

# Foreword

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The genesis of this history was a suggestion by June Heinrich, one with which the Board readily agreed.

Many today do not want to learn of the issues that preceded us and in fact refuse to, but I would say to them that they should look to the Scriptures and they will see we are called to remember God's work in the past.

Having been associated in organising the writing of a church's history I realised the work involved. Searching through incomplete records, records that merely summarise, that do not detail all the circumstances, not being able to test interpretations with everyone who was involved, testing people's memories and then finding memories not always accurate, researching records elsewhere – not a task to embark on unless you have a genuine love of the work and a genuine interest in history. When a deadline is involved, the task is even harder.

We are fortunate to have found in Gerry Ball one who had the skills to weave a multitude of archival material and anecdotes into Part 1 of this history, which is a really good read. BCS is grateful that he was prepared to meet the timetable and able to give time to it.

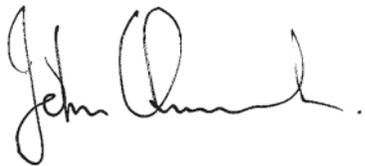
While Gerry Ball was not associated with BCS from its beginnings, though knowing many of the early leaders in their later days, he has the advantage of looking at the materials without the emotional involvement that for many of us is part of our BCS experience. There are many, for whom BCS has been part of their life for over 60 years, as it has been for me: I was born the year before BCS or the N.S.W. Baptist Homes Trust was established and it has really been a family member since then. Those with a long experience of the organisation may not have the same recall of events or personalities as those expressed by contributors to this History. But no

History can include everything, which is why I value the independent, historian's eye of Gerry Ball.

Jim Mallice has been a Council member of BCS, then an employee, and, as well as being our Honorary Historian, was a long-serving member of Sercom. His experience of the organisation provides insight into the fabric of BCS that has been very helpful in this project. In his role as Honorary Historian, Jim is busy working on our archives and talking with those who can tell their part of the BCS story. So, now BCS will not only have the official records to refer to, but also those personal recollections. Without Jim's help, Part 1 of this History could not have been completed in such a short time. Part 2 has been compiled by Jim and records all the programmes of BCS over 60 years.

I believe that, in reading "Striving For Excellence" – the first 60 years of BCS, you will be encouraged to see what God has done and to step out more boldly for Him. As the First Annual Report stated "these days we as Christians realise that in a world fraught with industrial strife and political turmoil the practical application of witnesses of Jesus Christ in the sphere of social service can alone make any lasting "new order".

Thank you Gerry and Jim for giving us this History and an understanding of our first 60 years in "Striving for Excellence".



Chairman  
Baptist Community Services NSW & ACT  
August 2004

# Acknowledgements

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The writing of this history would have been impossible without the help and cooperation of many people who sent me materials, wrote letters and gave me interviews. There are too many to list here, and I hope this note will convey my thanks and gratitude.

Special thanks go to Jim Mallice, the co-author, who went the second mile in providing me with materials from the vast records of BCS which he has accumulated. His expertise in this will be apparent as the reader turns to Part Two.

I thank the Chairman and CEO of Baptist Community Services for the confidence they placed in me in asking me to write Part One. I am responsible for the imperfections in the finished product.

Thanks too to Ben Campbell, Public Relations Manager of BCS, for his kindness and patience.

G.B.Ball

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# Part One

By G. B. Ball

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Early Council Meeting of Baptist Homes Trust, Central Baptist Church

# Chapter One

## The Beginnings and Formative Years

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### 1. The Baptist Forward Movement

Baptist Community Services began almost as an afterthought.

Included in the President's Address to the 1938 Assembly of the Baptist Union of NSW are these words.

During this Assembly we are to launch a Million Shilling Scheme for a Baptist Forward Movement. When you give consideration to this matter let me urge you to remember the great missionary saying, "When God is your partner, make your plans large."<sup>1</sup>

No one could have guessed that those few sentences, almost an aside in his address, actually held within them the promise of the beginning of the N.S.W. Baptist Homes Trust (now operating as Baptist Community Services). The Rev. W.H. Wingfield was more concerned to emphasize personal evangelism and an 'aggressive Christianity' in his message. But the aside was deliberate and heralded the discussion of the Baptist Forward Movement which was to feature in Assembly agendas and Baptist Union year books for several years to come.

The idea of a Baptist Forward Movement did not originate with Wingfield. Nor was it new; there had been talk of such a programme, and some funds had been raised for it thirty years before, when Rev. A.J. Waldock was the newly appointed Secretary of the Union's Home Mission Committee.<sup>2</sup> It was Waldock, since 1929 the pioneer minister of the Canberra Baptist Church, who revived the idea, through the proceedings of the Baptist Union of Australia, and gave it the remarkable aim of raising a million shillings. The intention was threefold; to deepen the spiritual life of Australian Baptist churches, to liquidate the debts which were hindering progress, and to inaugurate a wide extension movement.<sup>3</sup> Mention had been made of such a

movement at the 1937 Assembly, and at the 1938 Assembly Waldock addressed the Ministers' Fraternal on "The Spiritual Implications of the Baptist Forward Movement". His address was printed and widely distributed.

The wider setting should not be ignored; it did not augur well for the proposed Forward Movement. The Australian economy was gradually recovering from the great, world-wide, economic depression. A growing number of voices were expressing concern at the ambitions of a revitalized Germany, led by Adolph Hitler. None the less, the 1938 NSW Assembly adopted a target of 250,000 shillings, 80% to go to needs in NSW (including 20% for 'New Enterprises') and 20% to the Baptist Union of Australia (The Baptist Union of Australia was responsible both for servicing the debt on the Canberra Baptist Church and for assisting in the financial support of its ministry). This amount was to be raised over a period of three years.

Included under the heading 'New Enterprises' was the item, 'Baptist Children's Home £250'. The origin of this entry has an air of mystery about it. R.E. Walker, who was to become one of the first Presidents of the Baptist Homes Trust, expresses some uncertainty as to whether this was part of the original draft, but gives the credit for its inclusion to Rev. A.L. Leeder, the General Secretary of the Union.<sup>4</sup> It would appear that the addition, 'Baptist Children's Home' was something of an afterthought. The modest sum allocated to it would seem to indicate that the inclusion of the entry was an attempt to get a community project onto the platform of denominational discussion. It was the first time that a community ministry of this sort was presented to and adopted by a NSW Baptist Assembly.

Certainly, Leeder was the NSW strategist for the movement. He had outlined a possible plan to the Executive Committee in July 1938. At the Assembly the Financial Secretary of the Union was appointed Organizer of the Movement and Convener of all Committees. There were eventually five of them; a General Committee, a Finance Committee, an Evangelistic Committee, a Publicity Committee and a Deputation Committee.

Wingfield, and his successor as President, Rev. W.L. Jarvis - then at the height of his outstanding ministry at Central Baptist Church, sought to emphasize the spiritual aspects of the Movement; Jarvis making his Presidential year one of evangelistic outreach. But the Movement did not attract much interest in the churches. R.E. Walker, who followed Jarvis as Union President, decided to draw attention to the financial aspects of the Movement. In his Presidential address he stated: "I declare emphatically my support of the 'Forward Movement' and my disappointment at its progress."<sup>5</sup> In the first year the response was only £335, in the second £755. As F.J. Church observed later, the Forward

Movement was "only fund raising in disguise", and "the scheme was impossible to sell to the churches".<sup>6</sup>

One thing that had prompted the suggestion of a forward movement was the perceived sluggishness in the overall life of NSW Baptist churches. In the decade 1931-1940, while the number of churches increased by 25%, the membership grew by only 16%. As A.C. Prior observes:-

It is difficult to estimate what influence the Forward Movement had in the progress of the Union in terms of Church membership. If the test of statistics is applied then there was little result. . . . The denomination had done little more than hold its own.<sup>7</sup>

There were, however, two clear gains. First there was the reduction of Baptist Union indebtedness, both State and Federal. This removed a great hindrance to any advance, and encouraged a new spirit of optimism. The second gain was the inauguration of the N.S.W. Baptist Homes Trust.

R.E. Walker sought a revision of the original plan, which, in 1942, was eventually extended by seven years, and included a revised entry "For Social Work in N.S.W.". This revised entry is of interest because it foreshadowed some of the early activities of the yet to be formed Homes Trust. It is worth giving in full.<sup>8</sup>

**4. - For Social Work in N.S.W.**

To provide a Baptist Business College	532
To provide a Children's Home	4,000
To provide a Home of Peace for Baptist Women	1,750
To provide a Baptist School	1,000
To provide Pensions for Baptist Ministers or their widows not adequately assisted by the A. & I.M. Fund	1,500
To assist Payment of Ministers' Annuity Premiums	1,500
	£10,282

By 1944 the Baptist Business College (Bedford College) was operating. Although J.M. Crawford, who became Union President in 1942, urged, in the strongest terms, that NSW Baptists follow the example of Victorian Baptists, and establish a Baptist school,<sup>9</sup> nothing came of this. The rest of the projects were carried through.

Walker also asked that a new Committee of eight laymen, and the General Secretary of the Union be appointed to join Mr R.M. Aylward and himself in implementing the expanded plan.

In 1943 this Committee was enlarged by the addition of F.J. Church and W.H. Jones. It was:-

Messrs R.M. Aylward (Chairman), R.H. Butler, F.J. Church, R.L. Foote, W.H. Jones, S. Lowe, A.J. Miller, A. Mitchell, C. Turk, and R.E. Walker. Rev. A.L. Leeder continued as Secretary.

The seven year period of the Forward Movement came to an end in 1949, and in his Annual Report for 1950, Leeder observed that all but £1,542.5.7 had been paid off the debt on Church House (it had been £5,560.13.2 in 1939 and the Union's total indebtedness had stood at £9,720). Bedford College was by then well established as was the New South Wales Baptist Homes Trust.

Before we leave this brief examination of the Baptist Forward Movement and pass on to the development of the Homes Trust, there are three other legacies from the Movement which deserve some comment.

*First*, there is the title given to item 4 in the revised programme, 'For Social Work in N.S.W.' The author of that title was almost certainly R.E. Walker. In preparation for his own term as President of the Baptist Union, Walker read all the inaugural addresses of Baptist Union Presidents from 1900. He observes:-

. . . no President suggests, even in passing, that the Denomination should undertake what, today, we would call community service. Generally speaking the themes chosen were largely related to doctrine, evangelical urgency, pleas for denominational loyalty and in one case the needs of increased religious education among children. Two Presidents skirted on the perimeter by warning against 'socialism' which appeared to them to be synonymous with atheistic philosophies.<sup>10</sup>

In his own Presidential address he observes:

As a denomination we have never been tardy to protest against moral wrong and wickedness, sometimes and all too rarely, to work to eradicate those wrongs.<sup>11</sup>

Baptists were cautious of words like 'social work'. Some individual Baptists had been active in such organizations as the Sydney City Mission and The Sydney Rescue Work Society, but many of the Baptists to whom Walker spoke were suspicious of anything that sounded like a social gospel. That attitude was to continue for many years, and still persists in some circles where social involvement is seen as the enemy of biblical evangelicalism.<sup>12</sup> For some, their reluctance to engage in such social work stemmed from the conviction that the sole task of the churches was to win people for

Christ, and it was the task of the Baptist Union to establish churches which would do so. As F.J. Church expressed it:-

There was a feeling then, among many evangelical Christians, particularly those with more 'fundamentalist' leanings, that it was not the work of the Christian Church to become involved in solving or alleviating social problems but its sole task was to convert people to Christianity; then, having converted all people there would be no social problems.

F.J. Church, who became the longest serving President of the Trust/BCS tells how, as a young university student, attending the Christian Endeavour meetings on a Monday night at Stanmore Baptist Church, he expounded the need for Christianity to have a social expression, particularly to relieve poverty and establish caring attitudes and welfare organizations. This was in the 1920s, when the Great Depression was making social needs to be felt acutely. Church acknowledges his debt to the writings of the group of English writers, known as Christian Socialists, which included Charles Kingsley, John Ruskin, Bishop Westcott and the Baptist, John Clifford. Church comments, ". . . when I applied to be a teacher in the Sunday School, I was politely told that my views on social Christianity prevented me from teaching."<sup>13</sup>

The *first* legacy from the Baptist Forward Movement represented a change from such an attitude of suspicion attaching to social action. Through the Homes Trust, social action became part of the life and thinking of NSW Baptists.

The *second* legacy is to be found in Walker's recommendation that the Committee appointed to implement the expanded plan be eight laymen, together with the Rev. A.L. Leeder, General Secretary of the Baptist Union, Mr R.M. Aylward and himself. In his brief historical overview of the Trust, Walker repeats this description of the lay nature of the Committee. *Ministers (apart from Leeder) were excluded from this key Committee.* The reason for this, to some extent at least, is to be found in the attitudes of some Baptist ministers of the day. These attitudes, which were almost mutually contradictory, were expressed to people like Walker and Church.<sup>14</sup>

There were those ministers who held strong views opposing the denominational involvement in social activities. This was the opposition encountered by the young Fred Church at Stanmore. Some influential ministers expressed those views to Walker, and this doubtless influenced him in his request that the Committee be laymen. Not that opposing ideas were confined to the ministers of the denomination; there would have been laymen of the same persuasion. But Walker, who exerted considerable influence in denominational life, and who was the Immediate Past President of the Union, knew the men he wanted (In fairness to the

denomination's ministers it needs to be recorded that some, who initially opposed the Baptist Union's becoming involved in social action, subsequently changed their minds and became warmly supportive of the Baptist Homes Trust).<sup>15</sup>

There were other ministers who welcomed the arrival of the Homes Trust for personal reasons. In the very early days of the Homes Trust, F.J. Church, who was the first Honorary Secretary, was approached by some pastors with the request that, in any home the Trust might establish, the application of retired ministers receive preferential treatment. The request was firmly rejected.

One notable exception to both these attitudes was the Rev. W.L. Jarvis, the minister of Central Baptist Church. He, and Mr R.M. Aylward, a Deacon at Central Baptist Church, were enthusiastic supporters of the proposal "For Social Work in N.S.W.", and more will be told later of the tremendous help that came to the new N.S.W. Baptist Homes Trust from Central Baptist Church.

The *third* legacy from the Baptist Forward Movement is the corollary to the above. Baptist Community Services, from the very beginnings of the N.S.W. Baptist Homes Trust, has been a lay organization in its key leadership.

## 2. A 'Homes Investigation Committee' and the formation of the 'Baptist Homes Trust'

In July 1943, the Forward Movement Committee recommended to the Baptist Union Executive Committee that a home be established for aged women. This was agreed to. The following month, with the approval of the Executive Committee, the Forward Movement Committee appointed a committee of 22 persons, men and women, to be an Investigation Committee to consider and report upon the establishment of an Eventide Home for the Elderly. Mr R.M. Aylward convened the first meeting for Thursday 19th August, at which he was appointed Chairman and Mr F.J. Church was appointed Honorary Secretary of the Committee. Several of those appointed were unable to serve, and some were unable to attend meetings because of other denominational commitments. The Committee, for all practical purposes, was reduced to twelve. In order to facilitate its task, the Committee formed three sub-committees namely, Finance and Constitution, Domestic and Furniture and Building and Sites, and these all reported to the 'general' (full) Committee.

The 1943 Annual Assembly gave approval to the setting up "of a body corporate . . . under the control of the Union, to be known as the 'N.S.W. Baptist Homes Trust' to establish and manage the home and all other social service activities" which the Union or its churches might establish.

Meanwhile, the sub-committees had been quickly busy at their tasks. Inspections were made of the homes established by other denominations and organizations, and extensive information was obtained from the Chermside Homes in Brisbane. The general committee had its report ready to present to the Executive Committee of the Baptist Union on 21st December that year.

That the Committee had been appointed was taken as evidence in itself that the need existed for a home for the elderly; the report indicated the way in which it believed the Union should proceed.<sup>16</sup>

Under the heading 'General', the Committee made the following observations.

- What was to be established must be a home. "Any attempt to establish a home will fail if it merely creates an 'institution'. The State and other secular organizations may well be able to erect institutions to house the elderly but only the Christian Church can establish a home in the real sense of the word 'home'."
- The Committee considered various kinds of constitutions for this new enterprise, and made the following recommendation. "The Baptist Union is a religious body and the Homes are a Christian Social Service venture to be conducted by the Union and for legal and taxation reasons as well the Committee recommends a separate body be established under the control of the Union to conduct the proposed Home and with a Constitution wide enough to include all types of Christian Social Service Activities and thereby avoid at a later date a multiplicity of organizations."
- The Committee was greatly encouraged by the interest expressed by people within and beyond the denomination ". . . and it unanimously feels their support will be generously forthcoming." Apart from the capital cost of erecting such a home and building maintenance expenses, the Committee was sure that the home, which should be "a modern home building in a garden setting", would be self supporting.

Given the hesitation, felt by some within the churches and expressed above, the concluding comment under these general observations is worth noting.

The members of the Committee feel honoured to have shared in the investigation work for the foundation of the first Social Service Activity of our Baptist Union, for they feel that, especially in the times in which we live, the Church must in no uncertain manner reveal to others the social implications of the Gospel of Jesus Christ.

On the basis of those general observation the Committee unanimously recommended the following under the heading 'Constitution'.

That as an auxiliary of the Baptist Union of New South Wales a non-profit Company limited by guarantee be formed under the name of "N.S.W. Baptist Homes Trust" or such other name as the Governor of New South Wales may permit. The Trust to be under the general control of the Baptist Union of New South Wales and its objects to be wide enough to embrace "inter alia" all types of children's homes, convalescent homes, old age homes, both for male and female persons, hostels and holiday homes.

The Committee recommended that the Trust be governed by a Council of 26 members, comprising the President, Vice President, Immediate Past President and General Secretary of the Baptist Union, five ladies appointed by the NSW Baptist Women's Federation, one person appointed by the Union's Young People's Department, four men and four ladies elected by the Annual Assembly of the Union and eight persons to be elected annually by the Trust.

The members of the Trust were to be the Baptist Union of NSW life members (viz. those who within five years donated at least £100 to the Trust, and every person nominated in writing by a Baptist Church which has within five years, donated £100 to the Trust), annual members (who made an annual donation of £1 to the Trust) and such persons (not exceeding 25 at any one time) who for service rendered to the Council were elected as life members.

The Committee recommended that the first undertaking of the Trust be a Home for Elderly Ladies. The internal management of the home was to be vested in a Matron under the control of a House Committee appointed by the Council of the Trust and having such powers as the Council should determine. The Matron was to be "a Christian lady and if possible a trained nurse and a Baptist . . ." The proposed home was to be able to cater for forty to fifty (and no more) guests in residence, and to have, in addition to the Matron, one cook, one housekeeper and two general maids. The minimum age of entry for a guest was not less than fifty years of age, and each guest was to pay if possible towards their maintenance the sum of approximately £1 per week. The guests were to look after their own rooms "and render such other work about the home as the Matron may see fit to assign to them".

The home was to be named in such a way that it would not convey the idea that it was an institution.

The Committee had recommendations on furnishings (" . . . the guests of the home shall not be allowed to bring any of their furniture"), memorials, preferred location, size and style of building, and procedures for processing applications for residence.

The Report received a mixed reaction in the Executive Committee. Some Executive Committee members had connections with the Sydney City Mission and considered the proposed new home unnecessary, and a rival to what the Sydney City Mission was already doing. Two members, who were on the Council of the Rescue Society, took a similar view. A few members were of the opinion that it was not the concern of the denomination to embark upon social work at all. The debate was long and difficult, but eventually, three decisions were made.<sup>17</sup>

*First*, "It was resolved that a Committee comprising Messrs. R.M. Aylward, F.J. Church and R.E. Walker, with the Honorary Legal Adviser be appointed to implement the Report."

*Second*, the Executive acknowledged the work of F.J. Church, (whose contribution to the Trust and its development was to be prodigious) in drawing up the Memorandum and Articles of Association. Special thanks to Church for his work in this regard were minuted. The document is worthy of comment.

While numbers of alterations have been made, particularly to the Articles of Association, to bring them into line with changes in legislation and newer developments in the management of what has become a very large organization, an examination of the original objects, given in the Memorandum, shows how broad and far-sighted was the vision that Church had for the Trust. Some changes have been made to the Memorandum, again reflecting changes in legislation and nomenclature, but none of the original Objects has been changed. Only one addition has been made to 3. (Objects for which the Company is established); a new clause (f) was added, viz.:

To establish acquire carry on and maintain all forms of welfare counselling, mediation and advisory services.

Given that counselling, as a separate, identifiable ministry, would have been relatively unknown in Baptist circles in the early 1940s, it is not surprising that it was not included in the original Objects. Such ministries have now become important in their own right, and it is appropriate that the addition was made to the Objects of the Trust, and that Baptist Community Services should be the organization to oversee this ministry on behalf of the denomination.

The *third* decision of the Executive was to refer the matter to the Honorary Legal Adviser (A.W.M. Dickinson). This decision resulted from the unhappiness of the members of the Executive with regard to the proposed composition of the Council.

Dickinson's report was received and his recommendations adopted at the Executive Committee meeting on 18th April 1943. The alterations were significant.

- The Baptist Union of N.S.W. was not to be a member of the Trust.

This decision was certainly made on the basis of the Baptist Union Incorporation Act of 1919, which states that the purpose, in forming the Baptist Union of New South Wales, was

. . . for the promotion of Christian intercourse amongst its members, the establishment and maintenance of places of worship for the members of the said denomination, the support and assistance of Baptist ministers, the education of candidates for the ministry, the advancement of home and foreign missions, and the furtherance of the public worship of God in accordance with the said tenants and doctrines; and whereas it is expedient that the said association should be incorporated, and should be invested with the powers and authorities hereinafter set forth.

Fred Church elaborated on this decision, which was entirely satisfactory to the founders of the Baptist Homes Trust, in the paper he read to the Baptist Historical Society of NSW. He pointed out the great advantages that came with the independence of the Trust:

. . . the Union was a religious body . . . a free association of churches, some of which, at that time, were not supporters of Baptist participation in social work. If the Trust had been part of the Union, then each church affiliated with the Union would be deemed to be supporting the work. . . .

Among other reasons was that if the Trust were to take firm action against persons in its care or against a staff member, as it might have to do, it would not be the Church (a religious body) doing it. It would be an organisation for social work under the indirect control of the Union taking the action.<sup>18</sup>

The disadvantage in independence was that the Trust would have to raise its own funds. This it proved it was able to do, and when the Baptist Union of NSW introduced a Cooperative Budget to fund its total programme, the Trust requested that it remain outside the Budget, relying for its support on individuals, primarily, and such churches as were satisfied both with the Trust's objectives and performance.

- The Council was to be enlarged to 35 by the following additions: the General Treasurer joined the other Honorary Officers suggested by the Investigation Committee; the representation of young people was increased from 1 to 4; the number of persons elected by the Annual Assembly was increased to 14 (including 4 women) and the right of the Council of the Trust to elect councillors, other than the eight recommended by the Investigation Committee, was deleted.<sup>19</sup>

- Provision was made for the nomination of people who were not members of a Baptist church, but such nominations had to be approved by the Executive Committee of the Baptist Union. In calculating a quorum such non-Baptists were not to be counted.

F.J. Church comments that the Investigation Committee had selected people because of their known interest in the project, and gives the additional reason (obviously not disclosed at the time) that the Committee was concerned that the Executive Committee might appoint people who would want to put a brake on the Committee's plans.<sup>20</sup>

So, at the outset, the Trust was saddled with a large and unwieldy Council. The Trust's first full-time Secretary gives his judgement that, while the larger Council meant an opportunity to inform and enthuse a large group, the very size and diversity of the Council made it an inefficient decision making body.<sup>21</sup>

At a meeting of the Forward Movement Committee on 22nd February 1944, Mr F.H. Farrar, Union President, suggested that the name of the new enterprise be changed to "Social Service Trust". The Committee agreed to consider the change, but for reasons it felt to be valid at the time, decided against Farrar's suggestion. Time has shown that it was apposite.

However, there was a delay in getting State Government approval for the Memorandum and Articles of Association. Because it was to be a non-profit company under the Company's Act, without the word 'limited' in the name, the consent of the Governor had to be obtained.

While the delay prevented the incorporation of the Trust, the people who had been nominated to be the first Council met informally on 7th July, appointed R.M. Aylward as President, F.J. Church as Honorary Secretary and established a Sites Committee. By the time of the next informal meeting, on 15th September 1944, 41 sites had been investigated and inspected. At the first informal meeting it was resolved "that the ladies of the Council comprise a Ladies Finance Committee to determine methods whereby the ladies of the denomination could raise money".

This burst of activity, before the Trust was legally constituted, is a measure of the commitment of the Council members, and the high level of enthusiasm for its task which was emerging in the churches.

The Governor's License, whereby the N.S.W. Baptist Homes Trust could be registered with limited liability without the addition of the word 'limited' to its name, was signed on 20th September 1944. On 5th October 1944 the N.S.W. Baptist Homes Trust was incorporated under the Companies Act, 1936.<sup>22</sup> The first legal meeting of the Trust was held on 13th October 1944

when the decisions of the two informal meetings were re-submitted and confirmed. Messrs A.S. White and A.T. Iiffie were appointed Honorary Accountants to the Trust and continued in that capacity until a full-time accountant was appointed. Mr Iiffie then became the Treasurer, in which position he served for many years.

### 3. The First Home

That the first undertaking of the Trust be a Home for Elderly Ladies.

That the Trust be directed to erect a new building for the home in accordance with the principles and suggestions herein made but notwithstanding this recommendation the Trust shall give serious consideration to the commencement of the Home as a temporary measure in an existing building.<sup>23</sup>

The Trust was determined to resist the temptation to rush into establishing a home by using any existing building, and, as has already been observed, had an active Sites Committee on the job even before the Trust had been legally constituted. The intention was to find a site in the metropolitan area, not too far from transport, and yet in a new and developing suburb. The first homes in the Sydney metropolitan area were all established in the north shore suburbs. The Trust was formed only twelve years after the opening of the Sydney Harbour Bridge. Until that time, the major development of Sydney had been towards the south; the new and developing suburbs, closest to the central business district, were on the north shore. World War II had not ended, and the National Securities War Time Regulations were in force; under these there was a maximum price which could be paid for land, and this limited the amount of land available.

A very suitable site was found in Cox's Road, North Ryde and the Council, at its meeting on November 10th 1944, authorised F.J. Church, the Trust's first Secretary, to negotiate the purchase of 12 acres for the sum of £1,475. The purchase of the land was completed in March 1945. Architects had been engaged, plans were drawn, and a model for deputation display and promotion had been made when, the Trust received a major setback. In January 1946 the Government announced its intention of resuming the site for incorporation in a hospital. Church and others made unsuccessful representations to the Minister for Health. The Government proceeded with its resumption plans, and the Trust began again its search for a suitable site. The Trust had to wait until November 1951 for reimbursement of £3,925:4:10 from the Government.

