land values are not included as Greenhills operates under special leases including purpose clauses "only for the purpose of educational programs, conferences, youth camps and recreational activity and such other related purpose as may be approved by the Minister in writing", "for the purpose of a group or organised camp", "residential purposes" and "asset protection zone". These leases may not have a realisable value if they need to be surrendered or Greenhills ceases to operate under these clauses.
8. Non-current liabilities are borrowings from Uniting Financial Services. Employment related provisions have not been raised as there are currently no long term employees.

# AUDIT REPORT

## To the Members of the Greenhills Conference Centre

### Scope

I have audited the financial report of Greenhills Conference Centre as set out in the Profit and Loss and Balance Sheet attached. The Greenhills Conference Centre Finance Committee is responsible for the preparation and fair presentation of the financial report and have determined the accounting policies for the financial report. I have conducted an independent audit of the financial report in order to express an opinion on it to the members.

The Finance Committee is also responsible for establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstance

### Auditor's Responsibility

My role is to express an opinion on the financial report based on my audit. The audit has been conducted in accordance with Australian Audit Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination of evidence supporting the amounts and other disclosures in the financial reports and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial report is presented fairly in accordance with Accounting Standards, other mandatory professional reporting requirements and the requirements of Greenhills Conference Centre so as to present a view which is consistent with my understanding of the organisation's financial position and the results of its operations.

The audit opinion expressed in this report has been formed on the above basis.

### Audit Opinion

In my opinion the financial report presents fairly in accordance with applicable Accounting Standards, other mandatory professional reporting requirements and the requirements of Greenhills Conference Centre the financial position of Greenhills Conference Centre as at 30 June 2014 and the results of its operations for the year ended.



Pauline Hore JP(ACT); BEc; CPA  
20 Ross Smith Cres  
Scullin ACT 2614  
27 October 2014

## EXECUTIVE DIRECTOR'S REPORT

Firstly, I would like to express my gratitude to all the Board members, past and present, and to the staff for another outstanding year of achievements. As I prepare this report it never ceases to amaze me, how much is achieved over a 12 month period.

Greenhills is now at a point where we can only make minor improvements to our facilities, however as in past years we continue to make improvements in the delivery of services to our guests. On the rare occasion that we don't get it completely right, we learn a valuable lesson for the future.

Our business environment in 2013/14 remains very competitive, with the opening of a new camp site, Lions Youth Haven, in Kambah, a 50 bed facility catering for school groups and youth at risk. We need to remain vigilant when it comes to Canberra region developments that may impact our operations.

2013 -14, as in the past. has been another busy and demanding year at Greenhills. We continued to focus our activities and substantial investment in marketing, continuing maintenance to our facilities, ministry and mission outreach to guests and local communities through the services we provided.

Activities we focused on:

- Construction of the new manager's residence,
- As suggested by teachers, setting up low risk, minimal supervision activities for children between afternoon bus arrival and dinner time. Activities include, carpet ball, tether ball, football with new goal posts, polypong
- Finalisation of the consolidation of Greenhills' leases.
- Installation of equipment that now provides limited mobile phone reception at Greenhills.
- Listing the Christie Units with Canberra Region Visitor Centre.
- Gaining T-QUAL (Australian Tourism Quality Assured) accreditation.
- Investigation into providing Wi-Fi at Greenhills. The only limiting factor is the slowness of our satellite internet connection.

The months following the departure of our Customer Service and Facilities Managers presented a number of challenges and it certainly highlighted all those little things that needed to be done that we were not necessarily aware of. We have been very fortunate to have recruited Sue and Will Ellis into the positions of Customer Service and Facilities managers. Together with their other family members Bek and James they are the first family live in the new residence. Will and Sue commenced in mid-June.

Looking forward:

The year ahead will present a new lot of challenges these include;

- Replacement of our CAMPS accommodation management software, which is no longer supported;
- Looking at the production of a short promotional video for inclusion on our web page;
- Targeted marketing to increase our weekend bookings and gaining a foothold in the day conference market;
- Developing strategies for partnerships in Ministry within the community.
- Continuing to develop ideas for enhancing guest experiences.

In March 2015 Greenhills will celebrate its 50<sup>th</sup> anniversary. It goes without saying that the vision of various individuals, Boards and staff, with help from above, has led to the success of Greenhills and goes to show that we must have been doing something right all these years.

