

Wesley Mission works to the highest standards and is independently assessed and certified as a Quality Endorsed Organisation. Our management system complies with the requirements of the International Standard for Quality ISO9001, International Financial Reporting Standards (IFRS) and Industry Specific Quality Accreditations in Aged Care and Disability Service Standards. Our people are committed to continuous improvement.

### The right people making the right decisions

During the past year Wesley Mission has continued to review its corporate governance structure with the aim of ensuring that appropriate systems and processes are in place and are being actively managed. Maximising our effectiveness requires having the framework and right people in place to ensure efficiency.

The Wesley Mission Church Council has delegated responsibility (with some ongoing supervision) to the Wesley Mission Board for the strategic direction of Wesley Mission, financial and operational performance, financial reporting, risk identification, management and compliance, approval of Wesley Mission policies and recommendation of the annual budget to Wesley Mission Council. The Wesley Mission Board reports to the Wesley Mission Council on a quarterly basis. Under Uniting Church regulations, Wesley Mission Church Council has custodial responsibility for all the property it uses, which is vested in The Uniting Church Property Trust (NSW).

The Superintendent retains responsibility for the vision, direction and external profile of Wesley Mission, not delegating their functions to any other role, and for informing Wesley Mission Council and the Board.

The Management Committee oversees Wesley Mission's day-to-day operations and services, subject to the direction of the Board. The Committee prepares annual strategic and business plans and submits them to the Board for approval, prepares the annual budget for Board approval, vets new businesses and closes current services, reviews monthly financial performance and ensures that appropriate remedial action is implemented for significant or material under performance. The Management Committee also ensures that the operational level of risk is identified and that compliance controls are being adhered to and reported, submitting annual accounts and detailed reports on operational matters to the Wesley Mission Board.

### Managing key aspects of Wesley Mission activity

The Wesley Mission Board has three sub-committees: the Audit and Risk Committee, the Finance Committee and the Ethics Committee, though the last-mentioned – comprising two Board members (the Superintendent and an Officer) and two invited members of Wesley Mission Council – will commence meeting in the next financial year.

The Finance Committee meets monthly and comprises the Superintendent, Officers and two additional Board members. A Charter covering the responsibilities, authority, quorum and composition of the Committee has been approved by the Wesley Mission Board.

The Audit and Risk Committee was established, together with a Charter, in the previous reporting period, ensuring that there was an appropriate Committee of Board Members to assist the Board to fulfil its oversight responsibilities with respect to all aspects of risk identification and management, internal and external audits and compliance. The Audit and Risk Committee meets regularly, and met eight times in the past year.

## A calendar for communication

Wesley Mission's calendar of meetings has been reviewed to ensure an appropriate and timely flow of information to the Board and Committees and the communication of decisions to management, informed contributions to strategic planning and regular review of operational, financial and risk management issues. The 2008 calendar takes into account these objectives.

Board meetings are held bi-monthly. Each has a specific focus, such as a review of operational issues and challenges, risk identification and management, the annual business plan and budget, year-end financial results, strategic planning or pastoral review.

Our Senior Executive Leadership Team (SELT) comprises the Superintendent, Chief Financial Officer, General Managers and Director, Mission and Ministry. SELT meets monthly to identify matters to be addressed at the monthly Management Committee meeting. The Group Managers' meeting is also held monthly following the Management Committee meeting, so delivering the timely communication of decisions to senior management.

The Finance Committee meetings are held at the end of the month (with the monthly management accounts being issued by the middle of the month). Senior Staff – comprising the top levels of management (approximately 100 staff) – meet four times a year to focus on strategy, financial results, business planning, budgets and leadership issues.

## A disciplined approach to risk management

Our Assurance and Advisory Group provides independent, objective assurance and advice to improve Wesley Mission's operations helping the organisation to accomplish its objectives with a systematic, disciplined approach.

In particular, the Group aims to evaluate Wesley Mission's network of risk management, control and governance processes, as designed and represented by management, to ensure that risks are appropriately identified and managed, and that essential interaction occurs with the various governance groups. Significant financial, managerial, and operating information must be accurate, reliable and timely while employee actions comply with policies, standards, procedures, and applicable laws and regulations.

The Assurance and Advisory Group identifies opportunities for improving management control and the protection of Wesley Mission's reputation during internal audits and advisory activities, and communicates these to the appropriate level of management.

## Looking to the future

With commitment from the Superintendent and Senior Management, 2007-08 saw the piloting of a workshop developed to support the integration of Wesley Mission's values throughout the organisation. Living Our Values is a half-day workshop in which individuals explore their personal values, identifying which of these give them energy to work within the Wesley Mission values. Living Our Values will be rolled out to all employees during 2008 in conjunction with other values-based initiatives to support managers and staff in the delivery of service to clients and support to staff.

Building on the relationship with 2nd Road, a consulting firm engaged in 2006-07, SELT took part in a two-day residential workshop in July 2007 to begin an ongoing process of strategic visioning. In February 2008 Wesley Mission's Board took part in a one-day workshop which focused on the Board's role within the Wesley Mission operating model.