Aylward, the first President, left the State, and his place was taken, briefly, by W.L.Jarvis, and then, in 1947, by R.E. Walker.

In the meantime Church had inspected some 30 sites, only to be frustrated again by the land sales controls affecting the price. His wife, Isabel, came to the rescue. Their little son<sup>24</sup> was four years of age and a rather restless child, and his mother used to take him on bus rides to Parramatta to help him settle. She came home one day with the news that she had found two possibly suitable sites on opposite sides of Pennant Hills Road in Carlingford. Focus eventually fixed on the site on the south side of the road, which was owned by C. Freestone, who, though not a Baptist, regularly attended the Hurlstone Park Baptist Church where Rev. F.T. Smith was the minister. With his help Freestone was persuaded to sell the land to the Trust at a fixed price. On November 19th 1948, the property at 268 Pennant Hills Road, covering six acres, was transferred to the Trust at a cost of £2,000.

The Trust had new plans prepared (those proposed for the Ryde site were not readily transferable to the Carlingford location), but once again War Time regulations slowed things down. The Trust had to apply to the Parramatta Council for permission to build, to the Department of War Organisation of Industry for permission to buy materials, and to Canberra for permission to borrow and permission to purchase land at a fixed price. It took three years for the Trust to get these permits.

From the beginning the Trust had declared its willingness to assist churches which wished to proceed with their own social service activities. The Trust's Annual Report for 1947 recorded its congratulations to:-

. . . the Ashfield Church on the establishment of 'Norland' and the Stanmore Church on the establishment of their Memorial Hostel, and feels that some of the background which enabled the successful establishment of these two ventures is in no small way due to the Trust's own activities and publicity. The Trust always desires to see the establishment of Baptist Social Service activities and is willing at all times to render such assistance as it can.<sup>25</sup>

There can be little doubt that those who, through the Trust and its predecessors, had steadily championed the cause of social action, had succeeded in stirring the social conscience of many in the Baptist churches. In his report of the Annual Assembly in 1945, Leeder, the General Secretary said, "It is a fact that people will always respond [to a financial appeal] when something is actually being done." Walker commented, "This was certainly true in Homes Trust experience."<sup>26</sup>

Leeder's conviction was now put to the test. The Trust had to raise the money for the home and land. Under the Trust's constitution, it had to obtain permission from the Baptist Union before it could make any appeal to the churches. Some members of the Executive Committee were concerned lest the Trust's appeal would deplete giving to the rest of the Union's programme and permission was given, with some reluctance, for the Trust to make its appeal for two months ending July 1945. Church gives an exciting account of what happened.

During that period we raised approximately £4,000, and in the last week the then Minister of the Central Baptist Church, Rev. W.L. Jarvis said that if we raised another £2,000 in the next two months of August and September the church would match it with another £2,000 [out of the fund that had accumulated for the purchase of a manse for the Central Baptist Church.<sup>27</sup> So we had to go again and organise to ask for money and we obtained £2,791 in those two months, which, together with the monies we had accumulated we estimated would be enough, with a bank loan, to enable us to commence building.

Church discovered a novel way to overcome the problem of the information, in correspondence addressed to ministers and church secretaries, not getting to their congregations. For the second appeal, the one made in response to the generous offer of the Central Baptist Church, Church wrote to the Ladies' Guild in each church. He specified the dates on which he had written, on two occasions, to their minister and secretary, saying that if they had not heard of the appeal for funds for a home for elderly ladies, would they raise the matter at the next church meeting and ask why their minister and secretary had kept the information from them. Very soon there was a 'phone call from Leeder, the Union's General Secretary, saying that he had been contacted by numbers of ministers and church secretaries who complained about Church's tactics. Church's response was to express his regrets that they had guilty consciences, and to advise Leeder that he would write a reminder letter to the ladies.<sup>28</sup>

Obtaining the bank loan proved difficult. Church approached the Baptist Union bankers, the *Commercial Banking Company of Sydney*, for a loan, but they wanted not only the security of the building but a joint and several guarantee of at least seven persons for £30,000. This he found impossible to obtain. He approached other banks and life assurance companies without success; they did not know, if the Trust defaulted, to whom they could sell an aged persons' home. At last he was able to persuade the *Commercial Banking Company of Sydney* to agree to take guarantees from individuals and not joint and several. After obtaining seven persons to do this the Trust had the money to start building.<sup>29</sup>

During the Annual Assembly meetings in 1949, Mrs Packer, widow of Dr J.A. Packer the founding editor of *The Australian Baptist*, and Manager of the Australian Baptist Publishing House Ltd, donated 1105 shares in the Publishing House to the Trust. This was approximately one quarter of the capital of the Publishing House.<sup>30</sup> This coincided with the campaign of Walker and Church, in another context, to acquire shares from private holders and so secure denominational control of the Publishing House. Walker could report that by 1956 the Trust owned over one fourth of the Company's share capital.<sup>31</sup>

A competition for a name for the new home resulted in the choice of "Yallambi", an aboriginal word meaning "to dwell". Early in 1950 permission to build was received from the Department of Building Materials, tenders were called, and on September 22nd 1951 the foundation stone of Yallambi was set by R.E. Walker, the Trust President. An appeal was launched for £30,000 to open the home free of debt, and a Ladies' Auxiliary was formed, the first such group and the trail-blazer for the many auxiliaries which were to contribute so significantly to the work of the Trust.

By the following September the work was near enough to completion for the Trust to hold a 'building in progress inspection' which was attended by about 500 people.

But a major problem confronted the Trust. They had no matron for Yallambi. The official opening was only weeks away and no appointment had been made. The position had been advertised, but none of the applicants impressed the interviewing panel. Just when the situation was becoming desperate, Miss Margery Bartlett arrived at the Church's home to apply for the position. She was a member of the Central Baptist Church, she had just returned home from England and had been sent by Jarvis, her minister. Her qualifications were good and she had had considerable experience in caring for the elderly. At its meeting on November 21st 1952, the Trust unanimously appointed her as Matron.

She proved to be the person Yallambi needed. Her Christian commitment was real. She was a tireless worker, generous and compassionate. She was able to get the best out of her staff and established the sort of ethos for the home and its conduct which the Trust had been looking for. Five future Directors of Nursing for the Trust's homes had their formative experience in aged care at Yallambi, under her tutelage. But that is to anticipate future chapters in the Trust's story.

Yallambi was built in the days when no Government assistance was available for such projects. The home had to be built and maintained by donated support. The total cost of the home and furniture was £56,520 and

this figure does not take into account the many donations in kind that had been made. The total indebtedness, at the time of opening, was £29,111.

On January 31st 1953, Yallambi was opened by His Excellency the Lieutenant Governor and Chief Justice, the Honourable K.W. Street.

The Baptist Homes Trust, which seemed almost an afterthought in 1938, was now, fifteen years later, a vigorous and dynamic agency for social service within the Baptist community in NSW. It had begun as a £250 item, under the rather vague heading 'New Enterprises' and was now launched on what was to be an outstanding career.

#### NOTES (Chapter One)

- 1 *The New South Wales Baptist Year Book* 1938-39, p.13
- 2 See R.B. Henson, *And One Was a Doctor. A Life of Rev. Dr. A.J. Waldock*, Baptist Historical Society of NSW (2003) No.7 in the series, *Baptist Historical Studies*. p.29
- 3 There is a discussion of the Baptist Forward Movement in A.C. Prior, *Some Fell on Good Ground*, Sydney, Australian Baptist Publishing House (1966). pp.144-146. See also the paper by R.E. Walker "The Baptist Forward Movement, 1937-1950. An interim brief review"
- 4 R.E. Walker, *N.S.W. Baptist Homes Trust and Community Services, 1944-1956*. (Revised. 1980) p.3
- 5 *The New South Wales Baptist Year Book* 1940-41, p.10
- 6 F.J. Church, "Early Days of the N.S.W. Baptist Homes Trust", An address given to the Baptist Historical Society of NSW on 16th February 1989, p.3
- 7 *op.cit.* p. 145
- 8 *The New South Wales Baptist Year Book* 1942-43. p. 41
- 9 *ibid.* pp. 15f. Crawford died before completing his year in office.
- 10 *Op.cit.*, p.1
- 11 *The New South Wales Baptist Year Book*, 1940-41, p.15
- 12 A helpful, brief review of evangelicals and their involvement e.g. in issues of social justice can be found in Athol Gill, *Fringes of Freedom*, (1990) Chapter 8. Gill was a notable Australian Baptist scholar. See also David O. Moberg, *The Great Reversal. Evangelism Versus Social Concern*, London, Hodder and Stoughton (1972)
- 13 F.J. Church, *op.cit.* , p.2
- 14 The attitudes referred to here were recounted to the author by Walker

and Church.

- 15 One of these was the well known Baptist evangelist, Rev. J.G. Ridley.
- 16 **Report of Homes Investigation Committee** to The Executive Committee and The Forward Movement Committee of the Baptist Union of New South Wales, Sydney.
- 17 B.U. Executive Minutes 21st December 1943
- 18 *op.cit.*, p.9. While the whole matter was under discussion, the Churches of Christ had to bring an action against their matron at Pendle Hill. This incident convinced the members of the Baptist committee, who had considered such an event unlikely, and were questioning the Legal Adviser's judgement.
- 19 The first Council of the Trust consisted of the following:-  
The persons for the time being holding the offices of President, Vice President, Immediate Past President, General Treasurer and General Secretary of the Baptist Union.  
The following five women appointed by the Baptist Women's Federation: Merab Young, Winifred Blanche Smith, Adelaide Bamford, Bessie May Jarvis and Elizabeth May Clatworthy.  
The following three appointed by the Union's Young People's Department: John Edward White, Archibald Mosely, and Sydney Edward Sturgess.  
The following fourteen elected by the Annual Assembly of the Union: Richard Henry Haydon Butler, Wilfred Lemuel Jarvis, Francis James Dicker, Alfred Herbert Wicks, Robert Middleton Leghorn, Roy Wilbur White, Edmund Faulkner Heather, Henry James Morton, Reginald Maurice Aylward, Jennie Turk, Myrtle Belle Walsham, Lilian Alice Jolly, Frances Worboys, and Grace Elizabeth Maud Crawford.  
The following eight elected by members of the Trust: Ronald Earle Walker, Cuthbert Taylor, Frederick James Church, Frederick Thomas Smith, Frederick Thomas Elvy, Spencer Lowe, Elizabeth Aylward, and Dorothy Maude Mary White.  
Articles of Association 58. (a), (b), (c), (d), (e).

- 20 F.J. Church, *op.cit.*, p.5
- 21 Observation made to the author.
- 22 The Names and Descriptions of the Subscribers to the Memorandum and Articles were:-  
R.E. Walker, Deputy Prothonotary; W.L. Jarvis, Baptist Minister; A.L. Leeder, Baptist Minister; W.B. Smith, Married Woman; R.W. White,

Master Baker; R.M. Aylward, Merchant; C. Taylor, Accountant; R.H.H. Butler, Company Director; E.J. Phillips, Commercial Traveller. Their signatures were witnessed by F.J. Church, Solicitor.

- 23 **Report of the Homes Investigation Committee** Recommendations 6 & 7.
- 24 F.J. Church, *op.cit.*, p.7. At the time of writing, that son, John F. Church, is Chairman of Baptist Community Services.
- 25 **N.S.W. Baptist Homes Trust Third Annual Report**, for the Eleven Months ended June 30th 1947, p. 5
- 26 *op.cit.*, p.6
- 27 *op.cit.*, pp.7f Church had stated that the money from the Central church had been designated for social work. This is a mistake. The church was considering purchasing a house in Randwick, but Aylward and Jarvis convinced the rest of the church officers that the need to get the Trust started was a higher priority. The Trust agreed to a request from the Central Baptist Church that the land at Carlingford be recognised as a gift from the church.
- 28 Church, *op.cit.*, p.11
- 29 *ibid.* p.8
- 30 **N.S.W. Baptist Homes Trust Sixth Annual Report** for the year ended 30th June 1950, p.5
- 31 *op.cit.*, p. 8. Greenwood Press, the plant operated by The Australian Baptist Publishing House, ceased operations in December 2003 after ninety years of operation. See *Together in Ministry* issue #13, Autumn 2004, p.11



Yallambi Nursing Home

# Chapter Two

## Exploring The Way Forward

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### 1. Precursors to 'Yallambi'

The Baptist Homes Trust was incorporated on 5th October 1944 and held its first legal meeting a week later on 13th October. The council-to-be had energetically and enthusiastically pushed ahead with what it saw would be its immediate agenda, and at that first legal meeting the decisions of two informal meetings, held earlier that year, were re-submitted and confirmed. A Sites Committee had been very active while the procedures for incorporation were being carried through, and a suitable site had been found in Cox's Road, North Ryde. At its second meeting, just one month later on 10th November, the Council authorised Church, the Trust's honorary secretary, to negotiate the purchase of 12 acres of land. The purchase was completed in March 1945. So, within six months of its coming into being, the Baptist Homes Trust was preparing to build its first home on its own land.

Those plans had to be put on hold when the Government decided to resume the land. The search for another site was undertaken, and then came the long delays in securing Government permission to purchase; the Parramatta Council's permission to build; and Canberra's permission to buy materials. There was also a long delay before Government compensation for the resumed land was received. 'Yallambi', the first home, was not opened until 31st January 1953, nearly eight and a half years after the Trust was incorporated.

The founders of the Trust were confident that they would find support in the Baptist community. They were justified in their belief; but keeping that level of interest alive and responsive for more than eight years, during which there was little to see for the Trust's efforts, was far from easy.

But it was done.

The Homes Trust was a product of the Forward Movement. Prior to the incorporation of the Trust, £592.16.2 was received by the Movement for the establishment of an elderly ladies' home and a children's home. By the end of the first financial year in which the Trust operated (i.e. from 5.10.44 to 31.7.45) a total of £1,610.19.2 had been received as allocations from the Forward Movement. The grand total of donations for that period was £3,654.5.2. This meant that in less than ten months of the Trust's life, donations from churches and individuals of £2,043.6.0 had been received. These donations had come from sixty-eight churches and one hundred and twenty five individual supporters.<sup>1</sup> From the very beginning, the annual reports of the Trust drew attention to the fact that donations to both the Elderly Ladies' Home and the Children's Home were allowable income tax deductions in the case of companies, and rebatable in the case of individuals. This undoubtedly stimulated giving.

By the end of the next financial year (31.7.46) the allocation from the Forward Movement was £196.13.0, and donations totalled £5,797.9.5, coming from over one hundred churches and nearly four hundred individuals. In addition, donations totalling £335.2.6 were received from people who had no known Baptist affiliation. Bearing in mind that, although World War II had ended many wartime austerities still applied, this was a remarkable achievement.<sup>2</sup>

When the Government's decision to resume the Ryde land became known, and before the land at Carlingford had been purchased, contributions fell away. None the less, the Third Annual Report stated that £1,395.6.3 in donations had been received.<sup>3</sup>

The next year, because of the continued uncertainties, the Trust decided that no effort would be made to solicit donations. The councillors were encouraged when, despite this decision, £861.7.5 in donations were received. The Epping Baptist Church, where F.J. Church was a member, was an enthusiastic supporter of the Trust from its inception. The Epping Baptist Church choir conductor, Mr D.R. Gow, offered to organise and conduct a choir to render the cantata, *Olivet to Calvary* in the Sydney Town Hall, proceeds to go to the Trust. The Town Hall was packed, the cantata was enthusiastically received, and £164.10.3 was contributed to the funds of the Trust. Out of this venture was born the Baptist Choral Society, which appointed Church, who was tone deaf, as its President! (The Society had a relatively short life, but this was due to a falling off in support, not because of its President's self-confessed lack of musical talent.)<sup>4</sup>

The next two years followed the same pattern, with donations totalling £956.17.0 in 1949 and £614.13.2 in 1950. In 1950 the Trust received its first legacy of £40.0.0 from the estate of J.T. Jones.

The required approvals came through, compensation for the resumed Ryde land was received, and in 1951 the Trust was in the position to proceed with the erection of the Elderly Ladies' Home at Carlingford. Donations for that year totalled £614.13.2 and the Council determined:-

As from the laying of the foundation-stone the Trust will commence a vigorous appeal to the Baptist constituency for the balance of the cost of erecting the building. Costs have risen considerably, but during the same time the capacity of the Baptist constituency to meet the increased costs has also increased at least accordingly.<sup>5</sup>

On 22nd September 1951 the foundation stone for 'Yallambi' was set by R.E. Walker, who was now the President of the Trust. By the end of the financial year all the brickwork for the home had been completed and hopes were high that 'Yallambi' would be ready for occupation by December 1952. On 30th May 1952 a *Musical* was held in the Central Baptist Church at which Church, the Honorary Secretary launched an appeal to raise £30,000 so that the home could be opened free of debt. Walker records that Church made "a stirring appeal . . . on the text 'Now then, do it' (from Abner's instructions to the elders of Israel - 2 Sam 3:18)"<sup>6</sup>

The 1953 Annual Report's comment on finance indicates the extent to which the Trust's 'vigorous appeal' had been successful.

During the year, donations of £6,127.17.4 were received for the Elderly Ladies' Home, together with £20.- for the Children's Home. Donors are thanked for their generous interest.

The appeal, launched on the 30th May 1952, to open the building free of debt raised £10,562 which, with only a moderate increase in the cost of the building, was quite inadequate to open the building "free of debt", leaving a debt . . . of £29,111.7.8. The total cost of the home and furniture to date is the sum of £56,520.8.4, but due to the generous gifts of many articles of furniture, and the cooperation and kindness of many firms, almost the whole of the furnishings and furniture were obtained at or below cost, and a conservative valuation of the home and furnishings would be £65,000.<sup>7</sup>

There had been about two hundred and forty individual donors (including a donation of £1.0.0 from 'Master John Church', at 10 years of age the youngest individual donor at that time).

'Yallambi' was full, and the same report advised.

The number of applicants applying for admission has been many times more than the number of rooms available, evidencing the need for this type of social work. The Trust has already requested the Denomination to donate another £10,000 to reduce the overdraft to a sufficient amount so that extensions at 'Yallambi' may proceed.<sup>8</sup>

The 'Ladies' Finance Committee', appointed at the first informal meeting of the Trust, had now become the Ladies' Auxiliary, and the 1953 report made its first observation on the ladies' work.

The 'Yallambi' Ladies' Auxiliary is now functioning successfully and it meets at the Home on the first Tuesday of each month. Its activities to date have resulted in the giving to the Home of a bread-cutting machine, a preserving set, and other useful articles. Many of the ladies of the Auxiliary have assisted in helping the running of the Home on Saturday mornings, and the Auxiliary is planning a Spring Fete and Flower Display at the home on 26th September next.<sup>9</sup>

From 1954, the Annual Report of the Trust included 'extracts from the Secretary's Report' of the Ladies' Auxiliary, together with the Auxiliary's financial statements.

At times the enthusiasm of the members of the Auxiliary got the better of them and spilled over into attempts to control the home. Some ladies seemed to have been of the opinion that 'Yallambi' should be furnished and run economically, even at the expense of quality and comfort. The first matron records her deep appreciation of the help she received from Fred Church's wife, Isabel as they "battled old fashioned ideas to furnish Yallambi".<sup>10</sup>

The same problem was encountered with some of the lady members of the Council of the Trust. The Baptist Theological College had a Housekeeping Committee, and some of the ladies on the Trust's Council were members of this committee, and wanted a Yallambi Housekeeping Committee. Church was firmly of the opinion that, having appointed a matron, she had complete charge and was responsible to the Council and the Trust through the President or the Secretary. He tells what happened shortly after 'Yallambi' was opened.

. . . my wife and I were at 'Yallambi' on a Sunday afternoon and there were two lady members of the Council in the kitchen with the matron, complaining that she bought certain food that they thought was too expensive and too good to provide at an Elderly Ladies Home. Isabel, my wife, when she saw it came to me and said, "You've got to go and do your stuff. We've got to tell them they can't do that to the matron."

So, I went in and . . . calling them, by name I slammed the cupboard door that they had opened in front of them, and I said, "You're not to do that. Council members are not to interfere with the matron's job." They were very sheepish, so at the next Council meeting at which they were present, I told the Council, rebuked the ladies, and reminded the Council members they were not to interfere with the matron's running of the home. Fortunately, that solved the problem of Council members interfering with the running of the home.<sup>11</sup>

But these were early days when the Council members had much to learn. The members of the Ladies Auxiliary soon discovered that their greatest contributions came from voluntary help at 'Yallambi', when that was needed, raising funds, stimulating prayer support, and creating an informed awareness, in the churches, of the work of the Trust.

We shall have more to say later about the Ladies' Auxiliary.

## 2. 'Karingal'

The Trust had not lost sight of the fact that the first project suggested as a social service activity of NSW Baptists had been a children's home. The 1954 report stated the Trust's position.

The Trust has given consideration to the early commencement of a Children's Home, to which it is committed. As the running costs of children's homes cannot be met by fees received for the children, it would have to be subsidised and consequently any children's home would have to be opened free of debt. The Trust considers that for a year or two the time is not opportune to make a denominational appeal for such a home, but it will do so as soon as it feels the time is opportune.<sup>12</sup>

The Trust's decision is understandable. There had been a strong plea that 'Yallambi' be opened free of debt, and the amount received fell well short of that target. 'Yallambi' was away to a splendid start, but the indebtedness at the time of the opening was £29,111. To enter into further capital indebtedness, particularly when the envisaged project would not be in receipt of any fees, was not considered wise.

Moreover, the Trust was planning to add another ministry to its activities. Following a suggestion from the East Armidale Baptist Fellowship, the Trust had investigated the commencement of a Christian Mobile Nursing Service to assist elderly people who were still living in their own homes, but who were unable to look after themselves. A sub-committee surveyed the Pymont- Ultimo area and concluded that a mobile Nursing Service would meet a great need there.<sup>13</sup>

Miss Gwen Coombs, a qualified nurse from the Aberdeen St. Baptist Church in Geelong, was appointed. She joined the Central Baptist Church, and the Trust supported her and supplied her with a car. The experiment did not work in Pymont-Ultimo, as hardly any patients were referred to her by the local doctors. She was re-located to work in Parramatta-Lidcombe-Auburn-Ryde area, based at 'Yallambi'. Here, at first, the local doctors did refer patients to her, some of whom wanted to pay her for her services (which she always refused to accept). Then the referrals ceased, and, on enquiring, the Trust was told, 'Well, she always wants to preach to them as well.'

Church describes her as a 'delightful nursing sister' and as 'the right person in many ways, but her attitude on some matters was inflexible'.<sup>14</sup> Perhaps the problem was lack of tact; in the event Miss Coombs resigned in 1957 and the Trust abandoned its Christian Mobile Nursing Service.<sup>15</sup>

One can understand the Trust's decision not to proceed with the Children's Home for a year or two. However, the Annual Assembly, held just a few months after the period covered by the Trust's 1954 Report, thought otherwise and requested the Trust to give immediate consideration to the establishment of a children's home (The Baptist Union Assembly was still exercising some control over the Trust!). An incentive for such immediate consideration was the receipt of a legacy from the estate of the late H.E. Robinson. The 1955 Report of the Trust states the response.

. . . the Trust has decided to immediately proceed with the home. Several sites are under consideration and as soon as the final selection is made the building will be commenced. The Trust's appeal for £7,500 for this object is still proceeding.<sup>16</sup>

The same report announced that the Trust was establishing the Christian Mobile Nursing Service, referred to above, which was expected to commence in November 1955, and was keen to establish further projects. The Annual Report went on:-

The Trust desires to establish various social service activities as a witness to the fact that Christians should have a genuine concern for the care of the aged, the sick, the orphan, and the poor, but it must be realised that the Trust's ability to do so is measured by the financial response of the denomination to its appeals.

If every member of our churches gave only £1 per annum towards the social service activities of this Trust, then within the next ten years at least three projects of the size of 'Yallambi' could be established.<sup>17</sup>

The terminology 'social service activities' was now firmly embedded in the language of the Trust, and the denomination at large was being challenged to be part of such a ministry by supporting the Trust financially. If the

members of Assembly wanted to offer some direction to the activities of the Trust, they had also to accept the financial responsibilities that went with such a directive.

Suitable land was found, and the Executive Committee, at its meeting on 9th September 1955 recommended the purchase of approximately ten acres of land at 10 Cross Street, Baulkham Hills. The Council approved the purchase and the contract was signed on 10th February 1956. In establishing the home for elderly ladies the Trust had decided to erect its own building rather than establish the home, even temporarily, in an already existing dwelling. It was decided to adopt the same policy in the establishing of the children's home. So the 1956 Annual Report advised the denomination.

'Karingal' is the name given to the Children's Home to be established by the Trust on land purchased by it at Baulkham Hills. The name is an Aboriginal one meaning 'Happy Camp' . . . . The land at Baulkham Hills has an area of 9 acres, and the Trust's Architects, in conjunction with the Child Welfare Department, are designing the first section of what will be the model Children's Home of New South Wales. The Trust has purchased a property in Parrawi Road Mosman, in order to commence caring for children pending the erection of 'Karingal'. The use of the Mosman property as a Children's Home is temporary, and the Trust is pursuing its appeal to raise sufficient money to build 'Karingal' at Baulkham Hills. The sum of £22,000 is required for this purpose, and you will notice from the enclosed accounts that the Children's Home Fund stands at £9,344.19.2. The appeal to the denomination for the sum of £12,500 during the year ended, was disappointing. Many churches did not even mention the appeal, and others only treated it casually, but some churches stressed the appeal and responded liberally. The Trust refuses to believe the New South Wales Baptists have not the care of children on their hearts, and asks that readers will take up the matter of the Appeal in their own churches. Miss Cousemacker, a triple certificated nurse and a member of the Burton Street Baptist Church, has been appointed the first Matron of the Children's Home, and will commence her duties at Mosman at the end of August.<sup>18</sup>

But the remainder of 1956 was to prove eventful for the Trust for three reasons, which were to coalesce in November of that year. The first was the opening of 'Karingal', the Trust's first venture into child care; not at Baulkham Hills but at Mosman. The second, the Trust had a new President. The third was a change in administration with the appointment of a full-time Secretary.

Something needs to be said about how the Mosman property came to the Trust.

Rev. A.C. Prior, then the minister of the Mosman Baptist Church, President of the Baptist Union for the 1955-56 term, and a keen supporter of the Trust (his wife opened the extensions to 'Yallambi' in March 1956) came to Church, the Trust's Secretary, with some surprising information. Church recounts the story, beginning with Prior's information.

There's an old lady who has a very valuable property, a Mrs. Crawford-Burns, a well-to-do lady, she has one child, a single daughter, and she has told Mrs. Prior that, many years ago a Baptist minister in Tasmania had helped a friend of hers so she wanted to do something 'for the Baptists.' She would sell her home to us well under value and leave a lot of very nice furniture in it.