Peter Badowski  
Executive Director

## **CAPITAL WORKS**

The Works Committee is one of a number of committees established as a working group to facilitate decision making by the Board. It considers significant projects and has the following terms of reference –

1. Develop strategies for capital development
2. Review proposed capital works projects
3. Evaluate specific projects
4. Define scope, budgets and schedule for specific projects
5. Provide recommendations to the Board
6. Review implementation of specific projects against defined scope, budget and schedule
7. Provide progress reports to the Board

Membership comprises John Bell, Peter Badowski, Brian Carle, Genevieve Power and Harold Small.

During 2013-2014 the major project implemented and completed was the construction of the new manager's residence. This project was completed in April 2014 at a cost of \$447,571 just under the original budget set at \$450,000. We now have first class accommodation to offer our managers of the Centre.

Harold Small  
Convenor

## **FINANCE AND COMPLIANCE**

The role of the Finance and Compliance Committee is to assist the Greenhills Board to meet its corporate governance and oversight responsibilities in relation to finance, reporting, internal controls, risk management and audit.

The Committee comprises Don Gruber (Convenor), Barry Howe (Board Chairperson), John Bell (Treasurer), Jan Baker and Peter Badowski. Jan replaced Tara Munro-Mobbs following Tara's retirement from the Board.

The committee continues to act on an as needed basis rather than conducting regular formal meetings.

At the request of the Board, the committee undertook a review of Greenhills accommodation costs and pricing structure in order to ensure that the Centre continues to operate on a financially viable basis.

The committee also advised on the Greenhills budget for 2014-15 and continues to monitor the regular financial management reports against the approved budget.

Don Gruber

Convenor

## MINISTRY, MISSION AND COMMUNICATIONS

Another busy year in these aspects of the Christian ministry that Greenhills offers to all its client groups and guests: *“to provide opportunities and facilities for meditation, worship and personal development that reflects and celebrates God’s gifts to us.”* (Strategic Plan 2013)

### *Ministry:*

Our understanding of the value and impact of ‘camping ministry’ has been greatly increased by Christian Venues Association and the Uniting Outdoors & Venues Network forums as well as the intense discussions within the MM&C Committee.

By extending the accommodation, meals, facilities and service that Greenhills Centre offers to all its client groups and guests we are able to share our ministry more. This year the Greenhills Board, adopted proposals from the MM&C Committee to formally recognise “Partnership in Ministry” arrangements with selected organisations that regularly use our facilities or have the potential to do so and whose mission and activities are an extension of the Christian ministry of Greenhills. The first group to be recognised was L’Arch Genesaret in January 2014 with a donation to further support their ministry.

### *Mission:*

There are many new initiatives and projects identified in the 2013 Strategic Plan that have yet to be developed to provide additional ministry and hospitality opportunities. These will be investigated further this coming year. They include school holiday programs, enabling more people from the fringes to be hosted, and extra catering options.

We are committed to providing Greenhills Centre experiences to guests in accordance with our vision *“... to see lives enriched through memorable experiences.”*

### *Communications:*

Further advances in the quality and regularity of our communications were made through greatly enhanced website, quarterly *Greenhills UPDATE* publication, brochures and presentation materials.

Some improvements to mobile phone access have been achieved and more are being investigated along with computer booking systems and internet access.

Membership of this Board Committee changed significantly during the year with Convenor Barry Howe, Rev. Alistair Christie, Rev. Duncan Macleod, ED Peter Badowski, CS Manager Kathy Schlenk and Customer Service Officer Karen Hush in 2013 transitioning to Convenor John Grant, Geoff Wellington, Barry Howe, ED Peter, CSM Sue Ellis and CSO Karen Hush in 2014.

Barry Howe & John Grant

Convenors

## ORGANISATION 2013-2014

### Greenhills Board:

Chairperson	Barry Howe	Appointed to December 2015 Chairperson to December 2014.
Honorary Secretary:	Harold Small	Appointed to December 2016
Honorary Treasurer:	John Bell	Appointed to December 2016
Members:	Brian Carle	Appointed to December 2016
	Don Gruber	Appointed to December 2014
	Genevieve Power	Appointed to December 2015
	John Grant	Appointed to December 2016
	Jan Baker	Appointed to December 2014
	Geoff Wellington	Ex-Officio
	Rev. Duncan Macleod	Vacated December 2013
	Rev. Alistair Christie	Retired December 2013
	Tara Munro-Mobbs	Resigned December 2013

### Board Committees:

The Executive Sub-committee;	Convenor – Barry Howe
Finance and Compliance Sub-committee:	Convenor – Don Gruber
Capital Works Sub-committee:	Convenors - Harold Small/Brian Carle
Ministry, Mission and Communications Sub-committee:	Convenors – Barry Howe John Grant