## The Wesley Mission Board 2008

Rev Keith Garner, MTh (Oxon), Hon DD (Yangon)  
Superintendent and Chief Executive Officer

Chair of Wesley Mission Council, Wesley Mission Board, Wesley Mission Management Committee, and Wesley Mission Regional Aged Care Board.

Board Member of Lottie Stewart Hospital and Cottee Orchard.

Inducted as Wesley Mission's ninth Superintendent in 2006, Keith trained for mission and ministry at Cliff College, Derbyshire, Wesley College, Bristol, and completed his Master of Theology in Applied Theology at Oxford University in 1995. He spent 25 years as a minister in Britain, the last four as a Chairman of District in the north-west of England. He held all the senior positions open to him and sat on the main boards of the Methodist Church, as well as undertaking key responsibilities outside the church. Keith is internationally recognised as an inspiring and gifted preacher, having spoken in South Africa, Northern Ireland, Iceland, across Europe, the United States of America, the Caribbean, South-East Asia, Burma (Myanmar) and India. He has written three books and is constantly sought for media comment on matters of social concern, particularly with regard to homelessness, financial stress and mental illness. Keith promotes a strong commitment to 'Word and Deed' and is a member of the UnitingCare Australia National Committee. He became an Australian citizen in 2008.

David Greatorex, AO, BA Hons, MComm and Admin, FCA, PhD, FAIM, FAICD

Previously David was Chairman of Westmead Millennium Research Institute, State Bank of NSW, IBM NZ, Securenet Limited, Computer Austlimited, First State Computing Pty Ltd, Centennial Park Trust, and a director of AWA Limited, IBM Australia Limited, NSW Cancer Council, TAFE NSW, Sydney Dance Company and the Macquarie Graduate School of Management.

Dr James Nixon Pendlebury, OAM, JP, BSc Hons, MSc Hons, PhD, Dip Ed, MACE

Formerly Principal Lecturer and Head of Science Department, Sydney Institute of Education, and General Secretary of NSW Science Teachers Association (1963 – 1981), James is currently Chairman of the Board of Wesley Institute for Ministry of the Arts and Trustee, Aged Persons Welfare Foundation. He has also been Treasurer and Officer of Wesley Mission since 1970, Executive Member of the Council of Synod of the Uniting Church in Australia 1977-1985.

Matthew Chee, B-Acc, MBA

The GST Manager of MMI Insurance Group, Matthew holds a Masters Degree of Business Administration from Macquarie Graduate School of Management and a Bachelors Degree in Accounting. Matthew is an Elder of the International Congregation of Wesley Mission.

John Christison

John has worked in the General Insurance Industry as Assistant General Manager (ANZ) for a major insurance company for 30 years. He is a former Wesley Mission Director of Administration and Acting Executive Director, Lifeline, Sydney. John is also an Elder with the 6pm Wesley Praise, Prayer and Preaching Congregation; Secretary, Elders Council; Lay Preacher and Lifeline Volunteer Counsellor.

Rose Herceg

Rose founded Pophouse, a company specialising in social forecasting and trends research, and is the author of Seven Myths and Seven Realities of Generation X. She is a member of the Australian Futures Foundation, World Future Society, and for the last two years, she has been a member of the Superintendents' Advisory Panel. Rose was named Small Business Woman of the Year in 1999. She is new to the Board, having become a member in 2007-08.

#### Nick Farr-Jones, AM

A famous sporting personality and former Director of NRMA, Councillor of the City of Sydney, and now Director, International Investment Manager Bank Societe Generale, Nick has taken an active role in Wesley Mission's work with the homeless, organising Touchlife 2008, a major fundraising activity. He sits on Wesley Mission's Audit and Risk Committee.

#### David Lewinsohn

Holding tertiary qualifications in applied chemistry, logistics management and data processing (IT), David has been an analytical chemist for the Federal Government and consulted to both government and industry, including CSR and Alcoa. He has also owned a computer animation company and has extensive experience in IT. David is currently the Database Manager with AMPCo, a Councillor of the International Congregation of Wesley Mission and a Sydney Presbytery member.

#### Robert McSkimming

Robert is a Project Manager with Advantra, a part of Telstra, and has worked for the past nine years within the NRMA in the Computer Network Planning Area. He holds a Telstra telecommunications certificate, an Electronics Engineering Certificate from TAFE, an Advanced Certificate of Management from TAFE and has participated in short courses relating to computer networking and project management. Robert is Chair of the 6pm Wesley Praise, Prayer and Preaching Congregation and a Member of the Lifeline Advisory Board.

#### Elizabeth McQueen

As a pharmacist and registered nurse, Elizabeth has worked in country NSW, Sydney, London, Bougainville (Papua New Guinea). Her involvements include the Peakhurst Methodist Church, Crusader Camps, and the Crusader Choir. She was heavily involved with the Wesley Central Mission at the time of Rev Dr Sir Alan Walker, and is a Member of the Wesley Mission 6pm Congregation and the Wesley Mission Regional Aged Care Board. Elizabeth is also new to the Board, having become a member in 2007-08.