Church continues the story:-

I went and saw her and she agreed to do this. She was a very interesting character and she said, "You know, my husband and I used to read the Bible every night in bed. There's a Bible alongside the bed. At the end of it we would always top it off with a swig of whiskey."<sup>19</sup>

The Trust's Balance Sheet, at 30th June 1957, lists this Mosman property at £10,650.0.3; less than half of the £ 22,000 the Trust planned to spend on building a new home at Baulkham Hills. It is not surprising, therefore, to read in the Report for that year.

On the 24th November, 1956, the Hon. F.H. Hawkins, M.L.A., Minister for Child Welfare and Social Service, opened the beautiful residence purchased by the Trust as its first home for children.

'Karingal' - an aboriginal name meaning "happy home" [sic] - was originally the name set aside for the children's home to be built . . . at Baulkham Hills. However, the name 'Karingal' had become so fixed in the minds of many, that the Trust acknowledged public interest by applying the name officially to the Mosman home.

Matron L. Cousemacker and the staff care for up to 16 children of varied ages who have come from homes over which the shadow of death, sickness, desertion by a parent, or other tragedy has fallen.<sup>20</sup>

Lola Cousemacker was from the north coast of NSW, and had trained in Sydney and Hobart. She was the mother figure the Trust needed, and she spent the rest of her working life serving the Trust in this ministry to children. Church says of her: "She was probably the most self-sacrificing, self-effacing person that ever served the Trust and to many of the children who passed through that home she is still 'Mother'."<sup>21</sup>

We will return to the opening of 'Karingal' and the significance of November 1956 shortly, but it is worth pausing to examine the ways in which the Trust sought to raise funds.

Appeals were made to churches, church auxiliaries and individuals. People could become 'life members' by donating £100 to the Trust within five years, or 'annual members' by donating £1 per annum. Church, as we have seen, used contact with ladies groups to ensure that no church ignored the Trust and its needs. Rather than present just the total sums required, the needs were broken down into projects which were within the reach of many. R.E. Walker describes what was done.

The Christian Endeavour section of the Young People's Department [of the Baptist Union] challenged its societies each to donate £30 to furnish a room. Later many pounds were raised by donations of £100 to name a room, and £30 to furnish it. The kitchen at 'Yallambi' was established by a donation of £1,000 from Mr. A.S. White and the generosity and service to the Trust of the Hon. Secretary and Mrs. Church were recognised by the naming of the lounge room, the 'F.J. and Isabel Church Lounge'.<sup>22</sup>

With the opening of 'Karingal', the appeal for funds was extended to Sunday Schools. The 1959 Annual Report lists donations from 118 Sunday Schools and 99 Christian Endeavour societies. Indeed the giving from some churches was from these youth organizations only.

The Trust was effectively contacting all of the various agencies in the churches, as well as individuals. This was not only a means of raising money, it was also educating the wider constituency as to the needs that existed, and the ways in which the Trust was seeking to meet those needs. It must be remembered that, in the period under review, very few churches had 'pastoral teams' where more than one pastor would be serving in the same church; nearly all the churches were solo-pastorates. Auxiliaries like Sunday Schools, Christian Endeavour Societies and Brigades, all led and staffed by lay workers from within the local church, supplied the youth programmes; ladies groups like the Guilds, Baptist Women's Leagues, B.W.M.U.s (Baptist Women's Missionary Unions) and S.G.M.U.s (Senior Girls' Missionary Unions) met the needs of women; and Men's Fellowships, made contact with some men from the churches. The pages of the national periodical, *The Australian Baptist*, made frequent reference to the work of the Baptist Homes Trust. It was comparatively easy for the Trust to make contact with the Baptist community as a whole.

Credit must be given for the way in which the Trust used every means possible at the time to educate the Baptist constituency. Many still speak of the way in which they were made to feel that they were involved in this social service activity on the part of the denomination.

### 3. Management

The opening of 'Karingal' in November 1956 was significant for reasons other than those relating to the needs of children. It marked a major change in the leadership and administration of the Trust. The President of the Baptist Homes Trust, who led the opening proceedings at 'Karingal' was no longer R.E. Walker but F.J. Church; organisation of the opening was in the hands of the Trust's newly appointed, full-time Secretary, R.G. Robertson, who, that month, had commenced what was to be 27 years of service in this capacity.

Up to that point, the Trust had been managed by voluntary personnel, and we will have more to say about the people involved in the next chapter.

At the first, informal meeting of the Trust (i.e. before legal incorporation), the following were elected as officers:-

<b>President:</b>	R.M. Aylward
<b>Vice Presidents:</b>	F.T. Smith and W.L. Jarvis
<b>Hon Secretary:</b>	F.J. Church
<b>Hon Treasurer:</b>	R.W. White
<b>Hon. Accountants:</b>	A.S. White and A.T. Iliffe

Aylward is described in the Trust's Memorandum of Association as a 'merchant'. He served as a very active President until he left the state not long after the Trust was formed. He was followed by W.L. Jarvis, the minister of the Central Baptist Church, whose outstanding ministry as pastor and evangelist made him one of the most prominent of Baptist ministers in the Commonwealth. Jarvis, whose challenge to his church and to the Trust was responsible for the major increase in funds that we have already noted, served for two years and was succeeded, briefly, by F.T. Smith who was the minister of the Hurlstone Park Baptist Church, and then was called to be the minister of the Brisbane Baptist Tabernacle. R.E. Walker, then the Deputy Prothonotary (later Prothonotary) of the Supreme Court, who had become Vice President when Jarvis became President, was unanimously elected President in 1948 and continued in that role until 1956. Each of these Presidents held significant positions of responsibility in everyday life, and served the Trust in an outstanding way in its early days.

The first Treasurer, Mr R.W. White was a Master Baker, a member of the family firm whose members played a significant role in Baptist Union affairs. The Honorary Accountants were A.S. White and A.T. Iliffe, the latter member of the firm was to become Honorary Treasurer of the Trust, in which capacity he served for 38 years.

F.J Church brought enormous drive to the office of Honorary Secretary. His skill in drawing up the Memorandum and Articles of Association has already been recorded. He was then a young solicitor, with a wife and infant son, and was establishing his own legal practice at the time he became Honorary Secretary of the newly formed Trust. We will have much more to say about Church in the next chapter.

Church was able to enlist the help of numbers of volunteers. His neighbour, Mr H.R. Hodges, was persuaded to accept appointment as architect, and over the years the majority of the Trust's homes were designed either by Hodges or his son. Business commitments, and lack of any personal knowledge of building construction presented Church with the problem of who would supervise the construction of Yallambi. Help came from one of the first members of the Council, Mr F.T. Elvy. He was the Secretary of the Maroubra Baptist Church and a retired builder, whose firm had built the Central Baptist Church. He travelled from Maroubra to Carlingford to check on the progress of the construction and also helped the builder with ideas.

At the second informal meeting of the Trust, held on 15th September 1944, Miss Flora Phillips (now Arnold) was welcomed as Minute Secretary, a position which she held for eleven years. Church speaks of her in most appreciative terms.

Miss Phillips was more than a Minute Secretary, as she acted as my own Secretary. Every Monday she left the Rural Bank at 5 o'clock, came down to my office, when I dictated letters, drafted publicity and she typed them up a few days later and brought them back, always without a mistake. She was the secretary to the architect of the Rural Bank, who was very sympathetic to what we did, and allowed her to do some of the typing in the Rural Bank's time.<sup>23</sup>

Shortly after the Christian Mobile Nursing Service commenced, the Trust, on February 18th 1955, appointed the Rev. C.D. Baldwin, a retired missionary, as Honorary Organising Secretary to assist Church in his work. R.E. Walker gives an account of the developments,

By 1955 it was obvious that the burden of administration and the demands of expansion had become too great to be borne by enthusiastic amateurs and that a permanent secretariat was needed. It is amazing that Mr. Church, despite increasing professional

obligations, had been able to direct the affairs of the Trust and inspire his colleagues into further ventures.

This was the Denomination's first essay into Social Work and the fact that no basic retraction has been necessary in later years is due largely to his basic planning.

The initial short step was to appoint an organising secretary with special responsibility for the detailed work of the financial appeal, making a survey of the Mobile Nursing Service and the preliminary steps for the establishment of a Children's Home. Rev. C.D. Baldwin, an honoured retired missionary, served in this capacity pending the appointment of a permanent full-time secretary.

In November 1956 Mr. R.G. Robertson was appointed Secretary to the Trust, Mr. Church became President, and Mr. Walker joined Mr. Clendinning as Vice-President. Tribute should here be paid to Miss I. Fyfe who acted as Honorary Secretary until Mr. Robertson assumed duties and for many years thereafter was Honorary Minute Secretary.<sup>24</sup>

Robertson, who was to have a wonderful ministry as Secretary, observed:-

I inherited a system of management built on voluntary work . . .

The measure of enthusiasm of members of the Council and the Executive and the [Ladies] Auxiliary and many others was like that of a Baptist Fellowship not yet constituted as a church but moving in that direction, everyone doing the work of two or three and giving time and money per head that would startle the members of an established church. . . . .

. . . . I had entered a culture rich in the history of an organisation that had come to far in just a few years. <sup>25</sup>

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The story of the Baptist Homes Trust - Baptist Community Services is the story of some remarkable Baptist lay men and women. Some account needs to be given of the men and women who shaped the new and growing organisation. To that we now turn.

**NOTES (Chapter Two)**

- 1 AR 1- 1945 (*Baptist Homes Trust First Annual Report, for the period ended 31st July 1945,*) pp. 8-15
- 2 AR 2 - 1946 pp. 7-17
- 3 AR 3 - 1947 pp. 6-11
- 4 AR 4 - 1948 pp. 4-8
- 5 AR 7 - 1951 p. 4
- 6 R.E. Walker, *op.cit.*, p.7
- 7 AR 9 - 1953 pp. 2f
- 8 *ibid.* p.4
- 9 *ibid.* p.3
- 10 Letter to author 31.03.04
- 11 F.J. Church, *op.cit.*, p.12
- 12 AR 10 - 1954 p.4
- 13 AR 11 - 1955, p.4
- 14 Church, *op.cit.*, p.13
- 15 AR 13 - 1957 p.4
- 16 AR 11 - 1955 p.4
- 17 *ibid.*
- 18 AR 12 - 1956 pp.3f
- 19 Church, *op.cit.*, pp. 12f
- 20 AR 13 - 1957 pp. 3f.
- 21 Church, *op.cit.* p.15
- 22 *op.cit.*, pp7f.
- 23 Church, *op.cit.*, p4
- 24 Walker, *op. cit.*, pp.10f
- 25 R.G. Robertson, *My Early Days with NSWBHT*, Ms. prepared for the author.

# Chapter Three

## Profiles of The Pioneers

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The Baptist Homes Trust/ Baptist Community Services has, over the years, brought together the most outstanding group of lay men and women in the history of NSW Baptist work in this state.<sup>1</sup> Mention has already been made of several of them, and in this chapter we explore further their contribution.

### Ronald Earle Walker

R.E. Walker was a leading figure in the Trust from its inception. As we have already noted, Walker used his term in office as President of the Baptist Union of NSW (1940-41) to awaken in his fellow Baptists the need for social activity on the part of the denomination. Walker's mother was the sister of A.J. Waldock; and the nephew was a staunch supporter of his uncle's Baptist Forward Movement objectives. In his presidential address to the denomination he expressed his disappointment at the lack of support the Movement had found in the churches and his determination to see that its purposes were fulfilled.

As far as he could see, and he had researched the issue carefully, no president of the Baptist Union, in the first forty years of the twentieth century, had as much as suggested that Baptists undertake 'community service'. For Walker, it was not good enough for the denomination 'to protest against moral wrong and wickedness' and then all too rarely 'to work to eradicate those wrongs'.<sup>2</sup> Walker saw the Baptist Forward Movement as an opportunity to change that situation, and it was largely due to his efforts that the words 'social work' entered into the programme and vocabulary of NSW Baptists. He persuaded the denomination to extend the life of the Movement by seven years in the hope of raising the needed funds and promoting, among other things, an active social conscience among Baptists.

As we have observed, he was shrewd enough to see that he was not likely to find the support he needed for this last objective amongst the Union's ministers, and therefore, in 1942, requested that a committee of eight laymen, together with Leeder (the Union's General Secretary), R.M. Aylward and himself, be appointed to implement the revised entry 'For Social Work', which had been added to the Movement's objectives.

Walker's forbears were Congregationalists, and it was in the Point Piper Congregational Church (later called the Jersey Rd. Congregational Church Woollahra) that his parents were married. Nearly two years later Ronald Earle Walker was born on 29th November 1900. Sadly, his father died nine months later. His mother, Ada, took him to live with her mother and stepfather in Paddington.<sup>3</sup>

The enlarged family rented a large old residence in Woollahra, which they ran as a boarding-house, taking in six to eight boarders. Walker began his schooling at the Woollahra Superior Public School, and shared in the boarding-house chores after school. The family attended the church where Ada (nee Waldock) and William Walker had been married, and where Ada sang in the choir. Ada's older brother, Arthur John Waldock, had also been a member of this church, although he is now remembered as an outstanding Baptist minister, the first pastor of the Canberra (Kingston) Baptist Church.<sup>4</sup>

In 1912 the family moved, first to Hurstville then to Penshurst. Walker attended the Hurstville Public School for a short time, then the Kogarah Superior Public School, which had a high record for academic achievement, which record Walker enhanced. He qualified for a bursary enabling him to proceed to secondary education, which he received at the Sydney Technical High School (1914-17). Ada Walker worked hard and sacrificed so that her son could complete the four years at high school.

Walker completed requirements for matriculation, but family finances were such that he could not afford to attend university, so he applied for and secured a position as a draftsman in the Lands Department. A teacher told him that he could attend university at night; but Latin had not been taught at Walker's high school, and as Latin was a prerequisite for entry into an Arts course, he enrolled in the Faculty of Economics, the only other evening course available to him. Tuition fees were covered by an exhibition (scholarship) and in 1922 he graduated B.Ec.

Future prospects in the Lands Department were not encouraging and so Walker decided to study for a law degree. Again the lack of Latin in his academic achievements was a barrier, so he returned to night school to complete that one subject. In 1925 he transferred to the Department of

Labour and Industry and was on the staff of Mr (later Judge) Ralph Perdriau who was the Legal Officer. Walker gained his LL.B. in 1927 and was admitted to the bar in 1928.

There was no Congregational church in Penshurst and so the family decided to walk to the little wooden Mortdale Baptist Church, in Pitt Street Mortdale, where they found warm fellowship and good Bible teaching. Walker, and his widowed mother, became members of the Mortdale Baptist Church, where they had been baptized, at the same service in June 1915, by the (student) pastor, Donovan Mitchell. Mitchell's ministry was of less than two years duration, but saw the membership almost doubled, and left Walker with a great love for his church and for the evangel.

He remained a member of the Mortdale church for the rest of his life. He started teaching in the Sunday School in his teens; became Sunday School Secretary (eleven years), Junior Superintendent (four years) and was General Superintendent for thirty years. By the time he was in his early twenties he was a Deacon, and he served as Church Treasurer for over forty years. He took a keen interest in all aspects of the church's work, became Chairman of Elders, and taught a Senior Men's Bible Class when Mortdale introduced an All Age Bible School.<sup>5</sup>

In 1927 he married Jean Dewar, whose family had arrived in Australia from Glasgow, Scotland, in 1913. The Dewar family was actively involved in the Mortdale Baptist Church and in 1922 Jean was baptized. Theirs was a long and happy marriage; their daughter, Gwenyth Laurene Walker (now Boston) was born in 1931.

Walker became the Legal Officer of the Government Insurance Office and continued in this position until 1937, when he was appointed Chief Clerk of the Supreme Court. As Legal Officer he appeared regularly before the Workers' Compensation Commission, and his departure from it, to the Supreme Court, was marked by deep appreciation for his services. His daughter comments:-

At this stage in his life Ron was often asked why he did not go into practice as a barrister for himself - more money, etc. But he firmly believed he owed the State his work as, without all the bursaries, scholarships, etc., they had provided, he would never have had any opportunity of obtaining the education he had, thus allowing him to achieve the career path he had chosen.

He was appointed Deputy Prothonotary in 1944 and promoted to Prothonotary (chief administrator) of the Supreme Court in 1949. He brought distinction to the office and in the years 1954-1971 he produced a series of books on Supreme Court practice. Retirement at 65 years of age

was mandatory and Walker was farewelled in the Court by a full sitting of Judges. In his response to all the good wishes Walker included this:-

In my early teens I made a personal commitment to Jesus Christ, and if anything I have learned from him has been seen in me, I am rewarded.

On retirement he was appointed, by the State Government, Executive Member of the newly established Law Reform Commission for a period of five years, at the end of which he was offered a further five year appointment; but he declined the offer as his wife's health was declining and he needed to spend more time caring for her.

Walker ('R.E.' as he was affectionately known) was highly regarded in Baptist Union circles, and held significant positions of responsibility within the Union, including that of Honorary Legal Adviser (1968-1972). He was a popular Union President, and F.J. Church, commenting on Walker, said:

. . . he had a great appeal . . . to members of the Annual Assembly. Almost anything R.E. Walker put to Assembly in those days was carried.<sup>6</sup>

Church acknowledges that Walker was a splendid foil for himself. Speaking of the early days of the Trust, he wrote:

I suppose he acted as a counter to me because in those days I was quick with repartee . . . as you've gathered from a few things I said to the Rev. A.L. Leeder. [Church is referring to Leeder's heated reaction, and Church's response, to the latter's practice of enlisting the Ladies' Guilds in the churches to ensure that correspondence on behalf of the Trust was not overlooked.] I said things like that in Assembly and R.E. had to smooth them down.<sup>7</sup>

Walker early recognized Church's abilities and in 1943 had him added to the committee of laymen that had been set up at his request. They worked well together, and when Walker became President of the Trust in 1948, he and Church met together for lunch, once a week. Church would make suggestions as to what the Trust should be doing, and within a week or two, would receive, from Walker, an outline of a procedure that could be followed. Church gladly acknowledged the enormous help this was.

Walker served the Baptist Union in ways additional to the above. He was Chairman of the Young People's Department; a Director of the Baptist Insurance Association, Pty Ltd; Chairman of the Board of the Australian Baptist Publishing House (1964-74); a Founding Director of the Baptist Foundation of New South Wales Ltd and a member of its Board for many years. He was keenly involved in the work of the NSW Baptist Theological College (now Morling College), serving as Treasurer for twelve years, Vice President of the Council for nine years and President for five years.

Walker was a driving force in the establishment of Bedford College (the Baptist business college), which also came out of the Forward Movement, and he was Chairman of Directors of Bedford College for many years.

As President of the Baptist Homes Trust he officiated at the laying of the foundation stone, and presided at the official opening of 'Yallambi', the Trust's first home.

He was a gracious man, and when the position of Honorary Secretary (held by Church) disappeared with the appointment of R.G. Robertson as full-time Secretary in November 1956, he insisted on resigning as President of the Trust, so that Church could be appointed President.<sup>8</sup> Walker became a Vice-President, and continued as an active member of the Trust and its Council until 1980 (his own 80th year). His last years were spent as a resident in 'Shalom'; he died in 1995.

He was awarded the O.A.M. in recognition of his outstanding services. The Trust named the Community centre at Marsfield in his honour.

### Frederick James Church

While Walker might have had a hand in bringing this young lawyer prominently onto the denominational stage, once he was there Fred Church quickly made a name for himself. Fred Church is worthy of a book all to himself, rather than this brief review. He was without doubt the most outstanding Baptist layman in twentieth century Australia, becoming President of the Baptist Union of NSW (1968-69), and President General of the Baptist Union of Australia (1978-81).<sup>9</sup> He was Honorary Legal Adviser to the Baptist Union of NSW (1955-68), and the legal firm he established, Church and Grace, was Solicitors to the Union in the years 1955-2003. Church was a member of the Executive Committee of the Baptist World Alliance in 1979 and 1980, and served on its General Council for several years.

It was his service to the Baptist Homes Trust/Baptist Community Services that will always be remembered by NSW Baptists. His was the vision and driving force which, right from the beginning, established and developed the Trust into the large and influential organization it has become. He was the Honorary Secretary of the Baptist Homes Trust from its inception until 1956, when he became President, holding that position until 1992. He gave dynamic and far-sighted leadership to the Trust. In 1972 he was awarded the M.B.E., in 1979 the O.B.E., and in 1995 the O.A.M.

Church was born at Campsie in 1912. He grew up in a home with Christian parents; the family attended the Stanmore Baptist Church, and, while in high school, he was baptized in that church. After high school he attended

Sydney University, graduating LL.B. from there in 1935. He commenced practice as a solicitor that same year, and from 1936 to 1941 he was in partnership with Mr John Dey (later a Justice of the Industrial Commission of NSW), who retired from the firm in 1941. Church then established his own legal practice, and was joined in it, in 1953, by Neville Grace, B.A., LL.B. Together they practised under the name Church & Grace Solicitors until 1983, when Church ceased to be a partner, serving as a consultant to the firm until 1994.

We have already noted Church's deep commitment to Christian social action, which rendered him unacceptable as a Sunday School teacher to the Stanmore Baptist Church. He read widely, with a very keen interest in history and Christian social ethics, and had an incredibly retentive memory. His early years of professional life were in the days of the Great Depression, when, as an articled clerk, he saw people evicted from their homes. The shelves of his library bore testimony to his interest in the rise and fall of Hitler's Germany. Throughout his life he was an astute observer of society and the patterns of thought that influenced it. His reading of the Scriptures compelled him to take seriously human need and the Christian responsibility to do all that was humanly possible to meet that need.

Something needs to be said about the deep convictions that moulded his life, for they provided the philosophy that he brought to bear on the activities of the Trust.

He was always a committed Baptist, calling on his fellow Baptists to cherish and maintain the distinctives that had marked their forebears: the Bible as the only rule of faith and practice ("What is vital for Baptists is not rigid adherence to the letter of Scripture but the unshakable confidence that in the New Testament we have the historical revelation made by Christ to his people for their guidance in all essential matters affecting the church's witness and practice."<sup>10</sup>); the necessity of conversion for church membership; freedom of conscience, and the absolute separation of Church and State; the autonomy of the local church with Jesus Christ as its head; and the two ordinances of believer's baptism and the Lord's Supper.<sup>11</sup> Church held these tenets passionately and expressed, publicly, his concern that so many in Baptist churches were unaware of them. He was widely read in Baptist history and thought, and it troubled him that some pastors thought so little of them.

While the Baptist Homes Trust gave him the avenue for Christian service which was dearest to his heart, the Baptist Assembly had heard his voice well before the Trust came into being. He spoke at the 74th (1939) Annual Assembly of the Baptist Union of NSW, and, in his address, something of

those qualities could be seen which made him, in the words of his family, "a thorn in the side of less progressive thinkers".<sup>12</sup>

The hearts of youth are seared with disillusionment and cynicism . . . yet despite it all youth is groping for a new philosophy of life and in so doing will tear down any taboo or institution and inquire into their *raison d'être*.

He returned to those words 29 years later, when he was inducted as President of the Baptist Union of NSW, with the conviction that modern youth was not very different, "but fortunately is free from inhibitions and more fearless in expressing itself."<sup>13</sup> His presidential address, "Into the world - The Christian's task for every century", is important in understanding Church and the passion he brought to his life and service. Church affirmed:-

Our image of the missionary, like our image of the mission field, must be rethought and renewed. Everything we do as Christians we should do in love but we must not forget that love's only currency in the centre of the world's activities is justice, and Christians should be in the midst of activities to proclaim Christian justice. The layman is the missionary in this century, and to serve he must be in the world but not of it. . . .

As Christians we must take our place in the social, political, trade and community affairs of our nation, and express fearlessly the Christian viewpoint without condemning him who does not accept it, but condemning injustice, immorality and sin. It is not interference but involvement in the world's activities that Christians must do. . . .

The Church must in its Twentieth Century forms have a living faith in a living God who makes himself known in Jesus Christ, for without the unique revelation of God in Jesus we have no message for any age. . . .

To properly communicate the Gospel one must have felt in one's life its regenerative power. . . .

A laity which fulfils its part in communicating should not pretend to be superior or pose as guaranteeing Christianity as the solution to all problems but should simply and unpretentiously be a peculiar salt and spread light by helping themselves and the world to ask the right questions and to receive the Christian answers. . . . The members of our churches must overcome their scanty knowledge of the world of today and learn the Christian answers to problems such as war, sex, divorce, poverty, delinquency and loneliness; and to do this we must set up appropriate training institutions and media. . . .

We cannot expect twentieth century man to turn to the minister for help in interpreting his life unless the minister is himself cosmopolitan enough to know what the layman is talking about when he refers to 'the web of compromise' or 'occupational status seeking' or 'the grey world of business deals'. . . . The minister should be the 'soldier-teacher' who scouts the terrain and cares for his men in the midst of battle. The function of the ministry is increasingly to prepare the layman for his ministry. . . .

Let us see that the church recovers its prophetic role and accepts it as a serious and urgent responsibility. As Christians we see the problems of the world and understand national and social responsibilities in a different way to our contemporaries. The God of the New Testament is the God of social problems, of politics, of economic affairs, of international relations. . . . we must submit ourselves to the judgement of our own message - the Gospel. Therefore, at times, we must say to premiers, mayors and others in public life that this is the Christian principle to apply to a particular situation and to condemn deviations from it.

Let us see that each Christian participates actively in the affairs of the world - it is God's world and we have a duty to be in community, trade and political affairs, in fact in all spheres of human endeavour. . . .

Let us Christians, individually, and as the church, take cognizance of the poverty in the world today and really do something about overcoming it. . . . Let us as Baptists plan and undertake new means to help relieve poverty by, if necessary, pressuring our Governments to take action.

Let us undertake work to redeem the criminal, the mentally sick, and in so doing we will not only make opportunity for Christian service for all of us, but will express Christ's redemptive powers to the community.

The address is an impassioned plea for Christians to be involved in dedicated social action. Church concluded by quoting the words of George MacLeod of the Iona Community.

"I simply argue that the Cross be raised again in the centre of the market place as well as on the steeple of the church. I am recovering the claim that Jesus was not crucified in a cathedral between two candles, but on a cross between two thieves; on the town garbage heap; on a crossroads so cosmopolitan that they had to write his title in Hebrew and Latin and in Greek (or shall we say in English, in Bantu and Afrikaans); at the kind of place where cynics talk smut, and thieves curse, and soldiers gamble. Because that is where he died and that is what he died about. And that is where churchmen should be and what churchmen should be about."

I cannot add anything to that, but we can and will, if, together, we become a witnessing community in the world.<sup>14</sup>

What is striking about the address is that Church lived by those convictions in public life, and saw that they were woven into the activities of the Trust.