### Staff:

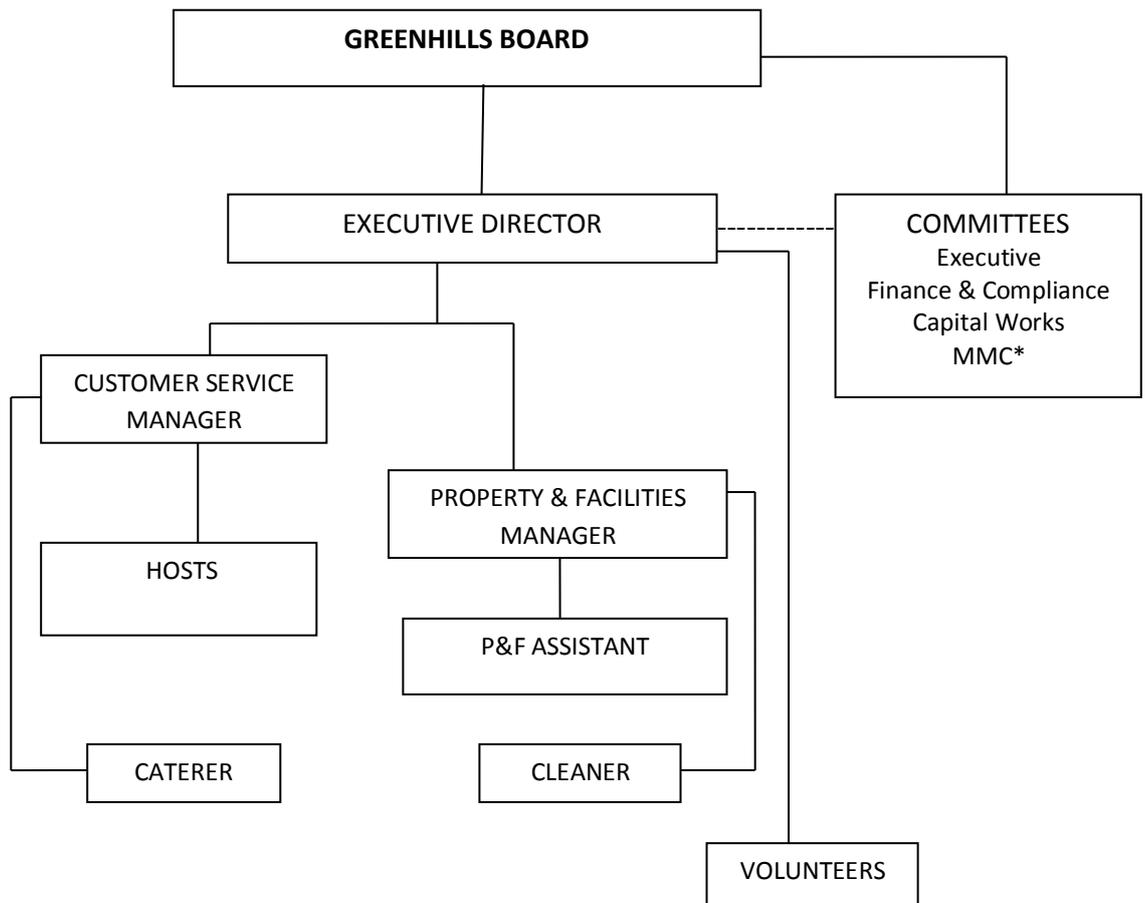
Executive Director:	Peter Badowski	Commenced May 2011
Facilities Manager:	Will Ellis	Commenced June 2014
Customer Service Manager:	Sue Ellis	Commenced June 2014
Office Assistant:	Karen Hush	Commenced May 2013
Customer Service Host:	Cherie Smeal	Commenced March 2011
Customer Service Host	Simon Laing	Commenced March 2014
Maintenance Assistant:	John McGarvey	Commenced March 2014