#### Beverly Smith

Previously a consultant to Burroughs Computing Systems; Secretary, Presbytery of Sydney, for ten years; and Treasurer of the Maroubra Uniting Church, Beverly has an extensive knowledge of Uniting Church administration. She is a member of the Wesley Mission Regional Aged Care Board and also of the Wesley Mission Audit and Risk Committee.

#### Rev Robert Richardson Smith, LTh, Dip-R-Ed

Robert has served as Chairman at Springwood Uniting Church Nursing Home and Aged Care Village, Wesley Haven Aged Care Nursing Hostel Waratah, Kentgrove Retirement Village and Hospital at Kenthurst, and Menindee Nursing Service. For 17 years he was General Secretary Uniting Church Board of Mission, and for 12 years, General Superintendent to the Methodist Home Mission Department. He now ministers at St Stephen's Uniting Church, Macquarie Street, Sydney.

#### Johnny Teong, MBA, FCMA, ACIS, ASA, AIMM

Over the past 30 years Johnny has held senior regional and national roles in financial and administrative management in multinational corporations, SMEs and NFP organisations. He is an Elder of the International Congregation of Wesley Mission and a Sydney Presbytery member. Presently, he belongs to the staff of the Uniting Church NSW Synod Board of Mission, and is Chair of the Wesley Mission Audit and Risk Committee.

#### Edmund Wilfred Trafford Walker

Trained in industrial law at Sydney University, Edmund was once Financial Manager for BP Australia Limited. Formerly also the General Secretary, Board of Finance and Property, Uniting Church in Australia, Edmund has conducted a ministry for the Ageing, and has been a Board Member, Nareen Gardens Retirement Village, and Chairman, Sydney North Regional Aged Care Board.

**Members of Wesley Mission's Board  
volunteer their time and expertise, receiving  
no remuneration for such service.**

## The Senior Executive Leadership Team

Rev Keith V Garner, MTh (Oxon), Hon DD (Yangon)  
Superintendent and Chief Executive Officer

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Graham Harris  
General Manager Human Resources and  
Sustainability

Graham is a member of the Wesley Mission Board and Wesley Mission Management Committee. His career in human resources management spans over 25 years in which he has gained sound management experience, and strategic, leadership and analytical skills. Graham has just taken up the role of General Manager Human Resources and Sustainability at Wesley Mission. Directly accountable to the Superintendent, he is responsible for the strategic direction of the Human Resources & Sustainability Group. Graham currently holds two Board memberships: Employers First (for which he has been President since 2002) and Australian Chamber of Commerce and Industry (ACCI).

Christine Morgan, BA, LLB, Grad-Cert-Mgmt,  
MAICD, MCSA  
General Manager Corporate Services

Christine has served as a member of the Wesley Mission Management Committee. During 2006-07, she was the General Manager Community & Family Development, with responsibility for Wesley Uniting Employment, Wesley Community Services and Wesley Health Services. From July 2007 to July 2008 she held the position of General Manager Corporate Services.

Elizabeth Orr, MBA, BA, Dip Ed, MAICD, MACHSE  
General Manager Operations

In 2006-07, Elizabeth held the position of General Manager Care & Strategic Partnerships, with responsibility for Aged Care, Community Relations, Education & Commercial activities, Human Resources, Business Support Services, Audit & Risk Operations and Social Policy. Since July 2007 she has held the position of General Manager Operations. She has worked in the not-for-profit / community services sector for 20 years and now represents Wesley Mission on several national strategic bodies, including the Ageing Advisory Committee for the Federal Minister of Ageing, the *beyondblue* Ageing Advisory Committee, and the National Aged Care Alliance Committee. Formerly, Elizabeth was also Chair of the UnitingCare National Aged Care Advisory Committee and a Director of Wesley Institute.

Graham William Want, BE, Dip-Min, B-Min,  
MA (Theol)

Director, Ministry & Mission

Graham is a member of the Wesley Mission Board and the Wesley Mission Management Committee, a Director of Wesley Institute and a Member of Wesley Mission Council. Over the past eight years, Graham has overseen the growth and development of congregational and chaplaincy services, plus the diversification of chaplaincy services, solidifying a stronger financial base for the congregations and helping facilitate growth within them.

Andrew Joseph Watson, B-Bus, FCPA, FFin, JP  
Chief Financial Officer

Chief Financial Officer since May 2007, Andrew is Director of Wesley Institute and a Member of the Cottee Orchard Committee – all roles which draw on his extensive experience in the commercial and not-for-profit sectors. He has skills and experience in strategic planning, financial management, commercial delivery of IT services, negotiations and change management. He has responsibility over the broad spectrum of financial management and corporate services. He has also served on several committees of charities, including St Vincent de Paul and Stretch-a-Family.