His memories of the days of the depression, when people were evicted from their homes, stayed with him, and he was concerned to help the little man and the small investor. In 1945 he established the third Co-operative Terminating Building Society Group in NSW, and was Vice-President of the Co-operative Building Society Association of NSW until he resigned in the 1960's.<sup>15</sup>

His partner, Neville Grace, whose skill and competence as a lawyer meant that Church was free to do so much outside their legal practice, described Church as "a formidable and innovative lawyer, as well as an astute business man."<sup>16</sup> After speaking of Church's deep Christian commitment, Grace went on to say:-

. . . for Fred, private conviction and public commitment had to coincide, and so he brought the same principles of caring to his commercial life, working not only for himself and his family but for the wider benefit of society as a whole. . . . The same principles guided him in perhaps the major work of his [professional] life, the creation of the Milton Group of investment companies. Again, Fred was a visionary, visionary in his aim for those companies. Milton was founded in 1938 and was floated as a public company in 1958. He saw those companies as a means of providing protected investment for the smaller saver and he initiated a number of other charitable organizations which he and other companies, with which he was associated, endowed.

Church's parents and his siblings left the Stanmore area in the early 1930's and settled in Haberfield. William Higlett, the highly esteemed former pastor of the Haberfield Baptist Church and, from 1916-1937, Secretary of the Baptist Union of NSW, was still living in the district and occasionally preached in his old pulpit. Higlett's first wife had died in 1908, when he was a pastor in Queensland, and the next year, at the age of 52, he married one of the young women from the congregation. They had a daughter, Isabel, who at the time of the Church family arriving in Haberfield, was in her early twenties, as was Fred Church. Their friendship developed and they were married in November 1939, living first in Ashfield, and then in Epping. Their son, John, was born in June 1943.

It was a happy partnership, with Isabel Church sharing her husband's enthusiasm and commitment. Like him, she was a generous supporter of the Baptist Homes Trust, and, as we have already seen, she was the one

who found the land on which 'Yallambi' was built. She was a driving force in the newly formed Ladies' Auxiliary, and was Matron Bartlett's right hand helper in 'Yallambi's' first year of operations (1953). Tragically, she was found to have terminal cancer, and died in May 1954.

R.E. Walker, then President of the Trust, wrote a "Loving Tribute and Appreciation" as an addendum to the Tenth (1954) Report.

It is a sad but real privilege to add this postscript of the Council's report, and therein to pay tribute to the outstanding service rendered by Isabel Church, whose name and 'Yallambi' will be forever associated, and who was summoned from us after a brief but painful illness.

From the inception of the project for the erection of a home for the elderly, Mrs. Church took a keen and generous interest. As the time for design and erection came around, the Council learned to trust her judgement and, in the critical months just prior to the opening, confidently submitted itself to her leadership.

With the opening of 'Yallambi', new problems arose, and for twelve months Mrs. Church was the almost daily consultant of the Matron and administration in ironing out unforeseen difficulties and establishing a satisfactory procedure; as the running became smoother, she turned her attention to the guests, their comfort, their problems, and their joys.

We miss an elect lady, unusually gifted, and filled with the compassionate spirit of her Master, made available to us for such a time as we have known.<sup>17</sup>

The Ladies' Auxiliary section of the report added:-

The loss of Mrs. Church to us personally is so great that it is impossible to put our thoughts into adequate words at this time. She was a gracious lady of outstanding ability, of wise counsel, and her generous nature, her kindly interest in so much of the Lord's work will long be remembered.<sup>18</sup>

It is a measure of Fred Church's personal stature and determination that, despite this tragedy and with an eleven year old boy to look after on his own, his commitment to the Trust never wavered. In 1958 he married Frances Patten, who shared his enthusiasm for the work of the Trust and was a great help and companion to him. Frances died in 1977, like Isabel a victim of cancer. The Ladies Auxiliary recorded their sense of loss of an encourager and loyal friend. Frances Church was a Councillor of the Trust, and the Trust recorded its memory of her as "a gracious, dignified and

courteous lady who graced the positions she held and enhanced her husband's office as President of the Trust."<sup>19</sup> In July 1984, Church married Ann Roper.

Church was a loyal and active member of the churches in which he was in membership. For a time he was treasurer of the Haberfield Baptist Church, and when, not long after they married, Fred and Isabel moved to Epping, and transferred their membership to the Epping Baptist Church, he was elected deacon and treasurer. He was Epping's treasurer for four and a half years, and served as a deacon until 1983. He gave generously in time, effort and finance to the church, and over the years sponsored the visit to Australia of distinguished Baptist leaders from the UK, who ministered at Epping and at other churches. In 1993 Fred and Ann transferred their membership to the Gordon Baptist Church, where Fred's son John, and his wife Lynne and their family worshipped. He loved his family and adored his grandchildren. Fred and Ann were living in Wahroonga, so the transfer to the Gordon church brought them to a church which was closer to where they lived, as well as closer to their family.

Fred Church's energy and drive never deserted him. At the time of his death, at 83 years of age, he was Chairman and Managing Director of Milton Corporation Limited, Chatham Investment Co. Ltd, Matine Ltd, Milkirk Investment Co., and a director of Choiseul Plantations (Holdings) Ltd, and Permanent Trustee Co. Ltd. Over the years he had served as a director in numbers of other companies. He believed that public companies should show a responsibility to those in need in the community, and was instrumental in the establishment of the Milton Corporation Foundation and was a Trustee of the Mercantile Mutual Foundation and the Permanent Trustee Foundation.

A tribute to him in the *Sydney Morning Herald*, when the news of his death became public, included the description, "tough but straight as a gun barrel". It went on:-

He was the quintessential conservative business man, carrying the attitude that what worked well in the past will do perfectly well for the present and the future.<sup>20</sup>

To these words, his partner, Neville Grace, added the comment:-

Fred's values may have been old fashioned if, by that is meant integrity and honesty, but his life's work admirably demonstrated that these qualities are not obsolete in contemporary society, they are desperately needed as are more men of the integrity and quality of Fred Church.<sup>21</sup>

He was a convinced and proud denominationalist; as has already been noted, he held dear the principles of the Baptist churches and was deeply involved in other aspects of the life of the Baptist churches of NSW. Mr Bruce King, General Secretary of the Baptist Union of NSW (1957-1980), observed:-

Within the life of the Baptist churches of NSW, there has never been another person who has been so involved in so much with such a record of achievement.<sup>22</sup>

King went on to enumerate some of these achievements, additional to the Baptist Homes Trust: the Faith and Life Commission of 1955, out of which came the concept of a cooperative budget for the Baptist Union; the Debenture Loan Fund, in which he held Debenture No.1 for £50, which fund was the major lending body to Baptist churches in NSW, merging eventually with Baptist Investment and Finance.

But he was a complex man. Ron Rogers, quoting first a contributor to a book of letters prepared for Church's 80th birthday, observed:-

"Like many, I find you an enigma; a mixture of the ruthless businessman and the caring compassionate, real man." Now, I certainly wouldn't use the word "ruthless" of Fred, but it is true he was a complex person. He was a lawyer of great competence and wide experience, but he was not a pettifogging legalist; he was a man of compassion and understanding. He was a shrewd and successful financier, but he was at the same time a liberal philanthropist . . . Though tough and strong in matters of finance and business, he was a soft touch, ever ready to help those in genuine need.

Possessed of strong convictions, at the same time he was ready to respect differing opinions. He was, commented another, "critical but kind". Indeed he was scathingly critical of humbug, hypocrisy, laziness and dishonesty, yet he was full of kindly encouragement for those who were making an honest effort.

Lola Cousemacker, the matron at 'Karingal', made her comment on this complex, influential man.

Once I got past the unusual exterior Fred Church showed people I found he was just a dear old softie and I could move him to tears with stories of the children.<sup>23</sup>

At times Church could speak quite critically of ministers in general; but no one did more to help them. His initiative saw the establishment of the Baptist Long Service Leave Fund for ministers; he was concerned for them because they were not covered by any industrial entitlement. He helped set up the Car Finance Fund, to provide low-interest loans to ministers for the purchase of motor vehicles. He established the F.J. Church Overseas

Scholarship Fund for the training of Baptist ministers, particularly those who wished to undertake post-graduate study. Those ministers who were his pastors knew him as kind, generous, caring and supportive. Unhappy with the very limited provisions of the then-existing Federal Annuity Fund for Baptist ministers, and finding that his concerns fell on the deaf ears of that fund's trustees, Church formed the NSW Baptist Ministers' Fund. Two results came from this. First, NSW Baptist ministers boycotted the federal fund; second, the trustees of the federal fund saw their mistake, and the two funds were eventually merged.

In addition to those who were in the ministry, his concern extended to the growing number of full-time church workers, and their retirement entitlements. In 1955 he spearheaded the establishment of the Baptist Employees Non-Ministerial Provident Fund.

His legal expertise was called upon in the revision of by-laws, constitutions and procedures for both state and federal Baptist bodies. On more than one occasion the Baptist World Alliance sought his advice on what was, and what was not both legal and in line with Baptist polity, of which he was a respected exponent and guardian.

None of this should be forgotten, but it was his tireless work for the Baptist Homes Trust/Baptist Community Services which will always stand as his greatest achievement for NSW Baptists. Here he found expression for the social concerns which were so dear to his heart, and which were so vital for him in demonstrating the relevance of the gospel. He had felt the gospel's regenerative power in his own life, and found, in the Trust, the avenue for communicating it.

Two words were often used to describe him, by those who knew him. Those words were 'generous' and 'unique'. Church became a wealthy businessman, but he was not the least ostentatious. He was generous, and many experienced his kindness. He was a man of immense influence, using, as the occasion indicated, gentle suggestion, powerful argument (he was a most able debater) and a wonderful sense of humour.

His uniqueness was seen in all that he did. He was a man of immense drive and great vision. The Rev. C.D. Baldwin, who worked for a short time with Church as the Trust's Honorary Organising Secretary, said that Church reminded him of the creatures described in the book of Revelation (4:6b) who had eyes in front and behind - foresight and hindsight. Church's incredible memory for facts and figures, and only slightly less for people and places, gave him sharp hindsight, and enabled him with uncanny foresight to direct the affairs of the Trust. Baldwin, an ex-naval man, said that Church had learned the Navy's motto, "Do it now."

Church had a nimble mind and was able to process masses of paper work and information far more quickly than other members of the Council. He had an uncanny instinct for anticipating events and was able to make good decisions quickly.

But he could be hard on staff. Reminiscing on his years with BHT/BCS - twelve years as Honorary Secretary, then thirty six years as President (he was President-Emeritus until his death), Church remarked with pride and no regrets, "I ruled them with a rod of iron." He was fortunate that those who worked with him recognized and valued his remarkable gifts and abilities, and tolerated the times when he virtually humiliated them in Council meetings. He drove himself as hard as he drove others.

As we shall see in subsequent chapters, the activities of the Trust grew rapidly. Church was not happy with all of those developments. He had drawn up the Trust's Memorandum and Articles of Association, and, as we have seen, only one clause needed to be added, that was:-

To establish acquire carry on and maintain all forms of welfare counselling, mediation and advisory services.

Church was never happy with counselling as a separate, identifiable ministry, considering it an unhealthy desire to probe into other peoples' problems. Wiser counsels prevailed, and LifeCare Counselling and Family Services is now an important and valued part of the operations of Baptist Community Services.

Towards the end of his time as President, Church was heard to remark that the organization had become too large. Doubtless that was true of the management procedures that had continued down through the years, but BCS was finding an ever-widening scope for ministry opening up before it, and change was necessary. Les Draper, who worked for BHT/BCS for more than twenty years (as Accountant, Chief Accountant and finally CEO) began the process of making the necessary changes.

Increasing deafness created difficulties for Church in his later years. Perhaps he should have stepped down before he did (he was eighty when he became President-Emeritus); what is beyond doubt is that he left behind the largest, most effective and comprehensive programme of Christian social ministry ever attempted by Australian Baptists anywhere.

Baptist Community Services named the community centre at 'Aminya' in his honour.

### Albert Tom Iliffe

Bert Iliffe's name appears in the first report of the Trust, not as a councillor, but with his partner, A.S. White (who is listed as a councillor), as one of the honorary accountants appointed by the Council. A.S. White, F.C.A. and A.T. Iliffe, F.C.A. were honorary accountants to the Trust from its inception, and the partnership (joined later by Gilmore) continued in this role until 1981, when the Trust appointed L.M. Levy as its accountant. But from the fourth report of the Trust (for the year ended 30.06.48) the name A.T. Iliffe appears under the heading 'Honorary Treasurer' as well as Honorary Accountant, and continued to do so for 38 years.

Albert ('Bert') Tom Iliffe was born in Leichhardt in 1910, and from an early age was associated with the Baptist Church. He met and married Kathleen Cartwright, the daughter of the Rev. W.M. Cartwright, who had had distinguished ministries in Victoria before coming to the Ashfield Baptist Church in Sydney. The Iliffes were actively involved in the Petersham Baptist Church, and after moving to Pymble, transferred their membership to the Pymble (now Gordon) Baptist Church in 1961. Bert Iliffe was a most accomplished organist and served the Petersham and Pymble churches in this capacity, as well as in the wider sphere of denominational life.

Iliffe too was influenced by the Baptist Forward Movement. The Movement had, as one of its aims, the provision of a Baptist Business College. The restricted purposes of the Baptist Union Incorporation Act of 1919, which we have noted before, meant that the Union itself could not operate a business college, and a separate operational structure was needed. The Forward Movement Committee appointed an investigative subcommittee consisting of Messrs Aylward, Church, Iliffe and Walker to put this project into operation as soon as possible. The task of drafting of the Memorandum and Articles of Association, was given to F.J. Church.<sup>24</sup> Bedford College was established, presenting its first annual report in 1944, and Iliffe was appointed one of the founding directors of the college.

In 1966, Iliffe was appointed Honorary Treasurer of the Baptist Union's Trust Funds, in succession to his partner, A.S. White, and continued to hold this position until 1984 when, with the enactment of the Baptist Churches of New South Wales Property Trust, the position was abolished. The Baptist Union recorded its appreciation of Iliffe's work as Honorary Treasurer of its trust funds, and went on:-

Mr. Iliffe has always made himself available to the officers of churches who have sought his advice concerning the loan moneys available for these funds and has always been most diligent in applying the assets of the funds for the trust purposes for which they were established.<sup>25</sup>

But it was through the Baptist Homes Trust that Iliffe made his most important contribution to denominational life. When he first became the Trust's treasurer he had to keep all the books (except the day-to-day records) and as the activities of the Trust became more involved, so did the treasurer's work. When an accountant was appointed as a staff member, Iliffe supervised the accounting practices, ensuring accuracy and intelligibility in the presentation of accounts.

Iliffe served in this capacity until October 1985, a total of thirty-eight years, and when he retired as Honorary Treasurer he was appointed a Vice-President.

A new administration building was built on the Marsfield property, and in 1994 it was named 'The Iliffe Centre' in recognition of both Bert and Kath Iliffe (a keen and active worker for the Trust who had died in 1989). Bert Iliffe suffered a series of strokes, and spent his last years as a resident in Dorothy Henderson Lodge, directly opposite the centre that bears his name. He died in 1999.

Those who worked with him in senior management in the Trust spoke of his kindness and encouragement. Despite the demands of his very professional practice he was always available to those who sought his advice about the work of the Trust.<sup>26</sup> He was an affable and dearly loved member of his church.

When Iliffe accepted the position of Honorary Treasurer the Trust's assets were £13,142.15.8 and the income for that year (1947-48) was £1,583.0.2 . At his retirement in June 1985, the Trust's income from all sources exceeded \$13 million and the Trust's assets (book value only) exceeded \$31 million.

### Ronald George Robertson

The work of the Baptist Homes Trust was enhanced enormously by the appointment of R.G. Robertson as full-time secretary. He was the ideal man to replace F.J. Church as Secretary, and to work with Church when the latter became President. The extensive development of the Trust owes much to the energy and drive of these two.

In applying to the Trust for the advertised position of Secretary of the N.S.W. Baptist Homes Trust, Robertson began to resolve a crucial issue in his own life: in being appointed he brought to the organization the personal qualities and natural gifts that helped ensure the widespread popular support that the Trust had earned and needed to maintain.

Robertson had an impressive Baptist heritage. His great great grandparents, Vince and Sarah Carr, arrived in Sydney, as free settlers in 1838. They were orchardists in Pennant Hills, but had a Sydney address as a business outlet. In 1846 they became members of the Bathurst Street Baptist Chapel, which had been opened two years before they arrived in the colony. Several other Baptists also lived in the western districts, and, finding travel into Sydney difficult because of the poor state of the roads and the uncertainty of steamboat travel, asked permission of the Bathurst Street Chapel to form a church at Parramatta. Vince and Sarah Carr, their son, also Vince, and his wife Hannah, and their daughter Sarah Anne were among the signatories to the petition. Permission was granted, and the five Carrs, with seven others, formed the foundation membership of the Parramatta Baptist Church. A church building was opened on New Years Day 1851.

Vince (Jnr.) and Hannah's granddaughter, Hannah Louisa Willick, married Joseph White Robertson, whose late wife Eliza, Hannah's sister, had died not long after giving birth to twin boys. Ron Robertson, born in 1918, was the second child of this marriage, and grew up as the youngest of five children, three from Joe Robertson's first marriage (the twins died in infancy) and two from his second; Ron Robertson was the youngest member of what was almost a family of adults; the youngest by ten years, twenty years younger than his older brother.

The Robertson family lived in Auburn where his mother was a member of the Auburn Baptist Church. Ron Robertson speaks of his mother as "a saint, the only kind of saint there is - she was not aware of it".<sup>27</sup> His father and brothers were non-believers; they respected the church but did not attend it. They were a happy family of strong individualists who held often opposing views on politics, sport and religion. Robertson was deeply influenced by his father and brothers and could have accepted their unbelief, but the Christian influence of his mother and sisters proved stronger. None the less, his struggle to find a real Christian faith was not an easy one and from his mid-teens until he was twenty he seesawed between faith and doubt. It was under the ministry of the Rev. Archibald Jolly, successor to Cleugh Black as pastor of the Auburn Baptist Church, that the battle for faith was won.

Robertson immediately threw himself into Christian work, preaching his first sermon in the Chester Hill Baptist Church on 7th May 1939, and joining the Auburn Baptist team of open-air preachers.

His initial schooling had been moderate. Financial difficulties forced his leaving school after he had passed the Intermediate Certificate, and he found a job as customs and shipping clerk at an engineering firm not far

from his home. With the outbreak of war he was called up, but after a brief spell in the army his old firm, which was now making war-related materials, applied, successfully, for him to be released from the Army.

Robertson was not sorry to leave the Army for he had met Nancy Rickersey again. They had known each other years before when both attended the Auburn Baptist Sunday School, but she had left and now re-entered his life. They were married in 1943, living first with his parents at Auburn before buying their own home in the area.

It was a happy marriage and Nancy Robertson was to be an enormous help to him in his work with the Baptist Homes Trust, first as a volunteer, then, in a variety of positions, as an employee of the Trust. They threw themselves into the work at the Auburn Baptist Church and, with two close friends, ran the very large Junior Christian Endeavour Society. Ron began preaching regularly at the Lidcombe and other Baptist churches.

Robertson sought to make up for his lack of schooling by taking courses in book-keeping and accountancy, English and journalism. He also endeavoured to deepen his Christian knowledge. In all of this his wife was a great encourager.

Robertson's preaching and pastoral gifts led him further into lay ministry as a worker-pastor. He was the honorary pastor at the Lidcombe Baptist Church from 1947-53, then held a similar position in the Yagoona Baptist Church for a year. This was followed by eighteen months at the Earlwood church, and then, in 1956, he became lay-pastor for nine months at the Parramatta Baptist Church, the church of his forbears. He was much in demand as a preacher and youth leader and trainer. He and Nancy were regularly asked to lead youth camps and conferences.

He caught the attention of the denomination, and served the Baptist Union as Chairman of the Young People's Department for a year, and for more than a year he shared in the planning and helped compere the large Sydney Baptist Youth Fellowship programmes held in the Central Baptist Church. The Rev. A.C. Prior, who edited *The Australian Baptist*, enlisted Robertson to write a weekly section under the *nom de plume*, 'Barnabas'. He was a popular writer for the Young People's Board of the Baptist Union of Australia.

Towards the end of his year at Parramatta, an advertisement appeared in *The Australian Baptist*, inviting applications for the position of Secretary of the N.S.W. Baptist Homes Trust. The successful applicant was to be the company secretary of the Trust. At this time, the Trust had opened 'Yallambi' and was planning the opening of 'Karingal', and the overall staff of both homes was about 30. Robertson applied, and was appointed.

He had no office and no office staff. His headquarters were at his home, and his wife answered the 'phone with the words, 'N.S.W. Baptist Homes Trust'. She opened business letters and typed replies, or Robertson wrote the answers by hand, keeping a carbon copy. He even wrote up the Trust's cash books. His 'mobile office' was the boot of his car. He recollects:-

My first year was a puzzle.

I found myself the secretary of a Council of 36 members. The meetings, because of their size, were more like rallies. They were **weak** on decision making but **strong** in the spirit of voluntary effort. The big council produced a band of informed volunteers that spread the interest over a wide field.

That first year filled him with uneasiness. In his application he had written:-

If appointed to the position I should like to continue study in theological and social subjects with a view to gaining the best equipment for the Homes Trust position and for possible future pastoral work in years to come. This must not interfere with my Homes Trust duties.

The Council of the Trust allowed him to take a few subjects at the Baptist Theological College of NSW, then at Ashfield. He studied Elementary NT Greek, Church History, Theology and New Testament Studies. In addition, Dr J.A. Thompson encouraged him to sit for some work in Old Testament. He completed these studies successfully.

But it was an unsettling year. The College Principal, the Rev. G.H. Morling urged him "Come right in with us." The references which he included with his application to the Trust were eloquent in their praise of his work as a preacher, pastor, and administrator and organizer. One referee wrote; "In many ways it is a distinct loss to our denomination that he is not an ordained minister."<sup>28</sup> To add to his uncertainty as to the future, the Baptist Union President for the year, the Rev. Eric Walsham, knowing of Robertson's uneasiness, wrote to him about the Mayfield Baptist Church, which was seeking a pastor. Robertson preached there with a view to a call. He recounts the result:-

The church was ready to take their chance with me. Again it was 'Yes' going to bed and 'No' getting up. My poor wife Nance wondered how my mind worked. She said once, "However did you make up your mind to marry me?"<sup>29</sup> . . . At length I said 'No' to Mayfield's attractive offer and made up my mind I'd give the Homes Trust my best effort.

The die was cast, and Robertson gave 27 years of outstanding service to the Trust. His studies continued, but not in theology. He studied Psychology I at the University of Sydney, and qualified as a Welfare Officer by taking the

NSW Child Welfare Department's two year staff course, specially adapted for those who were not going to work for the Department. Studies at the University of New South Wales led to the degree of Bachelor of Social Work, and then to the post-graduate research degree, Master of Social Work, for a thesis "A History of the Aged Persons Home Act, Commonwealth of Australia, 1954 -1972". His mastery of the detail and requirements of this Act was of tremendous value in his service with the Trust.

The passing of this legislation was to have enormous implications for all organizations like the Baptist Homes Trust. When 'Yallambi' was built, the total costs were borne by the Baptist Homes Trust. With government money becoming available to subsidize the building of homes for the elderly, the Trust was able to expand its activities. Robertson gives some indication of what happened.

In the sixties, but particularly in the seventies and eighties there was a rapid acceleration in our building of homes for the aged. The demand was enormous, and the supply never caught up. We would open a home and within a couple of months it was occupied. Frequently we were poring over working drawings, checking building progress, turning out fundraising leaflets, telling church groups what we were doing, assessing applicants for entry to the homes and engaging staff.

By the early eighties the Trust had units, hostels and nursing homes catering for more than 1300 aged persons in Sydney and scattered across the State.

We were always looking for new sites.<sup>30</sup>

Robertson tells a story against himself in this regard.

. . . I carried a heavy burden for a week in 1974 over an almost lost chance. . . . There was an old two-storey guest-house in Pennant Hills Road, Carlingford, adjoining 'Yallambi' and 'Waldock', locking itself with those two homes into a prime rectangle of seven acres. We were . . . keen to buy the old building for its land value . . . An estate agent rang me and asked if we were interested. Interested? Of course; but I did not want to show too much enthusiasm. I said, "The price may be too high." The agent took that as a "No" and accepted a deposit from someone else. What a lost opportunity! I prayed and worried. I was on holidays. What a miserable week! all because of my playing the big business man. I could imagine Fred Church saying, "Robbo, let it go."

Soon after my return from my miserable week's holiday the agent phoned again. "My client has withdrawn, he couldn't raise the funds. Would you like to reconsider?" "*Yes please!*" (Thank you dear Lord -

You are so good!) We raised the cash and like the man in the parable who discovered treasure in a field we bought it with joy. We knocked the old building down and built a hostel for 70 aged men and women. I look at it now thankfully, praising the Lord who delivered me from what would have been a monumental failure.<sup>31</sup>

The Trust built a community centre next door to the hostel. It has been named the Robertson Centre in honour of the Robertsons' services to the Trust.

Robertson never lost his love of the pastoral ministry and always maintained the balance between evangelism and social action: the proclamation of the gospel and the practical demonstration of its love and power. This task, as he saw it, belonged to the local church. In 1980 he was called to the presidency of the Baptist Union of NSW, and these twin passions emerged in his induction address, "My church - A healing, strengthening community".

He referred to the NT story of Jesus healing the man at the Pool of Bethesda (John 5:1-9), and used it to draw contrasting pictures of the present-day churches and the early church.

At old Bethesda the pool was stirred only at certain seasons. That is the sad state of some churches - mission is occasional. That state can exist when leaders hand much of the task over to experts, or leave it to their members without telling them clearly what the task is. Sometimes we have been guilty of that. We have left evangelism to the evangelists and community service to community workers and we have asked our church members to go out and win people for Christ and to do acts of charity without giving them a lead or telling them what to do or how to do it.

Contrast the early church where evangelism and social ministry were the responsibilities of members working together. The gospel was preached and the social needs of widows and orphans were not overlooked. There was a co-operative programme: the church was at work. Growth came through its normal activities; the Lord added to it daily.<sup>32</sup>

Coinciding with Robertson's appointment, the Baptist Homes Trust was developing an extensive and diverse programme. Among other things, the Australian Government's programme of assisted migration was in full swing, and representatives of the Trust were meeting migrant families and assisting them in settling into their new country. In recognition of this widening ministry, the 1957 Annual Assembly of the Baptist Union of NSW constituted the members of the Trust's Council, the Christian Community Service Council.<sup>33</sup>

In the light of this, the 1970 Assembly came up with what can only be called a strange and unwelcome decision. Robertson records:-

The 1970 Assembly passed a surprising resolution that a separate agency be set up, apart from the NSW Baptist Home Trust, to establish community services. Our Councillors, absorbed in the building of homes, were not much concerned, but to my assistant, Rev. Don Crawford, and me the separation was heresy.