**Contractors:**

Catering: Pure Blond Catering

Cleaning: VIP Cleaning Services

**ORGANISATION STRUCTURE**



\*Ministry, Mission & Communications

## OCCUPANCY AND CLIENT SATISFACTION

### Occupancy:

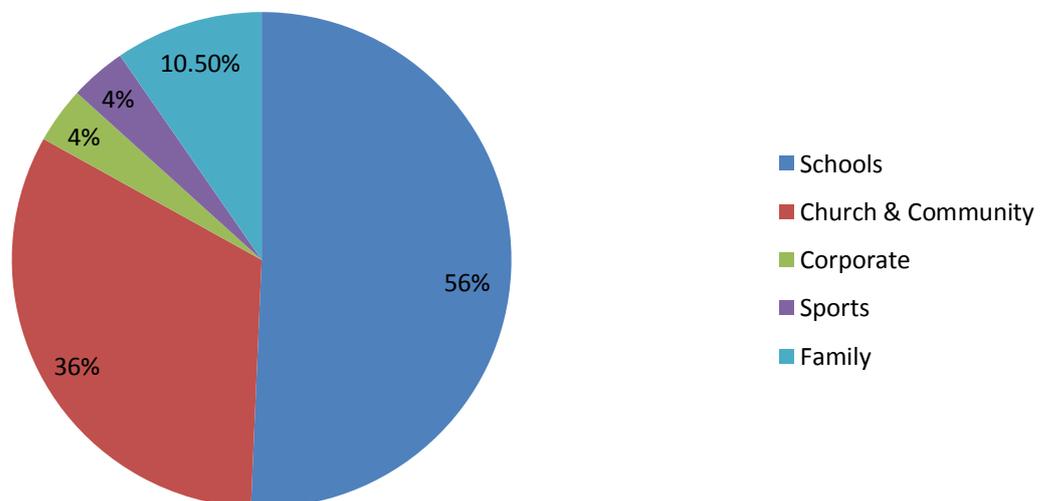
Financial Year bookings were as follows:

All Groups – 152  
Customers – 7486  
Bed Nights – 19394  
Unit Nights – 138

\*Unit-nights are calculated on those paid for separately and not those provided to coach drivers, teachers, etc. as part of a group booking.

Total numbers (bed-nights and groups) had remained static. While schools are still our largest customer, the number of Church and Community groups has increased by 15.5%. There have also been increases in Corporate, sport and family groups coming to Greenhills. Bookings remain strong for the 2014/15 financial year, with forecast bed-nights to be around 20500. Bookings are being taken through to 2017. Our overall occupancy rate remains at 35%, which is above industry standards.

### Occupancy by category:



## Client Satisfaction

Client\* satisfaction is measured via *Customer Evaluation Reports* which are handed out on arrival and where possible collected prior to departure. Verbal praise, a large number of cards, certificates of appreciation, and email messages are also used to measure the level satisfaction. Another gauge is the high number of repeat bookings, which is currently about 90% of our total bookings. More importantly, is the extremely high number of bookings for the coming two years which is also being used as a primary indicator of client satisfaction.

\*The terminology used for groups staying at Greenhills is **clients or client groups**, the individuals within groups are **guests**. The term customer covers both clients and guests.

## **VOLUNTEERS and COMMUNITY RELATIONS**

Apart from the services and facilities provided to many local groups and guests, Greenhills has continued its strong relationship with dedicated volunteers and our extended community outreach in the Canberra region.

The Canberra Region Presbytery now meets annually at Greenhills, to inform and encourage our 'owner stakeholders' from all congregations in our Christian ministry. We have continued to support Presbytery through advertising in the quarterly *Perspective* magazine and financial support for youth ministry and catering for presbytery meetings.

Board members, all volunteers, spend countless hours in governance, project development and hands-on support to the Executive Director and staff, as well as being active in Presbytery. Phil Laird has continued to provide valuable support for IT and communications technology.

Three Rotary clubs have supported two Rotary Working Bees this year; a reduced involvement from previous years. The two Community Working Bees were strongly attended by Melba Mens Shed members and Greenhills staff with pleasing results in landscape improvements. An additional 'Special Morning Tea' for Anglicare's Shaw Possibilities Group with Rotarians and Mens Shed guests was trialled with great success.

The Annual General Meeting in September and annual pre-Christmas 'Thank You Dinner' provided opportunities for larger gatherings of Presbytery representatives, volunteers and staff. The enthusiasm and feedback from these occasions has encouraged the further developments taking place each year.

Ways to further our involvement in the Canberra community, give community groups greater access to Greenhills and identify ways Greenhills can give back to the community are being developed through the MM&C Committee and the Board.

Executive Director Peter and Board Chairperson Barry have been active in presentations and representation to many of our volunteer and community groups this past year. Our involvement in the new "Uniting Outdoors & Venues Network" – of CEOs representing 20 Uniting Church Venues throughout Australia – will enable Greenhills to better address the Presbytery, Synod and national church levels of our involvement in Christian ministry as well as sharing knowledge, resources and concerns.