Already by then we were dealing with the needs of people in the community. In a small way we were supplying food and clothing, counselling and dealing with family problems, finding foster homes for children, conducting seminars to promote community services and meeting Baptist migrants arriving from Britain, we met 114 families that year.

The Assembly resolution of 1970 seemed wrong to us. Rev. Don Crawford who had become my associate (1967-1984) three years before, thinking of the words of marriage ceremonies he had conducted - **the two shall be one flesh** - declared that separating home and services was tearing flesh from flesh, and such no man should put asunder. We made such a stir that at the next Assembly, 1971, the Trust's recommendation, presented by our President Fred Church, was accepted, that the Trust take on a second name, 'Baptist Community Services', and develop programmes of community care.<sup>34</sup>

That 'second name' has now taken over, and today, 'Baptist Community Services', without any change in the purposes for which the Trust was established, has become the name by which the organization is known. The conflict, while transitory, is an indicator to the way in which NSW Baptists were finding and identifying and fixing in their minds the social action ministry that had so challenged people like Walker and Church.

The job description given to Robertson is a further illustration of how this denominational awareness was developing. He tells us:-

I went through several changes of title. At first I was Secretary, sometimes Executive Secretary, at one time I was Superintendent of Community Services and for a little time Director, until it was realized that the Councillors of the Trust were the directors. Finally, as a minute of Council of 13 July 1973 recorded, ". . . the Council reviewed the administration of the Trust and redesignated Mr. Ron Robertson's title to be Director of Community Services and Executive Secretary of the Baptist Homes Trust with primary duties to oversee all activities, act as Chief Public Relations Officer and Deputationist." Perhaps the title 'Secretary' was as good as any, although I think a description of what

I was doing was in order. I appreciated that. Now, in my retirement I am Secretary Emeritus.<sup>35</sup>

To no small extent, the job description was a summary of what Robertson had already achieved for the Trust and continued to achieve until his retirement. He gave highly competent supervision of all of the Trust's activities, and was a most acceptable deputationist and public relations officer. He enhanced his promotional activities by using slides that he had himself taken, and initiated a regular newsletter, *Trust*, which was widely distributed among the churches. A careful perusal of the second half of this book will give the reader a clear picture of how the Trust grew under Robertson's guidance.

Sadly, his wife, who had assisted and co-operated with him so well, died a few months before he retired.

On March 4th 1984 the Trust arranged a farewell function in his honour. At the Annual Assembly of the Baptist Union of NSW, held the previous September, Church, the President of the Trust submitted a motion of appreciation, which the Assembly warmly endorsed. It summarizes Robertson's achievements, and indicates the role he had in impressing the importance of community service on the minds of his fellow Baptists.

The Baptist Union of NSW in Annual Assembly, hereby places on record its appreciation of the dedicated service of Ronald George Robertson for his 27 years of service as Secretary and Director of the NSW Baptist Homes Trust and Baptist Community Services.

The outstanding success of the Baptist Homes Trust, under God, in its many spheres of service to the aged, the young and the disadvantaged, is largely due to Mr. Robertson's unique ability to convey and convince Baptist churches and their members of their obligations as Christians, to establish and participate in community services and also his ability and energy in building around the Trust a large band of voluntary workers.<sup>36</sup>

Robertson was wished 'a well-merited and long retirement'.

He was awarded the Queen's Jubilee Medal, and the Advance Australia Award 1985 for his contribution in the field of social welfare.

Retirement gave him the opportunity to return to the work he had always loved, the pastoral ministry. He embarked upon a programme of interim ministries, sometimes in churches where the departure of the previous pastor had been attended by hurt and division. Robertson exercised a healing ministry in such situations.<sup>37</sup> From his retirement in 1983 until early 2000 he served fifteen churches as interim pastor. He was one of the first group to be

trained as accredited Intentional Interim Pastors under a programme operated by the Baptist Union and the (USA) Centre for Congregational Health.

Two terms as interim pastor at the Gordon Baptist Church, one when the pastor was on long-service leave, the second when he resigned from the church to transfer to Queensland, gave Robertson the opportunity to meet Nona Miller, a widow who was a very active member of the Gordon congregation. They were married in 1992 and Nona Robertson joined her new husband in his work as an interim pastor. They gave outstanding service in several churches.

Ron Robertson was the first full-time Secretary of the Baptist Homes Trust, but other staff had been appointed before him. He speaks of a staff of about thirty, in the homes already or about to be established, when he became Secretary. Two of these staff members now engage our attention.

#### **Margery Grace Field (nee Bartlett)**

'Yallambi', the Trust's first home had become a reality. The buildings were finished and the opening was only weeks away, but no matron had been found. The situation was urgent when Miss Margery Bartlett arrived at the Church's home to apply for the position. On November 21st 1952, just ten weeks before the official opening, she was appointed Matron; the Trust's first employee. In appointing her the Trust brought onto the staff a woman who was to have a great influence in shaping the character of the nursing care and home management which the Trust would offer.

The death of her father, when she was only five years old, led to her going, with her mother, to live with her maternal grandparents. She attended the Carlingford Public School, not far from 'Yallambi', where she eventually came to work. Her mother remarried and went to live in Pilliga, and Margery's schooling was completed as a boarder at M.L.C. Burwood. Unable to enter Armidale Teachers' College because of eye trouble, she taught piano and worked on her stepfather's farm until she started nursing training at Royal North Shore Hospital. She won the Gold Medal in her general nursing course and completed training in midwifery before moving to Tasmania for a year, working as a nurse.

She had been brought up as a Methodist, attending Sunday School and Christian Endeavour, and, although well taught, the Christian faith did not become a personal experience for her until she attended a tent mission in Parramatta where the missionary was Rev. Dr W.L. Jarvis, the minister of the Central Baptist Church, Sydney. She became a friend of the Jarvis family, was baptized and joined the Central Baptist Church, and, years later became a foundation member of the Carlingford Baptist Church.

While on her way home, after her year in Tasmania, she was passing through Sydney and received a 'phone call asking if she could help out for a week, looking after a private patient whose regular nurse had fallen ill. The 'week' became two and half years, during which time she went with the patient and his wife to England. Husband and wife both became Christians under her influence. She had lived with elderly people after her father died; she nursed her private patient, which included pushing him up and down gangways on the ship to and from England; all of which she saw as training for the future.

Through friends and acquaintances she heard of the soon to be completed 'Yallambi'; and, back in Sydney and at the Central Baptist Church, she was urged to apply for the position of matron, which had been advertised for weeks in *The Australian Baptist*. Somehow she heard of Isabel Church, obtained her address and called on her to ask about the job. After she had left, Isabel Church rang her husband Fred to tell him that she had just met the future matron of 'Yallambi'. She was interviewed by the Council and appointed to the position with very little time to spare before the official opening.

It is testimony to her ability that she was able to establish the new home, attend to a multitude of practical details and give the necessary training to the staff so that the residents could settle in quickly. In establishing the home the Trust had clearly in mind what they wanted it to be. Church, in the Trust's first report, wrote:-

Any attempt to establish a home will fail if it merely establishes another "institution", for the State and secular organisations are able to erect institutions to house the elderly, but we feel that only the Christian Church can establish a home in the real sense of the word "home". A home is more than a modern building, replete with chromium gadgets and carpets for it must be one where there is an atmosphere, a friendly kindly atmosphere, where everyone feels instinctively that they are loved and wanted. With the services of a devoted matron and staff in a Home run by the Christian Church the elderly folk will feel that they are really "at home".<sup>38</sup>

Margery Field (as she became) reminiscing on the establishment of 'Yallambi' wrote:-

. . . no way would I have faced nursing today; the paper work, the impersonal restrictions, the fear of litigation all making it so hard to love and care. . . . I always believed that this was the Lord's work, it was his home and daily we needed the Holy Spirit's guidance to help out in our day to day problems. . . .

First the BHT [Baptist Homes Trust] said that they wanted a home and not a hospital, Therefore medical procedures were performed unobtrusively, while daily life was kept as close as possible to normal.

We had our daily devotions before MT [morning tea], only mostly a hymn, Bible reading and a prayer, not a long sermon. . . . Devotions were held in the Dining Room before MT so those who were there for MT got devotions too!

Speaking of things devotional we also had a staff PM [prayer meeting] after lunch . . . at 'Yallambi' (not a long one to use up the Lord's time).

You ask about principles. I tried to put into practice, again not what is accepted today. One thing, the Lord's Day was special; no washing on the line, no gardener to be working outside, only normal necessary living. No card games or BINGO!! I didn't need to say no, just find something else to suggest.<sup>39</sup>

As we will see, Bartlett's influence went beyond the establishing of 'Yallambi' as a home. Several, who in later years became matrons at homes the Trust established, received their 'training' under her tutelage. One of them, Alma O'Rourke, writes:-

I believe that I learnt more than I realised when I worked with Margery Bartlett at 'Yallambi'. She had a heart of gold within her steely frame and although I determined when I went to 'Aminya' [as Director of Nursing] that I would never repeat some of the things I had experienced in other facilities, I have taken many ideas and values from her<sup>40</sup>.

Another, Marion Andersen (nee Bridgland), the first Deputy Matron at 'Yallambi', later Matron at 'Shalom' had this to say:-

I want to pay special tribute to Matron Margery Bartlett the pioneer matron of our Baptist Community Services work. Her loving and selfless care of those for whom she was responsible set a very high standard for those of us who were to follow. She had a prodigious capacity for hard work, a very generous spirit and a heart of love for God and those in her care and an unfailingly cheerful spirit. She was also very creative. If we did not have the right equipment for a nursing or medical emergency she very soon improvised something that filled the bill. She taught me much and my years at 'Yallambi' as Deputy Matron equipped me to take on the responsibility of Matron of Shalom. They were happy years - I felt I had come home.

Another says, "She gave . . . 200% to the . . . Trust and expected the same of everyone else in their day to day work." Eager to equip herself better for

her tasks she undertook the course in geriatrics conducted by the Commonwealth Repatriation Department at Concord. She completed the course (which was part-time, and was squeezed into her demanding routine at 'Yallambi') with high distinction.

Her skills were not just in nursing; life on the Pilliga farm added its unique contribution to her training. The only buildings on the Carlingford site were 'Yallambi' and the guest-house that Robertson eventually got the Trust to buy, 'Hayfield Hall'. The bottom section of the site was empty and so, to reduce costs and to dispose of kitchen waste a pig sty was built (where 'Waldock' now stands) and two pigs were purchased. Bartlett, Bridgland and others would carry buckets of scraps down to feed the pigs every day. Pigs get sick and on numbers of occasions Bartlett would have to administer penicillin injections. Giving the injection was the simple part of the task; catching a large pig proved more difficult.

The Trust had acquired the 'Niola' Nursing Home in Parkes, and in 1957 Bartlett was seconded to 'Niola' to establish the nursing service there. In Parkes she met Elwin Field who was a great supporter of the Trust and was Honorary Secretary of its Western District Board of Management. Twenty years later they were married.

She returned to 'Yallambi' from Parkes and continued as matron until 1965 when the Trust built 'Waldock', at Carlingford, further down Martins Lane from 'Yallambi'. 'Waldock', named in honour of A.J. Waldock and in recognition of the generosity by which the Waldock estate was bequeathed to the Trust, was initially described as a "geriatric hospital". Bartlett was its first matron and remained there until 1977, when she married Elwin Field. On moving to Parkes she became a tireless worker with the Ladies Auxiliary of the Trust's Western District Board. Church records that during the time that she was Matron, Mr Justice Nimmo had to make a report on nursing homes for the Commonwealth Government. In his report he said that of all the matrons he had met Matron Bartlett, although a bulldog, was the one who showed the most human and compassionate concern of any matron in the Commonwealth.<sup>41</sup>

She was awarded the O.A.M. for services to nursing and the Queen's Jubilee Medal, and in 1997 she was appointed an Honorary Life Member of Baptist Community Services.

**Lola Cousemacker**

As we have seen, 'Karingal', the Trust's first home for children was opened on 24th November 1956. Lola Cousemacker had been appointed Matron in August and continued in that role for the thirty years that the home operated. In that time she cared for 168 children and placed others in foster care.

In establishing 'Yallambi' the Trust had to learn the skills of the care of the elderly: with the opening of 'Karingal' it was the care of children. Just as Bartlett became the model and trendsetter for aged care at 'Yallambi', so Cousemacker had an outstanding record of pioneering effort amongst the early operators of small group family homes and short-term emergency placements.

Born in South Grafton in 1926, Cousemacker was the youngest of six children and grew up on the family farm near Bellingen, taking her part in the daily chores. She left high school after one year (her family would not let her travel by bus to the high school in Grafton) and attended a convent school to take a business course, after which she worked in the office and shop of a business in Ulmurra.

She had been sent to Sunday School in Bellingen, but a visit to her sister in Sydney resulted in a personal commitment to the Christian faith. She attended the Burton Street Baptist Church while she was in Sydney, where, at first, she was repelled by the fire and brimstone preaching of the Rev. R. Leghorn. She did not like the word 'saved'. On returning home she determined to prove she was right and turned to the Bible for her proofs. The consequence was that she was converted, joined the Christian Endeavour Society in the Calliope Church and was baptized there.

She became convinced that God was leading her into some form of ministry as a nurse. She sat for, and passed the Nurses Entrance Examination, and did her general training at Sydney Hospital and midwifery at Crown Street Women's Hospital. She undertook Karitane training in Tasmania and was looking for some opening for missionary service, hopefully in New Guinea, when a letter from the pastor at Burton Street, the Rev. Lyle Thompson changed the direction of her life. Thompson told her that the N.S.W. Baptist Homes Trust was planning to open a children's home and was looking for a matron, was she interested? Cousemacker, after first rejecting the suggestion, came to the conviction that this was her mission field.

Both her parents had been killed in accidents while she was training, and she saw her own grief and distress at losing her parents as equipping her to understand and help children who would come to the home, having been taken from their parents.

She applied for the position and was accepted. The Trust, as we have seen, had still to make its final plans for the opening of 'Karingal' and she was asked to come back when the issue was resolved. She did some "specialling" and then spent a few months at the Sydney City Mission Home in Woodford, which she saw as an example of how never to run a home. "I went there for experience and yes I did get it but I didn't like their methods."

She admits that when she began at 'Karingal' she did not know much about child care, but was willing to learn. On being asked what she learned, she replied:-

My concept of child care is that every child has a right to a place they can call "my home". My definition of "home" being a place where we love and are loved. My definition of "love" is something that can be seen by people who are blind and heard by people who are deaf. This is what I wanted 'Karingal' to be for children who, for various reasons couldn't live in their own homes.

. . . we tried to live in a way that practised what we preached. We wanted our children to respect each other's rights and be considerate to each other. They needed a place where they could be themselves and feel safe and be assured that we still loved them, even if we disapproved of their behaviour and they were corrected for it. To me it was important that a child did the right thing because they chose to, not because they lived in a children's home or felt that it was what was expected of them. They were shown both outcomes of their choice and knew if they chose the wrong one it was their's to accept the result.

**What did I learn?**

- That children respected fair discipline and appreciated guidelines.
- I learned that every child's needs are different but all respond to love.
- I learned that tears dried more quickly if you added yours to theirs. I felt their pain and hopelessness when they first came in and they realised they were there to stay. Not one familiar thing for some of them, only a vague "Mum and Dad will be back." as they were left behind. A cuddle and love seemed so little to offer them.
- One big thing was - not all parents who placed their children with us were bad parents. I found most of the parents came from broken homes themselves and had had rather sad experiences in some of their stays in institutions.

- I had to unlearn the thought that if you gave someone help 7 days a week and 24 hours a day it didn't necessarily mean appreciation and often didn't even gain a "Thank you".
- I learned some very interesting facts from the scriptures.
- I found John 15:5 true - "without me," said Jesus, "you can do nothing."
- Just as surely, Philippians 4:13 told me, "I can do all things through Christ who strengthens me."
- I've always proved Deuteronomy 33:25, "As thy days, so shall thy strength be."

After 30 years serving God who is "able to do all we ask or think" (Ephesians 3:20) I would repeat what I said at the opening of 'Karingal' in 1956. "I'm not sure what I'm in for in this work, I'm only sure of two things. I'm sure of my calling and I'm very sure of the one who called me."

After expressing her gratitude to the Executive and all the members of the Trust as they encouraged her as she "learned"; and to special people like Church, Robertson, Walker, Iliffe and Wal Clendinning, she concluded:-

My reward has been to see so many of our young people come to know the Lord Jesus. I have contact with lots of them and they are "the greatest". I'm so proud to be their "mum" and glad to have had a small part in helping them along the way.<sup>42</sup>

The words speak for themselves as a testimony to the selfless way Cousemacker gave herself to her task.

A senior District Officer from the Department of Child Welfare wrote of her in 1980:-

Miss Cousemacker has devoted her whole life in the widest possible sense and has put the children's welfare before her own. She has done so because of her love and concern for them and I believe she deserves the highest commendation the community can give.

In 1980 she was awarded the OAM for her service in the field of youth welfare. Telegrams and letters of congratulation poured in, but the most appreciated was a note scrawled on a pad in the kitchen, "Good one, mum."

With the trend for fostering children and the increased number of couples desiring to adopt children, the need for a large children's home diminished and the Mosman property became too large for the needs and it was sold in 1986. The ministry was transferred to 27 Alan Avenue Seaforth, a property specifically purchased to suit the "grandmother" ministry which was evolving.

Cousemacker officially retired in November 1986, and a special service of appreciation was held in her honour. In 1997 she was appointed an Honorary Life Member of Baptist Community Services - NSW & ACT in recognition of her significant service in the field of youth welfare.

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Major contributions to the ongoing work of Baptist Community Services were made by those who followed the pioneers, and reference will be made to many of them in the following chapters. However, there can be no doubt that the pioneering men and women referred to above, all of whom held key positions in the Baptist Homes Trust, made unique contributions in that they laid down a pattern of service or pioneered a way of thinking that has been formative in the way that Baptist Community Services - NSW & ACT has grown and developed.

They secured a place for social action in the thinking of the denomination and demonstrated how true it was to the gospel by the community service they offered.

#### NOTES (Chapter Three)

- 1 We are concerned only with work within Australia. There were notable contributions made by NSW Baptists to the overseas missions work of Australian Baptists.
- 2 Presidential address, printed in the *New South Wales Baptist Year Book*, for 1940-41
- 3 For this, and much of the following biographical information the author is indebted to Mrs Gwen Boston, R.E.Walker's daughter, who made available the draft of the biography of her father which she is preparing.
- 4 See Henson, *op.cit.*
- 5 For Walker's involvement with the Mortdale Baptist Church see *Centenary History Mortdale Baptist Church 1898-1998, passim*. Some of the observation are from Walker's conversations with the author.
- 6 F.J. Church, *op.cit.*, p.15
- 7 *ibid.*
- 8 *A.R. 13 - 1957* p.3
- 9 The terminology used here is that which was in use when Church held the offices referred to. Current usage is different: the state President in NSW is now referred to as "President of the Baptist Churches of

- NSW and ACT", and the term "National President" is used in preference to "President General".
- 10 H. Cook, *What Baptists Stand For*, (London 1947) pp. 20f. Church quoted these words in his address to the Tasmanian Baptist Annual Assembly. See n.11 below.
  - 11 Church gave eloquent expression to these in his addresses as President General of the Baptist Union of Australia; see e.g. his address to the Annual Assembly of the Baptist Union of Tasmania. He was concerned at the rigid demands for one point of view on the inspiration of Scripture which were being championed in his home state.
  - 12 *"Into the World - the Christian's task for every century"* p.6f. (F.J. Church's Presidential Address on the occasion of his induction as President of the Baptist Union of NSW, Thursday, 19th September 1968). This address was printed and distributed as a separate pamphlet as well as being part of the Baptist Union of NSW Handbook.
  - 13 *ibid.*
  - 14 *ibid.*, passim.
  - 15 Much of the information from this point on comes from the tributes which were prepared by family and close associates at the time of F.J. Church's death. The individuals who prepared detailed tributes were B.A. King (former General Secretary of the Baptist Union of NSW), N. Grace (Church's partner in the legal firm of Church & Grace), and E.R. Rogers who, as a former minister of the Epping Baptist Church, had been Church's pastor and friend for many years.
  - 16 Church, who was a millionaire, said that he made his money as an astute investor rather than as a lawyer.
  - 17 Addendum to *AR 10 - 1954*
  - 18 *ibid.*, p.6
  - 19 *AR 33 - 1976-77* p.7
  - 20 *Sydney Morning Herald*, 23rd September 1995.
  - 21 Tribute at the funeral service held in the Gordon Baptist Church, 26.9.95
  - 22 *ibid.*
  - 23 Correspondence with the author.
  - 24 *Bedford College, 1943-1979. A Brief History compiled by R.E. Walker, May 1980*. This exists in MS form.
  - 25 Minutes of Annual Assembly, Baptist Union of NSW, September 1985.
  - 26 Tribute from L. Draper, General Superintendent of the Trust at the official opening of the Iliffe Centre.
  - 27 The details of Robertson's family and his early years were included in a paper, "The Robertson Story" which he read to the NSW Baptist Historical Society in February 1997.
  - 28 Dr John W. Drakeford, who had been a prominent minister in NSW, was, at the time of writing on the staff of the Southwestern Baptist Theological Seminary School of Religious Education, at Fort Worth, Texas, USA.
  - 29 Robertson adds the remark: "I never had any doubt about that decision."
  - 30 "The Robertson Story" (see n.25), p. 14. Details of the homes built can be found in Part 2 of this book.
  - 31 *ibid.*
  - 32 *The Baptist Union of NSW Year Book 1980-81*, pp.26f
  - 33 *AR 14 -1957-58*, p.4
  - 34 "The Robertson Story" p.16
  - 35 "My Early Days with NSWBHT" p.7
  - 36 BUNSW Assembly Minutes
  - 37 There is an appreciative comment on Robertson's ministry at the Frenchs Forest Baptist Church in, J. Prior, *Forty Years in the Forest*, pp.142-147
  - 38 *AR 1 - 1944-45*, pp.4f This was certainly part of Fred Church's philosophy for the Trust. Homes were bricks and mortar to be used for the care of people, never ends in themselves.
  - 39 Letter to the author, 31.03.04
  - 40 Letter to author, n.d.
  - 41 *op.cit.*, p.14
  - 42 Correspondence with the author.

# Chapter Four

## The Increasing Programme of Care

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The Australian Baptist of 11th February 1953 reported:-

Two thousand five hundred Baptists jammed Pennant Hills Road, Carlingford with their cars on Saturday afternoon, 31st January 1953. We have never seen so many Baptists in one place at the same time. Two traffic policemen were on duty to direct the traffic.

The occasion was the official opening of 'Yallambi', the Trust's first home. R.E. Walker, then the Trust's President, led the proceedings, and the official opening was performed by the Lieutenant Governor and Chief Justice of New South Wales, the Hon. K.W. Street.

This was the first of a number of similar events that were to take place over the coming years. By the year 2000, Baptist Community Services (the name now commonly in use) was operating over 120 programmes, including 41 homes for the aged. This rapidly increasing activity now engages our attention.

A major concern which the Trust had to face was raising the necessary funds. There was no government assistance available when the Trust was formed. Like 'Yallambi', 'Karingal' was opened without any Government subsidy, as were three other homes the Trust established, 'Hebron', 'Waldock' and 'Ruhamah'. The Trust had to cover the whole capital cost.<sup>1</sup>

### Hebron

In 1959, World Refugee Year, the Trust began a ministry to White Russian refugees. These were people who had fled from Russia after the Russian Revolution of 1917 and the subsequent rise of the Communist state. Numbers of these stateless people had found precarious refuge in China,

but found that they had to leave China for the same reason that had forced them out of Russia, the arrival of Communism. Some of them escaped to Hong Kong.

The Australian Baptist World Aid and Relief Committee (ABWARC), the body which would normally have looked after such people, had no facilities for setting up and managing a home for refugees. An approach was made to the Trust seeking partnership in such a venture, and when the Trust responded positively, ABWARC advised the Baptist World Alliance (BWA) and the United Nations High Commissioner for Refugees, that it would take responsibility for twenty of these refugees (the number grew to twenty seven).<sup>2</sup>

The Baptist Union of Australia (BUA) through its Relief Committee accepted responsibility for the provision of a property. The Relief Committee found a suitable house in Randwick and the Trust agreed to purchase it. Of the total cost of £14,000, the BWA Relief Committee contributed £8,900. The house was given the name 'Hebron', the name of one of the Old Testament cities of refuge. Russian Baptists living in Sydney helped in the ministry to these refugees, only one of whom could speak English.

The first three refugees arrived from Hong Kong on 12th June 1960; the last on 3rd October 1964. By March 1972 only two were still in residence in 'Hebron'; the rest had either moved to private accommodation or had died. These two were moved to 'Shalom' Nursing Home.

In 1972 'Hebron' was sold for \$72,000. ABWAID (Australian Baptist World Aid) made no claim on the funds they had invested and the proceeds of the sale came to the Trust for the purchase of other property for homes for the aged.

### Waldock

'Waldock' Nursing Home was the first home named after a particular person. Rev. Dr A.J. Waldock, whom we have met in our consideration of the Baptist Forward Movement, had outlived his wife and two children, neither of whom had married. The estate of his son, Professor John Waldock, came to his father, and was bequeathed in A.J. Waldock's will to the Trust. At that time it (£20,000) was the Trust's largest legacy and it was agreed that it should go to the establishment of two homes for aged persons. One was the Waldock Nursing Hospital, built on the Carlingford site; the other became Morling Lodge in Canberra, the first place established for the care of the elderly in the federal capital.<sup>3</sup> Morling Lodge was named in honour of the Rev. G.H. Morling, formerly the Principal of the Baptist Theological College of NSW (now called 'Morling College').

Bartlett was the first Matron of 'Waldock' which has now become a dementia specific facility. That development is worthy of some comment, for, just as 'Yallambi' under Bartlett, and 'Karingal' under Cousemacker were trend-setters in their particular areas, 'Waldock' achieved similar renown in the care of dementia sufferers.

For a while, in 1983, the Trust experimented with having one Matron at the Carlingford complex (there had been two, one at 'Yallambi', one at 'Waldock'), with a supervisor or Deputy in each of the two facilities. Marilyn Kime was appointed Matron of the complex.<sup>4</sup>

The Deputy who was temporarily in charge at 'Waldock', Liz Beattie, had recently returned from England, where she had undertaken special training in psychiatric nursing. She started talking to Kime about new ways of managing patients with Alzheimers Disease and other types of dementia; at that time little was known about these diseases outside of the major teaching hospitals. This resulted in a change in management at the two Carlingford nursing homes, with the mentally well but physically frail residents being located in 'Yallambi' and the hostels, and the mentally frail, though physically well being placed in 'Waldock'.

In 1988 the Trust decided to divide the complex again, and Kime was asked to manage Hayfield Village and Court and 'Waldock'. During this time a high priority was given to training the staff in behaviour management in cases of dementia. Respite care was also begun. Kime actively pursued acquiring more of the growing awareness of the nature of the various forms of dementia and their management, eventually becoming involved full time in staff education. She comments:-

The Baptist Community Services Staff Development Centre became well known in NSW and ACT for providing quality education and training in all diseases of the elderly, but specifically the understanding and management of dementia.<sup>5</sup>

That reputation for quality in the care of residents and the training of staff continues today.

### Ruhamah

'Karingal', the Trust's first children's home had been opened in November 1956. In early 1959 the Council of the Trust decided to extend its ministry to children, purchased a very suitable house at 830 King Georges Road, Hurstville for £5,400, and commenced a cottage-type home for ten boys of various ages. The house was called 'Ruhamah', a Hebrew word meaning 'pity' or 'compassion', and as the name suited the intended ministry, the

Trust decided to retain it.

The first house parents were Mr and Mrs Roger Waugh (1959-1962), and they were followed by Mr and Mrs Fred Siers.<sup>6</sup>

The building served well for fifteen years, but by that time it required considerable money spent on it for renovations. The decision was taken to rebuild rather than renovate. A new building was erected at 14 Woronora Parade, Oatley, opposite the Mortdale-Oatley Baptist Church, and was opened in November 1975.

The nature of the ministry at 'Ruhamah' changed in 1982, and it became a home for up to six adolescent girls aged 15 - 18 years of age who, for a variety of reasons, were unable to live at home with their parents. The intention was to assist the residents by giving them practical and emotional support, helping stabilise their behaviour, and enabling them to set and pursue personal goals. For a variety of reasons, the partnership between the Mortdale church and the home was not as fruitful as had been hoped. The specialised nature of the work proved to be excessively expensive, and in December 1984 the work at 'Ruhamah' concluded.<sup>7</sup>

### The Aged Persons Homes Act 1954-1972

On 16th December 1954 the provisions of the new Aged Persons Homes Act came into force. This involvement on the part of the Federal Government in care of the aged was to have enormous consequences for bodies like the Trust.<sup>8</sup>

In the years immediately after World War II it became increasingly apparent that there was an acute housing shortage in all states, and that the elderly people in the community were seriously disadvantaged.

Athol Townley, the Federal Member for Denison in Tasmania, a respected member of the Hobart Baptist Tabernacle, was one who was deeply concerned over this situation. He became Minister for Social Services in the Menzies (Liberal) government and laid the framework for the Aged Persons Homes Act, which he presented to the Parliament in 1954. As early as 1950 he had been raising concerns about the plight of the aged and considered that government institutions were not good enough; his preference was for homes to be run by church bodies. He recognised that they were hampered by lack of funds, and suggested that the Government consider granting subsidies. In 1952 he told the House of Representatives that there were approximately 140 semi-charitable organizations engaged in providing homes for the aged.

Prime Minister Menzies, in his policy speech of 4th May 1954, foreshadowed the provisions of what became the Aged Persons Homes Act, saying:-

We will provide, on a pound-for-pound basis, money towards the capital costs incurred by churches and recognized charitable bodies and institutions for building homes for the aged, up to a total Commonwealth contribution of 1,500,000 pounds a year.<sup>9</sup>

Criticism of the bill arose, not over the principle of subsidies, but over the amounts promised. Putting the act into operation led to modifications and adjustments, to no small extent based on trial and error. By 1957 the Act had been amended to raise the Commonwealth contribution to two-for-one, and to include the cost of the land as well as the erection and equipping of the buildings for such homes. Concern was expressed over the need for nursing home beds, and many organizations under the Aged Persons Homes Act came under pressure to provide nursing homes for frail and sick residents of their units and hostels, with increased assistance being provided by the Commonwealth. Robertson observes:-

The policy decision of 17 August 1966 permitted organizations to provide nursing accommodation for up to half of the number of persons it provided for in residential accommodation "in any city or town". From 24 January 1969 it was decided to extend the provision to cover an organization's homes anywhere "in the same State". For example, an organization, after 24 January 1969 with hostels and units in suburbs and country towns providing for say 200 persons thus had a nursing home entitlement of 100 beds and could build nursing homes under the Aged Persons Homes Act to that level, in one or more places in any part of the State, either as separate nursing homes or as part of existing homes. . . .

. . . Thus from a modest beginning in 1954-1955, when only ten per cent of nursing home accommodation in homes for the aged attracted subsidy under the Aged Persons Homes Act, by a series of policy decisions the proportion was increased until finally whole nursing homes were eligible for subsidy, provided the number was kept within the limits imposed by the entitlement system.

Organizations under the Aged Persons Homes Act, thus motivated, increased their provision of nursing beds.<sup>10</sup>

Admission to nursing homes was relatively easy. Robertson refers to cases of two patients going to work daily from nursing homes.<sup>11</sup>

Amendments to the National Health Act, which became effective from 1st January 1973 restrained the rapid growth of nursing home accommodation

by making three changes. First, Commonwealth Health authorities had to give approval before any person could be admitted to a nursing home. (A doctor's certificate had been all that was required.) Second, applications for approval of premises would be refused if Commonwealth Health authorities considered adequate provision already existed in the district proposed. Third, for any nursing home to continue receiving nursing home benefits, after 1st January 1973 the home would be required to agree not to charge any more than the fee approved from time to time by the Commonwealth Health Department.

The Government was clearly feeling its way in providing for the aged and frail members of the community. Comparisons were drawn between what was provided in the United Kingdom and New Zealand with what was being provided in Australia. By 1972 the following facts emerged. Australia had 42.8 nursing beds per 1,000 of population aged 65 years and older, compared with the recommended numbers of 17 for the United Kingdom and 14.3 in New Zealand. It was estimated that by 1982 Australia would need 42,308 nursing beds for persons aged 65 and older, whereas in 1972 it already had 46,157. When it came to hostel beds, similar comparisons revealed that in 1972 Australia had 17.8 beds per 1,000 of population aged 65 and older, while the recommended figures in the United Kingdom were 22.0 and New Zealand 30.7. Projections for the year 1982 suggested that 31,330 beds would provide for 23.8 per 1,000 of population aged 65 and older (i.e. higher than the figures used as guidelines in the United Kingdom and lower than those used in New Zealand). These figures suggested to the Government that while nursing beds were in excess of demand, some form of 'crash programmes' were needed to meet the deficiency in hostel beds, and approval of the development of nursing beds needed tighter controls.<sup>12</sup>

The introduction and development of the Aged Persons Homes Act, and parallel legislation had enormous consequences for organizations like the Baptist Homes Trust. In the first place, it made available very considerable amounts of money for establishing and maintaining homes. Government subsidies, introduced as one-for-one, then increased to two-for-one, and further extended to include purchase of land, relieved an enormous burden that the Trust would have had to carry.

The Government, by reviewing policy and practice, and conducting research into the needs of the aged, led to greater oversight and control on its part. Liberal governments tended, at first, to have more of a 'hands-off' approach than did Labour governments, which were more eager to take a part in actually running aged care programmes. (Some were keen to see Trade Unions enter into the aged care programme.)

Government intervention has been a mixed blessing. It has helped to correct imbalances (e.g. the over-supply of nursing beds and the under-supply of hostel beds) and it is constantly reviewing the Commonwealth's contribution to the care of the aged. Bureaucratic involvement has led to increased regulations and attempts to control. The current Chairman of BCS, John Church, makes the observation:-

The exponential growth of Government regulation and control, some of it good but at great cost to any organization operating in Aged Care, has also applied to Family and Community Services to a lesser extent.<sup>13</sup>

As Robertson observed:-

Effective social planning is dynamic, requiring definition and redefinition of the planning task at various stages. According to the way problems are seen at different stages so different programmes and organizational methods will be designed.<sup>14</sup>

It was his close familiarity with the relevant legislation and its requirements, and his personal acquaintance with people in the Commonwealth Department of Social Security that enabled Robertson to help guide the Trust in the "effective social planning" that he saw was so necessary. Such was the confidence that the government departments came to have in the Trust that, as he records:-

. . . the Commonwealth Department of Social Security referred areas where needs for aged care were most needed, and that motivated and directed the Trust's attention to appropriate areas.<sup>15</sup>

With government assistance now available, the Trust was able to plan with much greater freedom and larger ambition. We confine ourselves to a brief review of the homes the Trust was able to establish in the first few years following the introduction of the Aged Persons Homes Act.

## Niola

The first of the stated objects for which the Trust was established was:-

To establish, acquire, take over, carry on and maintain all types of public benevolent and public charitable institutions and in particular homes for elderly persons, homes for children, convalescent homes, hospitals, hostels, holiday or recreation homes for persons of both sexes either gratuitously or otherwise but at all times irrespective of the religious creed of such persons.<sup>16</sup>

"Acquire" and "take over" were the words that now came to the fore.

The minister of the Parkes Baptist Church, the Rev. J.C. Owen, had concern for the needs of older ladies in his congregation, and approached the Trust to see if those needs could be met. The Trust warmed to the idea, and when in mid 1957 a Mr Macfadgen offered to sell to the Trust 'Niola', the 12 bed private hospital, owned by his sister, the opportunity opened up for the Trust to extend its activities to country New South Wales. In this it was greatly assisted by the interest and generosity of the Parkes Baptist Church and other churches in the Western District [Baptist] Association. The price suggested by Macfadgen was £12,000, and Miss Macfadgen offered a donation of £1,000 plus some hospital equipment if the Trust purchased the property.

At its August meeting, the Council of the Trust agreed to purchase the property, subject to the receipt of a subsidy and fulfilment of the conditions set by the Health Department. Then the task began of converting the former maternity hospital into a home for aged men and women. ('Niola' was the first of the Trust's homes to accommodate men as well as women.)

Margery Bartlett was seconded from 'Yallambi' to be the acting matron of 'Niola' and to guide its initial development. She threw herself into the task with characteristic energy and enthusiasm. Two shifts of Parkes volunteers and helpers set to work, the second shift starting work after the shops closed for the day, and worked until midnight. Bartlett covered both shifts! The former nursery, theatre and labour ward were converted into a dining room. Considerable refurbishing was undertaken and on 30th November 1957, the Minister for Social Services, the Hon. H. Robertson opened the home, which consisted of twelve hostel and six nursing home beds.

Initially the official status of 'Niola', as a recipient of government subsidies was somewhat indeterminate. At first 'Niola' was licensed as a private hospital and this licence was reviewed each year for the first two years. Then, in March 1959 the Health Department granted a licence under the Medical Benefits Fund to cover six beds in the main building. Progressively, over the years, and not without some temporary setbacks from the Department of Social Security, the original building has been replaced by a fifty-bed nursing home.

The Parkes community, especially the Parkes Baptist Church, has taken an active interest in 'Niola' from the outset. Elwin Field, of the Baptist Church, served as Secretary of the Western District Board of Management for forty years, from the time the Trust took over 'Niola', and Ron Field was for many years the President of the Board. The men and women of the Board of Management were practical people, many of them farmers, and whenever repair and maintenance needs arose, it was often the board members who

did the work themselves. Margery Field (nee Bartlett) was a tireless driving force in the Ladies' Auxiliary of the Board.<sup>17</sup>

### Shalom

When the Trust's original land at Ryde was resumed by the Government, a new search for land began. Church and Aylward were very active in this, and during their travels around the newly developing areas, discovered that poultry farms and orchards were being sold in the Marsfield area. As we have seen, the Trust purchased land in Carlingford, and it was there that 'Yallambi' was built, but Church never forgot the possibilities held out by Marsfield.

The length of the waiting list at 'Yallambi' made it obvious that there was a great need for more accommodation for the elderly.<sup>18</sup> At the same time as the Trust was considering where to build, the Baptist Theological College of NSW was looking for a site on which to relocate the college, then at Ashfield. Through business associates, Church became aware of land at Marsfield becoming available. The college and the Trust purchased adjoining land, adjacent to the Macquarie University site. The Trust's first purchase was of five acres, subsequently other adjacent properties were purchased, bring the total to nine acres.

Marion Bridgland, the Deputy Matron at 'Yallambi' was appointed Matron Designate of the proposed new home, which, it was decided, would be called 'Shalom' (Hebrew for 'Peace'). Something needs to be said about her.

By the time 'Yallambi' had been open for two years, Matron Bartlett, who had only domestic staff, was desperately in need of another trained nurse. The Trust urged her to advertise the position, but she preferred to rely on prayer, believing that God would bring the right person to 'Yallambi'. Bridgland was the answer to her prayer.

Bridgland, then in Adelaide, tells what happened.<sup>19</sup>

. . . I began to feel the gentle nudging of the Lord that he wanted me to become involved in caring for elderly people. Circumstances brought me to Sydney. Not being Sydney born and bred I had little knowledge of Baptist work in the city, but found myself down at the Central Baptist Church office, asking Mr. Leeder, the then General Secretary, if Baptists had any Nursing Home, or other work among the elderly.<sup>20</sup> He referred me to Mr. F.J. Church and gave me his office address. . . .

Unaware that Church was a busy solicitor, and that she might need an appointment, Bridgland went to the address she had been given, and after explaining that she had been sent by Leeder to ask about working in Baptist homes for the elderly, was ushered into Church's office.

After explaining what I was there for, he simply phoned Matron Bartlett in my presence and said he had a young women interested in working with elderly people.

Bridgland became aware that, on the other end of the line, Bartlett was quizzing Church, and he was giving her a careful scrutiny as he answered Bartlett's questions. Finally, Church said to Bridgland that . . .

. . . he thought I'd probably be worth a go and an appointment was made for me to see Matron at Yallambi at Carlingford. I had little idea of what to expect, for all I knew Yallambi could have been an old converted weatherboard place. Not so! Imagine my delight when I drove into the circular drive and saw before me a modern, imposing brick building with beautifully laid out gardens, and thought "Oh Lord, what a beautiful place this would be to work in." . . .

. . . Thus began a long and very happy association with the Baptist Homes Trust.

Bridgland soon vindicated the trust that had been placed in her. When Bartlett was appointed Acting Matron at 'Niola' in Parkes, Bridgland became Acting Matron at 'Yallambi'. Bridgland readily acknowledges that working with Bartlett was important training and preparation for the work she undertook as Matron of 'Shalom', six years after coming to 'Yallambi'. When an architect was appointed to design the buildings at Marsfield, Bridgland and Bartlett were asked to confer with him, and give the guidance that experience at 'Yallambi' had provided. They were also the ones who identified the land at Baulkham Hills, then just scrub and farmland, on which the Trust eventually built 'Aminya'.

The building of 'Shalom' proceeded, with the setting of the foundation stone of the aged persons' home in September 1961. 'Shalom' initially accommodated 66 people, and in addition there were 22 self-care units. Bridgland was given a budget of £10,000 and was told :- "Go out and do the shopping and make this empty shell a place of comfort and beauty for all those who will live there."

'Shalom' was opened by the Governor of NSW, Lt.-Gen. Sir Eric Woodward on August 11th 1962. Heavy rain fell the night before, and the day was cold and windy, with intermittent showers of rain; none the less some three thousand Baptists braved the conditions to attend.

At the opening, Fred Church, the Trust's President, indicated that the Trust was pressing ahead with further homes, in other locations in Sydney and in Canberra, and observed:-

Yes it is a vision splendid but one which we, motivated by a love for Christ, can achieve in a relatively short time.

Let us never forget that it is not in erecting splendid buildings that our real work lies, but in the giving of loving care to those who live in them.<sup>21</sup>

Since then the site has been extensively developed, and became the location for the head office of Baptist Community Services until August 2004.

In some ways, the story of the further building projects undertaken by the Trust followed a regular pattern; identifying land, approaches to the government, appointing architects, scrutinizing plans, calling tenders, letting contracts, and so on. Details of these can be found in Part 2 of this book.

What should not be lost sight of is the enormous amount of work put into all of this by the members of the Council of the Trust. An unpayable debt is owed to the host of volunteers who helped the Trust achieve its aims and objects, by making Christian love real in practical terms.

#### NOTES (Chapter Four)

- 1 *The Story of the Trust/Twenty Five Years*, p.7
- 2 Fuller details can be found in the BCS document, *Interim Review of History and Overview of Activities [IRHOA]* (BCS - March 2002) pp.163f.
- 3 R.B. Henson, *And One Was A Doctor*, pp.116f
- 4 For this and the following information about 'Waldock' as a dementia specific nursing home the author is greatly indebted to Marilyn Kime's paper, *Reflections on Waldock Feb 1893 - Feb 1992*, provided at his request.
- 5 *ibid.*
- 6 *The Story of the Trust . . . .* p.6
- 7 *IRHOA*. . . p.169f.
- 8 The author is indebted to R.G. Robertson's M.S.W thesis (University of N.S.W.), *A History of the Aged Persons Homes Act, Commonwealth of Australia, 1954-1972*, for what follows.
- 9 *Sydney Morning Herald*, 5 May 1954, quoted in Robertson, *ibid.*, p.29
- 10 *ibid.*, pp.138- 140.
- 11 *ibid.* p.138
- 12 *ibid.* pp.224-226

- 13 Letter to author, 29.06.04
- 14 *op.cit.* p.185
- 15 R.G. Robertson, "Land and Property Acquired" p.3. Document prepared for the author.
- 16 Memorandum of Association of N.S.W. Baptist Homes Trust, 3.(a)
- 17 Further details can be found in *IRHOA* pp. 105ff
- 18 M. Bridgland, Deputy Matron at 'Yallambi' and the Matron Designate of 'Shalom', referred to this in an address to the 1960 Annual Assembly of the Baptist Union of NSW. It appears to have been a response to those who were questioning the wisdom of another home for the elderly. Copy of MS with the author.
- 19 M. Andersen, (nee Bridgland), "Baptist Community Services Reminiscences, February 1998". p.1f Copy of MS with the author.
- 20 At that time the Baptist Union office was in the Central Baptist Church building.
- 21 Supplement to *The Australian Baptist*, August 15, 1962, p.9



Hebron, 1960

# Chapter Five

## The Diversifying Programme

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As we have seen, Church, in drawing up the Memorandum and Articles of Association for the Trust, had a wide vision for what the organization might achieve. The way was now opening up for the Trust to realize some of those objectives.

While there was still much to be done in raising funds, assistance from the Commonwealth Government, first in contributing to the capital costs in establishing homes, and then with further subsidies to help with some of the community care programmes, made an enormous difference to what the Trust could attempt. The funds it raised could now go much further. With the opening of 'Niola', a private hospital which became a nursing home in Parkes, the Trust expanded the geographic scope of its activities beyond metropolitan Sydney. More was to follow. Experience in building two aged care homes in Sydney had furnished the Trust with useful contacts with professional people and a proven *modus operandi* for going about the task. 'Yallambi', 'Karingal' and 'Shalom' were institutions which the Trust could point to with pride. The appointment of Robertson as the first full-time Secretary brought into the organization a man with great energy and drive, one who quickly became the 'human face' of the Trust, and whose promotion of the Trust's activities raised its profile in the Baptist community and won for it increasing support from the churches.

### A Change in Name

As the Baptist Homes Trust became increasingly involved in programmes which were additional to that of erecting and managing homes, it also became increasingly clear that 'Homes Trust' was too restrictive a name for the organization. The Council of the Trust decided in October 1986 to use the name "Baptist Community Services" to describe and promote the

whole of its work. From 1987 the annual reports appeared under the name, 'Baptist Community Services' and, in the early 1990's carried the following statement:-

### Baptist Community Services

A non profit organisation established by the Baptist Union of NSW so that Baptists may provide community services as an expression of the Christian Gospel.

### Objectives

Believing that each individual is created in God's image and is equal before God and worthy of the highest respect, we aim -

To provide for the elderly, the young, and disadvantaged, irrespective of religious creed, a full and contented life whilst preserving the independence and dignity of each individual appropriate to their physical and emotional health.

To provide committed, competent staff and voluntary assistants who will perform their tasks with Christian love and compassion and in such a way that each person shall retain the ability to make personal decisions and maintain their privacy.

"I have come that they may have life, and have it to the full."  
John 10:10

The name 'N.S.W. Baptist Homes Trust' continued as the legal name of the organization until 25th May 1992, when the name was changed to 'Baptist Community Services - NSW & ACT', and was registered with the Australian Securities Commission.

From now on, in this historical review, we will use 'BCS' (Baptist Community Services) instead of 'Trust' (N.S.W. Baptist Homes Trust). Details of the homes and programmes which BCS operates (and of those which have been discontinued) can be found in Part 2 of this book.

### Aged Care Homes

Work on developing and enlarging the initial facilities, e.g. at the Carlingford and Marsfield sites, continued over the years, and the scope of the service offered at these places was widened.

Side by side with this there was the establishment of new homes, many of which were later developed extensively by enlargements and the addition of hostels and self-care units.

The first of these, after the opening of 'Shalom' and the development of 'Willandra Village' was in Canberra, where the first stage of 'Morling Lodge' was opened in 1968. The local, driving force behind the development of BCS activities in Canberra was the Rev. F.P. McMaster, who was the pastor of the Baptist Church at Kingston, the first Baptist church in the Federal Capital. As we have already noted, some of the funding for this became available through the legacy of the Waldock estate. McMaster became A.J. Waldock's pastor for the closing years of the old man's life.

In 1948, at the age of 76, when he retired from the Kingston Baptist Church, Waldock and his daughter Nellie, moved into a rented flat in a Canberra suburb. His wife had died in 1946. His health began to fail, and he spent some considerable time in the Canberra Hospital, where Nellie was Senior Sister. She contracted cancer and died in 1959. Waldock eventually needed nursing home care, but no such facility existed in Canberra at the time, and he was found a room in an enclosed verandah section of the hospital, where he died in 1961. It is highly likely that Waldock's plight in his closing years provided a strong motive for action to provide care for the aged in Canberra.<sup>1</sup>

McMaster became the local agent for such. In addition to his ministry in his church, McMaster was a tireless worker for BCS in Canberra, and in 1980 was appointed Superintendent of Homes and Services (ACT) for BCS. He continued to be active in BCS interests until declining health forced his resignation in 1987. He was appointed an Honorary Life Member of BCS.

Given the distance of Canberra from Sydney, there was no way that BCS in Sydney could attend to ordinary, day-to-day needs in Morling Lodge. The pattern of forming a regional board, which had emerged in Parkes, with the opening of 'Niola', was followed in Canberra. Six regional boards eventually emerged - Canberra, Riverina, Western District, Gosford, Hunter and Blue Mountains - which dealt with local issues, and kept BCS activities prominently before the churches in their respective areas. This partnership between BCS and people in country Baptist churches ensured the development of aged care facilities in country towns like Wagga Wagga and Forster.

Further developments once again took BCS out of metropolitan Sydney with the establishment of 'Wingara'<sup>2</sup> at Springwood in the Blue Mountains, 'Kara'<sup>3</sup> in Mayfield, and 'Orana'<sup>4</sup> on the Central Coast. A large development took place in Sydney with the opening of the first stage of 'Aminya'<sup>5</sup> at Baulkham Hills, on the land, then out in the scrub, identified by Bartlett and Bridgland.

As happened with the acquisition of 'Niola', some facilities came to BCS by transfer from earlier operators. One of these was the 'Mary Bladon Nursing

Home' in Bankstown, the operation of which was transferred to BCS with approval of the NSW Health Commission.<sup>6</sup> Development of this property as a continuing nursing home was impractical. BCS was able to operate the home until it could transfer the residents elsewhere. The property was extensively modified and became a counselling and training centre for (BCS) LifeCare Services. Another transfer of operators took place when the 'Smith Family's seven aged care facilities were transferred to BCS at special functions in Queanbeyan and Goulburn in October 1998.<sup>7</sup> In 2004, 'Maranoa', the aged care complex, which began in 1959 as the Lismore Baptist Medical Rest Home in a large residence purchased from a local businessman, was transferred to BCS.<sup>8</sup>

One interesting development was the approach to BCS made by the Hunter Area Health Service, asking that BCS assume responsibility for the Dudley Nursing Home in 1995. The home was in need of extensive upgrading to comply with building code requirements and the NSW Department of Health regulations. BCS had undertaken to provide a new facility at Warabrook, and so entered into negotiations with the NSW Department of Health to transfer the Dudley residents to Warabrook and to undertake restricted development of the Dudley property by providing better privacy and improved fire safety. The Dudley facility was handed back to the Hunter Area Health Service in 2000.

This was one of a number of partnerships between BCS and government authorities: and is an indication of the high regard that government came to have of BCS.

The development of Warabrook is of importance for another reason to which we shall shortly return.

BCS continued with the Trust's first task, the establishment of facilities for aged care. The 'Carey Gardens' complex was built on land at Red Hill, made available by the ACT Administration at a nominal rental.<sup>9</sup> 'Caloola' Nursing Home was opened in Wagga Wagga<sup>10</sup>. (Normally, the setting of the foundation stone was an important function, but in the case of 'Caloola' there were complications. The plan was to set the stone on 8th October 1978, but because of bad weather building work was held up and the proposed setting had to be postponed until 3rd December. Again the weather intervened; the congregation, including the President of the Trust, beat a retreat to the Wagga Wagga Baptist Church, where the President laid the stone on the communion table, entrusting it to the architect to have it set in place on some other day.)

'Warena' self care units were built in Menai<sup>11</sup>, and the 'Kularoo' hostel<sup>12</sup> was established as the first stage of a BCS development in Forster.

In its Annual Report for 2003, BCS printed a Services Directory which listed 11 nursing homes, 15 hostels, and self care units at 11 locations.<sup>13</sup>

### Nursing Training

The development at Warabrook took BCS into a new field of service.

In the 'objects' for the N.S.W. Baptist Homes Trust there is included "the training of nurses"<sup>14</sup> In the days when the N.S.W. Baptist Homes Trust was formed, nursing training in Australia was all hospital based; every large, teaching hospital had its school of nursing. That changed in the 1980's and nursing training is now university based, with clinical placements in large hospitals as part of the course.

Warabrook Centre for Aged Care consists of Warabrook Gardens, a sixty-one place, low level care facility (opened in 1993), and Warabrook, a ninety-bed, high and low care facility (opened in 2000). What is different about this facility is that Warabrook Centre for Aged Care is the first teaching nursing home in Australia. It is the result of a unique partnership between BCS and the University of Newcastle, begun in November 1996, in which BCS and the University entered into an agreement to jointly sponsor the establishment of a Clinical Chair in Gerontological Research.

The unit developed and conducted specialized training courses, offering Certificates and Graduate Certificates in Aged Care Nursing; Aged Care Management; Palliative Care; Dementia Care and Aged Care (Acute Care).

The original programme was called the Gerontological Nursing Research and Practice Unit (GNRPU), but was later renamed Aged Care Research & Education Services (ACRES).

Dr Irene Stein was appointed the inaugural Professor and Director of ACRES. The unit was based in a cottage adjacent to the 'Orana' Centre for Aged Care. Professor Stein was also a member of the BCS Ethics Committee and BCS Research Committee. ACRES attained the Minister's Inaugural Award for Staff Development.<sup>15</sup>

However, while the unit was very effective in delivering educational programmes, its research profile was less developed. Because of this deficiency in research, and changes to arrangements regarding the delivery of certificates and graduate certificates by Australian universities it was decided to rename the unit and locate it in University of Newcastle premises. Stein left ACRES for a position in the private nursing home business. The unit is now known as the Centre for Research into Ageing (CREA) and Professor Julie Byles is now the Director. June Heinrich, the CEO of BCS, is a member of the Board of CREA.<sup>16</sup>

Heinrich was actively involved in establishing this partnership between BCS and the University of Newcastle. In May 2003 she was awarded the Centenary Medal for exceptional services in aged care, and in August 2003 she was appointed a Conjoint Professor of the Faculty of Health Sciences of the University of Newcastle. The degree of Doctor of Education was conferred on her by the University in 2003.

Church could have had no idea of what the entry "training of nurses" in the Trust's 'objects' would eventually mean when he included it in the Memorandum and Articles of Association; but that it was there enabled BCS to enter into this rapidly developing area of tertiary education. Heinrich's drive and vision has given BCS a unique role in this.

### Aged Care Services

As well as establishing homes, etc., BCS has had a vigorous programme to deliver additional aged care services. These were designed to help meet the needs of elderly people who prefer to live in the community rather than in residential aged care. Details of these can be found in Part 2.

The following is an overview of the development of BCS involvement in aged care services.<sup>17</sup>

BCS established Home Flexi Care, a user pay service, at Marsfield in 1992. In 1993, Government policy took note of the consumer preference to live in the community and introduced Community Aged Care Packages (CACPs) to provide assistance to older Australians who had been assessed as eligible for hostel level care but who wanted to remain in their own homes. The first funding to BCS was 1993/94 at Marsfield. The name 'Home Flexi Care' was retained by BCS for community based hostel level care. Other Home Flexi Care programmes quickly followed as BCS took up funding opportunities and became one of the leading residential aged care providers who commenced providing community aged care.

By 2004 there were Home Flexi Care programmes at Marsfield, on the Central Coast, in Canberra, Central West, Hunter, Mid North Coast, Mid State, Murrumbidgee, North West Sydney, Riverina, Sutherland and the Southern Highlands. Care was being provided to about 700 clients who required hostel level (low care) in their homes.

In recognition that some clients required a higher level of care than that which could be provided through the Home Flexi Care programme, BCS in 1998 sought to participate in a national pilot programme for the delivery of nursing home level care in the community. BCS was selected

to pilot the programme at Marsfield and Canberra, and so was able to deliver Extended Aged Care in the Home (EACH) packages. After several months of piloting, the programme was extended, and in 2003 BCS received funding to run the Programme at Forster and in the Riverina.

Again, recognizing the need for respite for carers, BCS applied for, and was successful in receiving funding to provide in-home respite care for people with disabilities and the aged. Today, BCS offers these programmes in the Hunter, Central Coast, North Shore, South Western Sydney, Auburn and Western Sydney.

Further expansion occurred with the decision to apply for funding under the Home and Community Care Programme (HACC). Today, BCS offers a range of programmes including:- Home Modification and Maintenance; Community Transport; Neighbour Aid; Personal Care; Domestic Assistance; and Short Term Care in different locations across NSW. BCS identifies these as the LifeLinks programmes.

In 1997 the Department of Veterans' Affairs established Veterans' Home Care to assist veterans to live independently in the community. By 2004 BCS had become one of the largest providers of Veterans' Home Care in NSW and the ACT. Programmes are operated in Canberra, the Central Coast, the Central West, the Hunter, the Mid North Coast, Mid State, Murrumbidgee, North West Sydney, Mid Western, Penrith, the Riverina the Southern Highlands and Sutherland.

After a study tour of aged care programmes in Holland and England, conducted by Heinrich in 2004, BCS developed the concept of the 'Age Friendly Home'. Once again the purpose was to assist older Australians to live independently in the community for as long as possible. Most older Australians want to remain in their own homes, if possible, or move to one suitable for their needs, rather than enter residential aged care. Through careful design, and the use of technology, many people can live independently in the community. BCS is pioneering this concept, and is attempting to influence government policy and to inform consumers. The future will show how important the 'Age Friendly Home' will be as a programme of aged care.

### Other Community Services

The mandate that BCS had accepted for itself was not confined to care of the aged. What follows is a brief review of the other programmes that were implemented to extend care to other needy people.

For a while, BCS had an active involvement in helping men on parole, probation or recently released from prison. *Aratoro* (a Maori word meaning 'new track') was established at Liverpool as a residential programme providing accommodation and rehabilitation for such men. The aim was to help clients, with limited living skills and few friends, in their entry back into society. BCS also worked in partnership with Prisons Fellowship NSW. These programmes are no longer operated by BCS.

*Caloola Farm* is a separate Company functioning under the auspices of BCS, offering training to the unemployed, particularly the long-term unemployed and those returning to the work force after a long absence. The main emphasis, however, has been in helping long-term unemployed youth.

BCS works in partnership with 'Hope Street' (formerly known as Baptist Inner City Ministries). BCS purchased a house in the Darlinghurst/Woolloomooloo area for 'Hope Street' to use to provide medium to long-term accommodation and care for homeless people; and has also provided a 'safe house' for 'Hope Street's' ministry to sex workers.

As we have seen, BCS, through 'Karingal' and 'Ruhamah', had earlier developed a ministry to children, a legacy from the Baptist Forward Movement. A major thrust to this programme was hoped for with the establishment of the A.S. *White Children's Homes*. A.S. White (of White and Iliffe, the Trust's honorary accountants) made a gift of \$400,000 to the Trust, over the years 1972, 1973, 1974, to purchase and maintain homes for children and young people. There were to be five homes: three were to be family-type homes, each in the care of a house-mother and a father who had his own independent employment; one was to be a home for girls who were mildly, intellectually handicapped; the fifth home was to provide temporary care, perhaps for babies and older children awaiting adoption. The homes were to be known as the A.S. White Children's Homes, and each was to be named after one of the family homes with which White was associated: 'Goldacre', the farm at 'Thorington' in Essex, England, from which the family came, 'Yarrowonga' the home in Stanmore where White had spent his childhood, 'Carisbrook' the home where he lived for a few years after his marriage, and 'Ku-ring-gai', the district where he lived for many years.

The hopes for these homes were disappointed. BCS's inability to find the required staff (matron/ house-parents), Government assistance for solo-parent families, Housing Commission accommodation for such families, and changing attitudes in society all helped produce a situation in which it was apparent, by 1976, that the need for residential child care was diminishing. BCS Foundation Pty Ltd now acts as Trustee for the A.S. White Children's Home Fund.

BCS has had an active involvement in early child care with such programmes as the *Baptist Child Care Association* and *Baptist Child Care Centres*. The organization's interest in the young extends into the adolescent years with such programmes as the *Pathways Adolescent Unit* at Wyong.

There has always been a willingness to cooperate with local churches which wish to engage in community services. The *ABC Pre-School* in Auburn is conducted in partnership with the Auburn Baptist Church, serving in an area of ethnic diversity, where some of the children do not speak English before coming to the pre-school. The Shellharbour City Baptist Church conducts the Warilla Community Centre, in partnership with BCS, in the low-income area of Warilla North. BCS offers *Church Seeding Grants* to churches to help cover some of the costs in exploring possible avenues of community service.

With the increasing community awareness of the problems associated with Alzheimer's disease, and other forms of dementia, BCS provides help to both sufferers and their families.

### LifeCare Services

From 1972, counselling care has been offered to people in crisis, but with the incorporation of the Mt Druitt Welfare and Youth Service in 1973, what became the Baptist Counselling Service was inaugurated. The pioneer in this was the Rev. Doug Sotheren, and BCS support of his work came particularly through the Rev. Don Crawford who joined the staff of the Trust in 1967 as assistant to Ron Robertson.

Since then, LifeCare, as the counselling service is known, has been a major community ministry of BCS. LifeCare Counselling Services have been established in numbers of churches. The aim has been to provide counselling soundly based on Christian principles. For a variety of reasons, e.g. the availability of qualified counsellors, changing local circumstances and finance, these have sometimes been of just a few years duration. The 2003 Report of BCS lists a dozen such centres.

In addition, LifeCare has conducted training for counsellors. This was begun by Sotheren and continued, on an expanding basis, by Rev. Dr John Cox-May. Courses have been offered on short and longer-term bases. Those who complete the full programme of training qualify to become Members of the Australian Association of Marriage and Family Counsellors (AAMFC).

With an acute awareness of the problems of abuse in marriages and families, and the hurts and difficulties brought about through marriage

breakup and divorce, LifeCare offers a variety of crisis support services. Some of these, such as *Kids Time*, *Kids Between*, and *Victims of Crime*, are provided for children; others such as *Living Beyond Abuse* are for women, and *Living Without Abusing* are for men. *Kids with Grit* is a campaign driven by LifeCare Services to raise money for children who are victims of domestic violence.

LifeCare Counselling and Family Services has been funded, under the National Suicide Prevention Strategy in the ACT, to provide suicide intervention skills and awareness training to organizations and individuals.

### Chisholm Units

In May 1971 BCS began a ministry to provide accommodation and support for sole parent families called 'Chisholm', named after Caroline Chisholm (1808-77), the philanthropist who worked so hard to ameliorate the hardships of the immigrant poor, and who had opened a female immigrants' home in Sydney in 1841. 'Chisholm' units were ordinary home units, located in various suburban localities, within reasonable reach of transport, shops and schools. The aim was to enable the parent and his or her children to feel part of a local community, with the children being cared for in a family situation rather than in an institution.

The 'Chisholm' ministry was funded by donations, there being no government support for such a programme. Rentals were kept as low as possible. BCS has withdrawn from this ministry, preferring to hand it over to the local Baptist churches, where they are prepared to conduct a sole parent ministry. Units not being used for this ministry by local Baptist churches will be sold and the proceeds used to fund other work with families.

The expanding programme of BCS, with the increase in staff that this entailed, and the need for supervision and direction, led to the need to review the management structures of the organization. To this we now turn.

### NOTES (Chapter Five)

- 1 See, R.B. Henson, *And One Was a Doctor*, pp. 114-117
- 2 First eight units opened in 1968.
- 3 'Kara' Nursing Home opened in 1970
- 4 Sixteen self-care units opened 1973
- 5 'Aminya' Nursing Home opened in 1980

- 6 A colourful account of the commencement and operation of this nursing home, and its transfer to the N.S.W. Baptist Homes Trust, can be found in Mabel Anne Bladon, *A Hospital Grows . . . or doesn't it?* (M. A. Bladon Books and Tapes, 1984)
- 7 These were:- Chatterton House, Mona Vale; Dorothy Park, Bankstown; Cootamundra Village; Kookora Village, Griffith; Nell Park, Narara; Clinton Villas, Goulburn; and George Forbes House, Queanbeyan.
- 8 The story of the development of Maranoa, which from its earliest days had associations with the Baptist Homes Trust, is well told in Esme Smith, *Maranoa, A Community of Caring* (Maranoa Inc. Lismore 2003).
- 9 First stage opened in 1990
- 10 Opened in 1979
- 11 Opened in 1985
- 12 Opened in 1995
- 13 Op. cit., p. 30
- 14 This was 3. (f) in the original document; it is 3. (g) in the current Memorandum and Articles of Association.
- 15 ACRES Annual Report 2001
- 16 Information supplied by J. Heinrich to author 28.07.04
- 17 Based on material supplied by the CEO.



Baptist Homes Trust  
Logo

# Chapter Six

## Baptist Community Services at 60 Years of Age

### Reorganization and Review

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#### Reviewing the Structure

Church, who must receive a great deal of the credit for the phenomenal growth of BCS, was heard to say in the later years of his time as President, that the organization had become too big. It *had* become too big for the management structures with which it had begun and which, with little modification, it continued to use. Perhaps it always had been. As we have seen, when Robertson became Secretary of the Trust in 1956 he found that he had inherited a Council of 36 members which, while it was strong in the spirit of enthusiastic, voluntary effort, was "weak on decision making". Major planning and decision making took place in an Executive Committee, whose decisions went to the Council as recommendations. When nearing retirement, Robertson remarked, "I feel like I'm losing control."

Draper, who became General Superintendent<sup>1</sup> in 1986 and concluded his work with BCS in 1994, initiated some changes, observing that they took place "sometimes rather painfully". He saw as major problems, the persisting belief that the volunteers (the Council) must 'run' the organization, while the staff were paid to do as they were told. The Council was trying to 'manage', as opposed to setting policies and guidelines and monitoring compliance and progress.<sup>2</sup>

With the ever widening programmes of ministry - 40 in 1995; 120 in 2000 - it was clear that a major review and reorganization was called for. This was carried out for BCS by the Macquarie Graduate School of Management. The review explored current trends in aged care and community welfare, sought staff opinions using questionnaires, and conducted focus group workshops. The review, "A Matter of Balance", revealed both strengths and weaknesses, and pointed to the following as requiring attention:-

## Striving for Excellence

- Poor communication as perceived by the staff, arising from felt estrangement from management decisions.
- Tendering perceived to be 'locked in' to the lowest bid, creating unsustainable service issues for BCS.
- The perceived expectation that the CEO should be accessible to all and sundry.
- The perception that the corporate support function is unaccountable and unhelpful.
- The perception that a better relationship should exist between the Board and senior management.

BCS considered the review and developed a revised, establishment structure, "The Way Forward December 2000". This took account of:-

- The growth in BCS ministries.
- The need to have consistent, coordinated and linked policies across the entire organization.
- Research and development required to ensure best practice in policy development and implementation.
- The need for reporting and accountability structures which enhance the achievement of BCS goals.
- The need for better communication so that all managers and staff have all the information they need to maximize their contribution to meeting the needs of BCS clients.

The new structure was designed to enable BCS "to develop seamless delivery of service to clients and at the same time improve the quality of the service provided."<sup>3</sup> The first attempt at a new structure involved the creation of four divisions which, together would cover all areas of BCS activities. This was later enlarged to five plus the executive division, viz:-

Aged and Community Care West

Aged and Community Care North

Family and Community Services

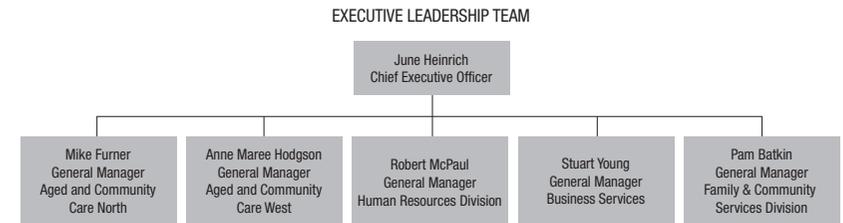
Business Services

Human Resources.

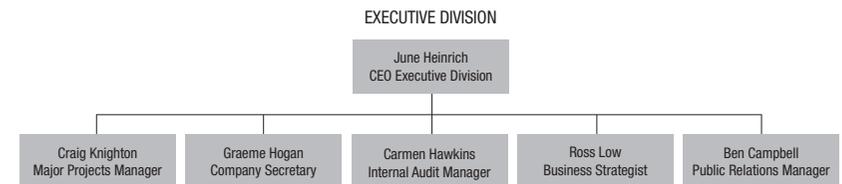
## Baptist Community Services at 60 Years of Age

The responsibilities and relationships of these divisions at the time of publication, and their inter-relatedness in the total BCS organization can be seen in the accompanying charts.

The structure of Baptist Community Services NSW & ACT comprises six divisions under the direction of the Executive Leadership Team. Each Division reports to a General Manager, with the exception of the Executive Division reporting to the CEO. The Aged and Community Care Divisions are split up into service hubs, clustered in regional areas.

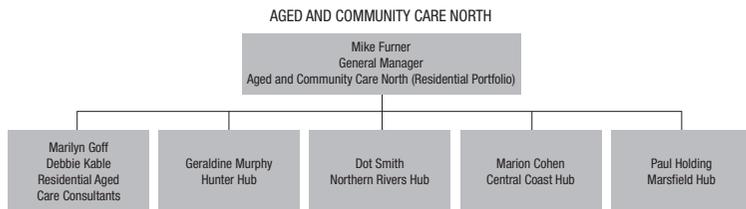
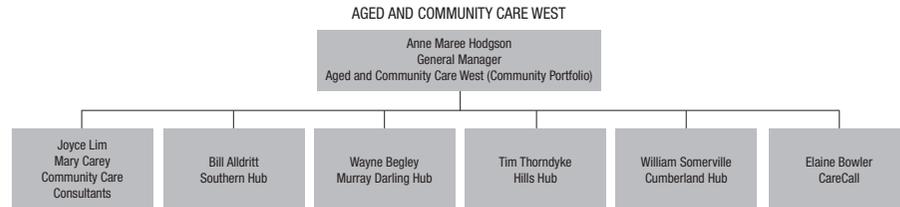


Each unit within the Division provides direct support to the CEO and a specialist service to the organisation overall.

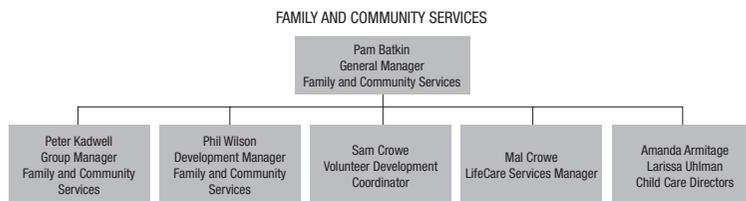


## Striving for Excellence

The Divisional Heads of Aged and Community Care North and West are located in the Epping office together with the residential and community consultants and support staff. Hub offices are located in Newcastle, Central Coast, Lismore, Marsfield, Wagga Wagga, Baulkham Hills, Canberra and Carlingford.

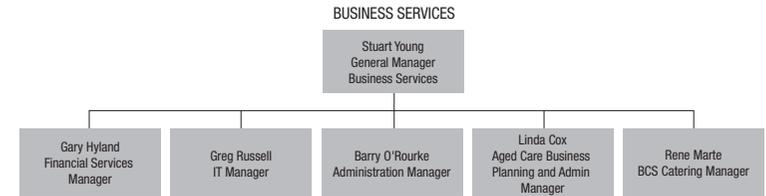


Head office for Family and Community Services is located in the Epping offices, and its counselling offices and support programs are based across Sydney. LifeCare is the counselling arm of Baptist Community Services, and its main office is located at Bankstown. The volunteer coordinator also operates from Head Office.

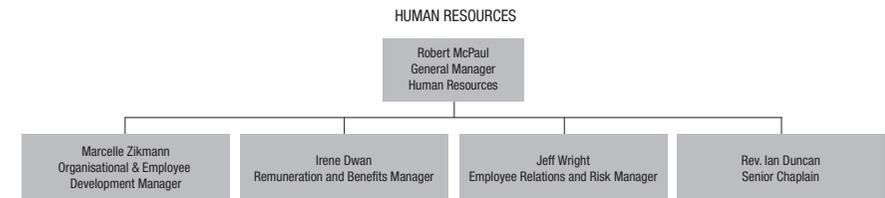


## Baptist Community Services at 60 Years of Age

Business Services provides financial support, information technology services and administrative support to the organisation. It is responsible for coordinating budgets and financial reporting for the organisation. BCS Catering also reports to the General Manager of this Division.



Human resources coordinates training, payroll, occupational health and safety, chaplaincy, recruitment policy and specialist staff support services amongst a myriad of other duties. HR head office is based at Epping.



The large, unwieldy Council, with an Executive Committee that made the hard decisions went. The review and its implementation never lost sight of the fact that BCS is a health and community services provider operating in the not-for-profit sector of the business community. It is a public company under the Corporations law, limited by guarantee, endorsed as an Income Tax Exempt charity by the Australian Tax Office and recognized as a Public Benevolent Institution.

The present governance policy and practice of BCS is as follows:-

### Membership

The basis of membership of BCS remains much as it was when the Baptist Homes Trust was established. Membership is available, in a variety of ways, to all members of churches which are affiliated with the Baptist Churches of NSW & ACT.

- Each church may nominate one person as their representative for membership.
- Individual church members may apply to become members of BCS. An annual membership subscription of \$22 (this includes GST) must accompany the application.
- On application to the Board, life membership is available where donations totalling \$500 or more are received by BCS over a period not exceeding three years.
- Members of the Executive Committee of the Baptist Churches of NSW & ACT are also entitled to apply for membership.<sup>4</sup>

### The Board of Directors

The members of BCS elect a Board from company members. The Board, at the time of writing, comprises 11 Directors, who serve in a voluntary, non-paid capacity. The Directors are elected for a three year term, with one third of the Board retiring each year; the retiring members being eligible for re-election. Each Director has a duty to ensure that the management of the Company is competent, ethical and prudent.

### Board Functions

The Board takes responsibility for corporate governance and its functions include:

- Reviewing and approving corporate strategies, the annual budget and financial plans.
- Overseeing and monitoring organizational performance, including approving the annual financial reports, and liaising with the Company's auditor.
- Appointing and assessing the performance and remuneration of the CEO and members of the senior management team.
- Ensuring effective management processes and approving major corporate initiatives.
- Enhancing and protecting the reputation of the organization.
- Ensuring the significant risks facing the Company have been identified and appropriate and adequate control, monitoring and reporting mechanisms are in place.
- Reporting to members.<sup>5</sup>

### Corporate Governance Policy

The Board adopted a governance policy with an emphasis on an outward vision rather than inward concern, encouragement of diversity of opinion and views, collective rather than individual decisions, strategic leadership rather than administrative detail, future rather than present focus, proactivity rather than reactivity, and a clear distinction between the CEO and Board focus. The Board is responsible for determining corporate policy, setting the Company's goals and strategic direction, assessing performance against budgets and strategies and monitoring the management of the business.<sup>6</sup>

### Management

Responsibility for implementing strategies approved by the Board and for day-to-day management of the Company has been delegated by the Board to the Chief Executive Officer. The CEO operates with the assistance of five General Managers and the senior management team.

### Accreditation

With the steady increase of federal government subsidies for aged and community care, came an increase in the same government's requirements for care providers. Heinrich, BCS's Chief Executive Officer, reported in 2000:-

With the introduction of major government reforms to aged care in September 1997, BCS began to focus on their implementation. One of the requirements was that all residential facilities needed to pass building Certification. Another was that all facilities needed to gain Accreditation by 1 January 2001 or risk losing government funding.

As 1 January 2001 drew closer, the need to gain Accreditation for our residential aged care facilities was the dominating factor in our planning. I am proud to report that all BCS residential aged care facilities have now gained 3 year Accreditation (this is the maximum period), passing all standards and gaining a total of 158 commendable ratings clearly establishing BCS as an industry leader. This is a wonderful achievement and I am very proud of all the staff who have worked so hard and done so well in the Accreditation process.<sup>17</sup>

**Baptist Community Services On the Eve of its 60th Birthday.**

The Baptist Homes Trust was registered on 20th September 1944, and incorporated under the Companies Act on 5th October that year. As we have seen, through no fault of its own the Trust's first home, 'Yallambi', was not opened until 31st January 1953. Over the sixty years of its operations that original body has grown in a way that would have astounded its founders. The present Chairman<sup>8</sup>, John F. Church, observed.

Our volunteer beginnings arose out of the perseverance, commitment, dedication and vision of a small group who seized the opportunity for Christian ministry in a sector of society where governments were not involved but where there was a clear need. In 2003 those qualities still drive our collective efforts.

Our commitment and vision is the same today as it was then, but our services have greatly expanded. Today we provide care and practical assistance to people of all ages throughout NSW and ACT, offering a diverse range of specialised services which include:

- 48 Extended Aged Care at Home places;
- 663 Community Aged Care Packages;
- over 40 Community programs for the aged and disabled;
- accommodation for troubled young people;
- relationship counselling services;
- parenting programs;
- programs for victims and perpetrators of domestic violence;
- care for a range of other disadvantaged groups.

We operate 26 Aged Care facilities and two transition care facilities and provide services to 660 Department of Veteran Affairs clients.<sup>9</sup>

This increase of activities has, naturally, involved a great *increase in staff*, and that has brought its own set of problems. Heinrich, the CEO observed:-

As with all aged care providers, BCS finds it increasingly difficult to attract skilled Registered Nurses to work in its residential aged care facilities. To address this problem we have developed a training program for our Enrolled Nurses (ACT only) to equip them to safely administer Schedule 4 medications<sup>10</sup>. Since this approach is not yet available in NSW, we have also introduced a Certificate 4 Course for Assistants in Nursing and Personal Care Assistants. Course graduates will also be able to administer schedule 4 medication in NSW and ACT.

These initiatives will free scarce Registered Nurses to provide clinical leadership to other staff.<sup>11</sup>

She also reports on BCS planning for the future.

In 2002 the Board approved the *2002-2008 Strategic Plan*. The Plan is a living document which is revised annually and is now being implemented. The Plan has resulted in a number of key initiatives:

- our rebuilding programme has begun;
- we have implemented a new finance system;
- we have strengthened our infrastructure.

From its very beginning, as the Baptist Homes Trust, BCS depended on, and greatly valued *the work of volunteers*; it has been a volunteers' organization from its inception. More will be said presently about the work of the Ladies' Auxiliary, which was a wonderful example of voluntary work. BCS still depends on volunteers and decided to employ a Volunteer Development Coordinator. In 2003 it was reported that every week over a thousand volunteers freely gave their time in assisting staff in service to clients. These volunteers are involved in visiting residents in nursing homes; assisting with therapeutic activities; taking people on outings; assisting Chaplains in religious activities; providing administrative assistance; and raising funds.

*Chaplaincy* has always been an important part of the BCS programme. Initially, pastors of nearby churches were asked to undertake chaplaincy work in addition to their normal pastoral duties. So, the Rev. E.R. Rogers, then the Pastor at the Epping Baptist Church became the Chaplain at 'Yallambi', the first home.

Graeme Mitchell, who was the Company Secretary until 2001, when he became the General Manager of Baptist Investment and Finance, relates how, on a Strategic Planning Day, those present were asked what was the fundamental distinctive which marked a Christian care providing organization compared with non-Christian bodies working in the same field. The conclusion was, the ministry of chaplains. Mitchell offered the opinion that BCS offers a level of chaplaincy care that is second to none<sup>12</sup>

Supplying this ministry is no longer something provided by a nearby Baptist minister. BCS appointed a paid chaplaincy team, led by a Senior BCS Chaplain. Chaplaincy services are considered to be a vital ministry to residents, their families and relatives, the staff and the wider community. The Rev. Ian Duncan, the Senior Chaplain observed:-

Pastoral Care is an essential part of the caring ministry of Baptist Community Services and a vital service to residents, family, relatives, staff and the wider community. Illness, loneliness, suffering, and death are part of life.

The role of the chaplain is to connect those in difficulty to spiritual resources that will help to meet the fundamental human needs of healing, comfort, understanding, and acceptance, and the chaplain is sometimes a bridge to their families, loved ones, and staff.

This service is not just offered within BCS facilities. Chaplains also work in hospitals. BCS chaplains work with the inmates and warders of Juvenile Justice detention centres at Cobham (Western Sydney) and Kariang (Central Coast).

Mention has been made of the difficulty that BCS, like other similar organizations, has in attracting Registered Nurses. The whole question of *human resources* is one that BCS sought to face in a constructive way. BCS appointed a General Manager for Human Resources, who reported in 2003:

A stable workforce is critical to fulfilling our Mission of *Excellence in Christian Care*. A recent survey of not-for-profit organisations, in which we participated, revealed an average annual staff turnover of 30.4%. Our own research for the three year period ending December 2000 revealed a turnover of 32%, at significant cost to the organisation.

We responded by introducing a number of programs and initiatives, and in the twelve months ending June 2003 succeeded in reducing turnover to 23% across all Divisions.

Our short term objective is to stabilise this level of turnover. In the long term we are aiming for a sustainable goal of around 20%, which would make us a leading and preferred employer in the health industry.

One of the initiatives that contributed to this result included simplifying our remuneration packaging and associated systems. We can see further opportunities to develop and implement these changes with more staff, without increasing our employment costs.<sup>13</sup>

One interesting observation in his report relates to the BCS annual report to the Office of Equal Opportunity for Women, in which BCS initiatives were set out. The Office responded:-

[We were] . . . particularly inspired by the actions and results that Baptist Community Services ACT & NSW has achieved through the bringing in of consultants to do surveys in order to assist, develop, and change management process and in offering staff access to a comprehensive packaging system.

The *Business Services Division*, responsible for finance, purchasing, information technology, and catering, upgraded its support services. By late in 2002, BCS Catering (purchased from UNICHURCH in January 1966), which had increased its services, was experiencing growing demand and had expanded its holding capacity for frozen meals by 60%.

These changes and enlargements overtaxed the available space at the Iliffe Centre and in August 2004 BCS Administration moved to new premises in Epping.

In the midst of all of this expansion and development one notes the insistent demand that the spiritual emphases, with which the Trust began, remain vitally important. Heinrich comments:-

At BCS we regularly commit our future to God. . . . At the start of each week, staff gather to commit the coming week to our Lord and each Friday morning managers gather to pray. At the start of each Board meeting there is also a time of devotions. . . .

What then is our greatest need? I am tempted to say "money": we certainly need more. I am tempted to say "committed Christian staff": we certainly need more. I am tempted to say "volunteers": we certainly need more. But our greatest need is prayer and people who will pray faithfully. If this need is met then all the others will be met as well. 'The prayer of a righteous person is powerful and effective.' (James 5:16)<sup>14</sup>

#### **N.S.W. Baptist Homes Trust, Ladies Auxiliary**

One part of the history of BCS found no continuing place as it reached its 60th Anniversary. That was the Ladies' Auxiliary, of which mention has already been made. In 1999 the Ladies' Auxiliary decided to disband from 31st December that year. To something of its story we now turn.

The last item in the Trust's Seventh Annual Report, for the year ended 30th June 1951, read:-

During the year a Ladies' Auxiliary was formed, and Mrs. Crawford was elected President, Mrs. Vandenberg Secretary, and Mrs. Sheppard Treasurer.<sup>15</sup>

Commencing with the Trust's 10th Annual Report there were included extracts from the annual report of the Secretary of the Ladies' Auxiliary, and the Auxiliary's Treasurer's Statement of Receipts and Payments.<sup>16</sup> Dorothy Henderson was now the Treasurer and continued as Treasurer for almost 30 years, retiring from office in 1982. Recognition of her outstanding service came with the award of the OAM, and with the naming of the 'Dorothy Henderson Lodge' on the Marsfield site.

The beginnings of the Auxiliary are to be found in a decision of the first (informal) Council on 7th July 1944, that:-

. . . the ladies of the Council comprise a Ladies' Finance Committee to determine methods whereby the ladies of the denomination could raise money.

On 8th February 1952, the Council of the Trust resolved:-

. . . that a Ladies' Auxiliary be formed; comprising the ladies of the Council, who may, if desired, co-opt other members.

Mrs Grace Crawford was nominated Convenor.

The Auxiliary, still to meet for its first formal meeting, was immediately busy preparing the way for the opening of 'Yallambi'. These ladies, there were 13 on the Council, either made or provided all the curtains for the home. They attended to the cleaning, arranging of furniture and dozens of other chores to prepare the home for its first guests. On the day of the official opening of 'Yallambi', 31st January 1953, they provided and served afternoon tea. Two of the ladies brought their own crockery and cutlery for the occasion. Only then, when the home was opened, did they meet formally to form the Auxiliary.

The first, formal meeting of the Ladies' Auxiliary was held on 3rd March 1953, less than five weeks after the opening, in the lounge room at 'Yallambi'. In the previous month, at the February meeting of the Council, it had been decided that the Chairman of the Ladies' Auxiliary be an Executive Member of the Homes Trust. Twenty-six attended that first meeting, when a roster of ladies to assist in the home on Saturdays was drawn up. By the next meeting, held on 10th April (the Auxiliary met at 'Yallambi' on the first Tuesday of each month), they had provided a bread cutter, glass dishes, hand towels, cushion materials, a preserving outfit and fruit, for the home. They helped in the preserving of fruit and the making of jams.

They took an active role in the running of the home. A small committee of ladies interviewed applicants for entry to 'Yallambi'. To enable staff to have days off on weekends, volunteers assisted with cooking, cleaning and other chores. As we have seen, enthusiasm ran away with some of them, and their involvement sometimes became less than helpful.

By 1959 there was such growth in the work of the Auxiliary that it became necessary to divide it into three branches, covering the northern, southern, and western areas of Sydney. In this way it was hoped to involve women, from a wide circle of Baptist churches, in supporting the Trust through the Ladies' Auxiliary. A Central Executive was formed on 5th August 1959, the membership of which comprised the five office bearers from each branch (President, two Vice-presidents, Honorary Secretary and Honorary

Treasurer), all Life Members (elected for outstanding and long service to the Auxiliary) together with a President, Honorary Secretary and Honorary Treasurer elected annually by the Central Executive.<sup>17</sup> This Executive met in the Christian Endeavour Room of the Central Baptist Church. For the next 40 years it continued to meet quarterly to coordinate the work of the branches, receive reports from the branches and the money they had raised, and to plan combined fund raising activities.

Other branches were formed in the eastern suburbs, in Gosford, the Blue Mountains, and the Illawarra. There was a Hills Branch and a Macarthur Branch. While no Ladies' Auxiliaries still exist, their work is perpetuated in 'Partners in Care'.

Local branches planned their own fundraising activities which ranged from cake stalls and sales of work, to catering for weddings and other special functions, organized tours and demonstrations in floral art and cooking. The Central Executive coordinated the major, combined efforts, the largest of which were probably the annual fetes held at 'Yallambi' (1953-1961), 'Shalom' (1962-1970), and 'Willandra Village' (from 1971).

On 31st May 1988, Church, the BCS President, hosted a morning tea and entertainment in the Willandra Village Hall (now called the R.E. Walker Centre) in recognition of the Ladies' Auxiliary's efforts, over the years, having raised one million dollars. By the time the Ladies' Auxiliaries disbanded in 1999 \$1.9 million had been raised to assist the work of BCS. These figures give only the cash received; they take no account of the extra efforts like Christmas hampers and gifts, and the hours of voluntary help given in the BCS homes and programmes.

The Ladies' Auxiliary was also an important channel of information and challenge to the churches which had ladies involved in local branches. It helped keep local congregations informed of the prayer needs of BCS.

Two other ladies deserve mention. Mrs Barbara Jones was active in the Auxiliary from its early days, became a member of the Trust's Council and was eventually Vice-President of the Trust. She is an Honorary Life Member of BCS. Mrs Betty Checkley (nee Vaughan) had a distinguished career as a senior social welfare officer, which brought her into contact with the BCS when she was involved in the placement of children at 'Karingal'. She joined the Council in 1968, and gave outstanding leadership to the Ladies' Auxiliary, serving as its President for 23 years until it was disbanded. She was a driving force behind the three Opportunity Shops run by the Auxiliary. Checkley was awarded the OAM in 2002, and is an Honorary Life Member of BCS.

But times changed. The Ladies' Auxiliary was formed at a time when it was rare for married women, especially those with children, to be in the work force. Indeed, it was not uncommon for businesses to stipulate that a woman's employment would be terminated when she married. That no longer applies and there is now, no longer, the large body of women available to staff and support auxiliaries. This depleting number of possible recruits, and the increasing age of those who were still active in the work of the auxiliaries, prompted a resolution, first framed in mid-1999, that the Ladies' Auxiliary disband at the end of December that year. The resolution was circulated to the Branches, which were asked to discuss the proposal, and bring their recommendations to the August meeting of the Central Executive. The decision to disband was passed unanimously, but with sadness and regret.

### Sercom

Sercom (Service by men to the community), is the men's auxiliary of BCS, begun in 1974. The men assist with manual tasks and fund raising activities for facilities and programmes. Sercom has served in a variety of ways, e.g. donations of furniture and equipment, minor demolition tasks, construction of workshops, clearing of land, landscaping, making toys for children with special needs, the presentation of family concerts and the collection and distribution of food for the needy.<sup>18</sup>

### These Also Served

The activities of the pioneers was dealt with at some length, because, in many ways, they blazed trails that BCS followed. But there were many others who made important contributions to the work of BCS. It is beyond the scope of this brief history to name and describe them, but even in this short review we should recognize the contributions of those who held key positions.

### Chairmen

'Chairman' was the title used instead of 'President' when F.J. Church stepped down from office in 1992. Since then there have been two who have held this office.

#### Roger F. Peffer

Roger Peffer, BCS Councillor since 1978, and Vice President of BCS from 1983, was an obvious person to succeed Church. Peffer, who is a member of the Eastwood Baptist Church, held senior positions in the banking industry. He is a very accomplished organist.

Peffer considered that the change in terminology, from 'President' to 'Chairman' was more than mere nomenclature; it represented something more. With the change from the N.S.W. Baptist Homes Trust, with an Executive Committee making day to day decisions, to Baptist Community Services with a Board of Directors, the era of an entrepreneur had finished. He believed that the Board needed to have the 'large picture' view of the organization, rather than be involved in the day-to-day minutiae. The Directors agreed with this approach, though some found it difficult to break old habits of control. Peffer saw this new role for Directors as having a flow-on effect for management; they were to be more accountable for their decisions.

He wanted to weld the Board into a more cohesive unit, and make its public face more recognizable to staff and clients. He sought to give a new perception of BCS; that it was alive and growing, rather than moribund, as some saw it. He was keen to see the Board become a more modern, forward-thinking unit, and saw changes in governmental requirements as assisting in this. The Board, like all boards, had to take more notice of proper corporate governance.

He believed that the Board did become more cohesive under his chairmanship. Attendance records improved, even when the Board, at one stage, was meeting every fortnight. He and his wife, Jennifer, made a point of attending as many functions as possible, in order to give BCS a more prominent 'face'. One point that he made with the Board raised some eyebrows.

I often stated my view that BCS needed the best staff it could get; regardless of denominational loyalty, providing always that they were (at more senior levels) Christian. This was looked at somewhat askance, but time and the sheer size of the organization, vis-a-vis the Baptist denomination have proven this a correct policy.<sup>19</sup>

Peffer's forward looking chairmanship has had a lasting effect on BCS. He stepped down as Chairman in 2001.

#### John F. Church

Coming from a legal background, like his father before him (and from the legal firm of Church and Grace), John Church had almost grown up with the N.S.W. Baptist Homes Trust. From his father and his mother he developed a keen interest in BCS. He is a member of the Gordon Baptist Church. At the time of writing he is the Chairman of BCS, and came to office at a time when government requirements had become a significant, if not dominant part of BCS's services. He believed it to be essential that BCS see its mission statement, "Excellence in *Christian care* for individuals, families and the community", as being its differentiating mark. Otherwise ". . . we are not really achieving anything more than any other organization or business."<sup>20</sup>

He is concerned at the diminishing support that BCS, as an agency of the Baptist Churches of NSW & ACT (Baptist Union), receives from the Baptist constituency. He expresses his deep regret that:-

Today more and more churches only want the Union and its agencies for what they can get from them, rather than what they give to support those things we can do co-operatively.

He believes that BCS faces a perception problem in Baptist churches in that they think that all that BCS offers is aged care; there is no awareness of the wide and growing service which was briefly outlined in the last chapter.

John Church sees BCS facing major rebuilding and upgrading projects if it is to meet the Building Certification which will be required of it in 2008. These projects will make great demands on BCS financial resources, and the Directors' time. BCS, under his chairmanship, is continuing to look at areas of unmet need; he is concerned for the groups of people who seem to "slip through the cracks". He has helped BCS review its Mission Statement, which now reads:-

To express Christ's love as we serve individuals, families and people in the community who have unmet spiritual, emotional or physical needs.

### Chief Executive Officers

While we have seen that this is not the term that was always used of those who followed Robertson, it is the current term and gives us the appropriate heading.

#### Ron Robb

Robb had risen to senior rank in the Royal Australian Navy. He was qualified in naval aero-engineering, was accepted for corporate membership of the Australian Institute of Management, and was appointed to the Australian High Commission in London by the RAN and the Department of Foreign Affairs. His Christian commitment made him want to put his "management skills to work for a higher Kingdom"<sup>21</sup>. In 1984, the advertisement in *The Australian Baptist*, for someone to follow Ron Robertson came as a challenge to him; he applied, as one of six, and was eventually selected .

The adjustment from Navy ways to those of the Trust, still under Church's "rod of iron", was a somewhat bewildering experience for Robb. He was accustomed to a procedure in which a superior officer, who believed a subordinate needed to be disciplined, did so behind closed doors and never in front of others. Church's confrontational manner, in the presence

of the full Council, was unacceptable to him. He resigned in 1985, and after a spell of long service leave, and a brief period of working for the Presbyterians, he was asked by the Navy to go back for a short stint as a project manager for a couple of specific tasks. He then retired.

While the experience of working for the Trust was a painful one for him, he gladly acknowledged that he had learned a lot, especially from Church. Looking back on his time with the Trust, he considered that he was a catalyst for eventual change.

#### Les Draper

Draper, who was a member of the Mortdale Baptist Church, began working with the Trust in December 1973 as an accountant. He continued in this position until March 1976. In October 1982 he returned to the Trust as Chief Accountant until, in 1985, he was appointed Chief Executive, to follow Robb.

Draper was well aware of how much the Trust had achieved, and also how much it needed to change; he began to implement the changes. He identified four major issues:

- The Executive Committee (and the Board when that came into being) were trying to manage, instead of setting policies and guidelines and then monitoring their implementation.
- There was confusion in the understanding of the role of volunteers and staff. The Trust was begun by volunteers and there was a persistent belief that volunteers were to run the organization.
- There was confusion in the relationship between the Trust and the Baptist Union. The Trust valued its independence from the Union, but at the same time expected support from the churches and their pastors.
- There was a perception in the churches, discovered through deputation, that many Baptists thought the Trust existed solely for the purpose of providing for them in their old age.

He writes of his objectives:-

I guess I had in mind two major objectives. One was to change the "ownership" model of control, which meant, among other things, an appropriate organizational structure and a clear understanding of the role of the Board and staff. The other was a closer relationship with the Union/Churches and promotion of the work as part of the overall denominational ministry.<sup>22</sup>

Draper listed the major developments and achievements that took place while he was CEO as:-

- Major development in aged care homes. Eight new hostels were in various stages of development. Additional properties were purchased for children and sole parent programmes. A new administration building was completed.
- The change of name took place, from N.S.W. Baptist Homes Trust to Baptist Community Services - NSW & ACT.
- A board of Directors replaced the previous Council and Executive Committee.
- Improved management structures with clearer lines of communication. Training programmes for senior department managers were introduced.
- Regional Boards were phased out or had their roles clarified.
- Proper recognition given to volunteers throughout the organization.
- Changes in the management of children's homes, from house parents to rostered youth workers.
- Introduction of paid staff chaplains.
- Closer relationships with Baptist Union officers.
- Change of emphasis in promotional material from residential aged care to other areas of ministry.

#### June Marion Heinrich

Unlike her predecessors in office, Heinrich had neither knowledge or experience of BCS before she was appointed to the Board. Prior to her appointment as CEO of BCS, in September 1994, she held senior appointments in the NSW Public Service and Local Government. She was the Foundation Principal of the NSW Corrective Services Academy, Foundation Principal of Macquarie Community College and Executive Director of Community Development and Library Services for Ryde City Council. Her involvement with BCS came after an approach from Fred Church, when both were members of the Epping Baptist Church (Heinrich is now a member of the Carlingford Baptist Church), asking her if she would be prepared to serve on the BCS Board.

Her appointment as CEO came at a time when NSW Baptists were struggling with the question of women in ministry. With her appointment BCS became a leader in this issue.

Her coming to this senior position in BCS coincided with the endeavours of other key leaders to get the organization to move to the new model of Board of Directors from the old Council and Executive Committee. When she commenced with BCS she was given two tasks to do within the first six months: restructure the organization, and develop a mission statement and strategic plan. She proved to be a driving force in achieving this.

The organization was restructured by establishing three regions with a Regional Manager in each. As BCS grew, strains began to develop, as the regional managers struggled to cope with budgets in the vicinity of \$30 million each, and an increasing diversity of programmes. This led to the Macquarie Graduate School of Business being engaged to undertake the organizational review referred to above.

Heinrich took very seriously the recommendations made by the "Matter of Balance" review, and the strategies that BCS developed following this had her support and creative drive.

The mission statement, "Excellence in Christian care to individuals, families and the community", was developed by the Board and management at the first strategic planning workshop held by BCS, and adopted in 1995. The first strategic plan, "Towards 2000" was also approved in 1995.

Mention has already been made of the introduction of revised management structures and the efforts to improve communication with staff. The involvement of BCS in nursing training, particularly the partnership with the University of Newcastle, and Heinrich's involvement in this has already been dealt with.

Heinrich was a key figure in the establishment of Baptist Care Australia, an umbrella body covering all Australian Baptist Unions in their work in aged and community care. She served this body as Secretary and then as Chairman. She has worked on several federal government committees dealing with aged and community services.

She stated her vision in these words:-

My vision is for the Christian base of BCS to be strengthened and for the organization to be seen as an innovator in caring for people of all ages who are in need. I want BCS to continue to respond to the needs of our community in a way that glorifies Christ and brings honour to his name.<sup>23</sup>

Her disappointments relate to BCS's inability to meet some of those needs, like the programme for State wards (the Out-of-Home Program).

In 2003 she was awarded the OAM for her contribution to aged care. She has also received a Centenary Medal for outstanding service in aged care.

#### Assistant Secretaries/CEOs

Over the years, two have been appointed to assist the Secretary/CEO.

##### Rev. Don Crawford

Crawford was appointed as Assistant Secretary to work with Robertson in 1967. Robertson described him as one who specialised in services other than institutional care. He was styled Social Welfare Administration Officer. He was a keen supporter of the establishment of LifeCare and was a prime mover in the commencement and management of a Baptist Child Care Association. He served as Secretary of the Public Affairs Committee of the Baptist Union, and the Social Welfare Committee which was warm in its praise of his work. He left BCS in June 1984 to become General Manager of Eventide Homes.

##### Graeme Mitchell

Mitchell, a member of the Mortdale Oatley Baptist Church, left private practice as an accountant in 1986 to become Financial Controller of BCS. His job description changed in the years he was with BCS. He became Business Manager, Deputy Chief Executive and finally Company Secretary. He left BCS in 2001 to become General Manager of Baptist Investment and Finance. He was active in Aged Care Australia, a federal body which represents about 50% of all aged care organizations in Australia, and is a Life Member of the Aged Services Association - NSW & ACT.

Mitchell saw major developments in BCS. When he began, the staff numbered about 450 and the annual income was about \$17 million: when he left the staff had grown to 2,500 and the income to \$90 million.

With Les Draper, the CEO, he took the proposals to the Trust's Executive for the six submissions to Government which resulted in the establishment of Carey Gardens, Kularoo, Morven Gardens, Warabrook, Dorothy Henderson Lodge and Warena. As we have noted, he was a keen supporter of the strong emphasis that Draper placed on chaplaincies.

His expertise in business and financial management was greatly appreciated.

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Baptist Community Services stands as one of the most significant and successful ventures ever undertaken by NSW Baptists. It began as a volunteer movement, and has never lost that emphasis. It has always

been, predominately, a lay movement and is a splendid example of what the people of the NSW Baptist churches can achieve when they work together.

As BCS entered its 60th year, the Chairman, John Church, made this observation:-

In the early years we faced the challenges and frustrations of finding suitable land, overcoming bureaucratic and government indifference, and surviving with uncertain finances. At the same time we revelled in the thrill of launching a venture that offered new opportunities for ministry funded by support from churches and volunteers.

Today we are confronted by challenges no less daunting. We operate in an environment where the government determines our funding, our fees, our accreditation standards and the number of services we can offer. This has placed pressure on all service providers as the cost of meeting these requirements is not covered by government funding. We also face shortages of trained nurses and aged care staff, as well as the relatively low wages that discourage prospective staff. However we seek to respond proactively to these challenges.

Our challenge is to maintain our high levels of performance in a changing environment and to constantly review our processes and procedures to ensure that we consistently follow best practices in delivering our services. But caring for people must remain our priority. The next fifty years may see the nature of our services change and the groups we serve change. However, we will continue to identify the disadvantaged in our community and care for them.<sup>24</sup>

Baptist Community Services began almost as an afterthought: a throwaway line attached to a heading "New Enterprises - Baptist Children's Home 250 pounds", presented to a Baptist Union Assembly at a time when the world was looking apprehensively at the clouds which were soon to burst as World War II. Today it is one of the largest not-for-profit care providing organizations in the country. The modest proposal, which was to cost 250 pounds, has become an organization with more than 3,000 staff and an annual budget of \$120 million.

But one thing has not changed. It always has provided, and is always seeking to provide "excellence in Christian care".

#### NOTES (Chapter Six)

- 1 There was continuing uncertainty as how the office was to be titled. Ron Robertson had retired as 'Secretary Emeritus', Ron Robb, who followed him was 'Executive Secretary and Director of Community Services', Les

Draper, who succeeded Robb, was appointed as 'General Superintendent', and was usually referred to in BCS publications as 'Chief Executive'. June Heinrich, who followed Draper, is 'Chief Executive Officer (CEO).

- 2 Notes prepared for the author.
- 3 *Interim Review of History and Overview of Activities [IRHOA]*, pp.12-13
- 4 *Articles of Association of Baptist Community Services - NSW 7 ACT*, 5,6 and 8
- 5 *BCS Annual Report, 2003*. pp.24f
- 6 *ibid.* p.24
- 7 *BCS 56th Annual Report 2000*, p.7
- 8 When Fred Church became President Emeritus it was decided that rather than perpetuate the term 'President', the name of the office would in future be 'Chairman'.
- 9 *BCS Annual Report 2003 - Excellence in Christian care*. p.02
- 10 Each Australian State and Territory has its own Act and Regulations concerning the handling of drugs and poisons, but while the wording used in classification and regulation varies from State to State there is close similarity in the groupings of drugs under each schedule across all States and Territories. In NSW and ACT Schedule 4 drugs are medications available only from pharmacies on prescription, these include drugs of dependency . (Drugs of Addiction are Schedule 8).
- 11 *BCS . . Report . . 2003* p.5
- 12 Interview with the author.
- 13 *BCS . . Report . . 2003*, p.21
- 14 *ibid.* p.5
- 15 *op. cit.* p.4
- 16 *BHT, AR, 1954*. pp.5, 15
- 17 *Baptist Community Services Ladies' Auxiliary Constitution*, paras. 5, 6, 7.
- 18 *IRHOA*, p.42
- 19 Correspondence with the author, 15.07.04
- 20 Correspondence with the author, 29.06.04
- 21 Correspondence with the author, 01.03.04
- 22 Correspondence and interview with the author.
- 23 Correspondence with the author 02.07.04
- 24 *BCS - AR 2003* p. 5

# Part Two

By J. W. Mallice

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Past and Present Ministries of Baptist Community Services NSW & ACT.

This section is divided into 15 groups, and the entries in each group are given in alphabetical order. A full index of this section commences on page 203.



Women's Auxillary members (left to right) - Gwen Harris, Margaret Bosanquet, Mavis Johnson, Nell Lewis, Olive Walker, Dorothy Henderson, Gladys Badman, Shirley Ives, sorting pre-loved clothing for Opportunity shops.

# Aged Care Hubs

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An aged care hub consists of a number of residential and community based aged care programmes managed by a Hub Manager. There are eight geographically based hubs. Seven hubs were established with the revised structure of Baptist Community Services on 2 January 2001 and the eighth hub, Northern Rivers, was established on 1 July 2004. The programmes and facilities are grouped together to ensure a range of aged and community services can be delivered to the community. The Hub Manager is responsible for the oversight of all the facilities and programmes, including financial performance, admission of residents and property maintenance. These hubs are:

- Central Coast Hub – based at Orana Centre for Aged Care, Point Clare;
- Cumberland Hub – based at Carlingford Centre for Aged Care;
- Hunter Hub – based at Kara Centre for Aged Care Newcastle;
- Marsfield Hub – based at Marsfield Centre for Aged Care;
- Murray/Darling Hub – based at Wagga Wagga;
- Northern Rivers Hub – based at Lismore;
- Southern Hub – based at Morling Lodge Centre for Aged Care, Canberra and
- The Hills Hub – based at Aminya Centre for Aged Care, Baulkham Hills.

## LifeLinks Community Support Centres

LifeLinks Community Support Centres are groupings of community care programmes established in the following areas. In 2003 these centres were incorporated into the Aged Care Hub to provide a continuum of care.

### LifeLinks Community Support Centre – Auburn (Cumberland Hub) 104 Station Road, Auburn

Accommodation Outreach Support  
 After Hours Peer Support  
 Community Transport  
 Domestic Assistance – Cumberland  
 Flexible Respite School Age Children – Auburn/Holroyd/Parramatta  
 Home Modification & Maintenance Service – Auburn/Parramatta/Holroyd  
 Neighbour Aid  
 Personal Care – Auburn/Parramatta/Holroyd

### LifeLinks Community Support Centre – Bankstown (Cumberland Hub) Unit 4/31-37 Ashford Avenue, Milperra

Home Modification & Maintenance Service  
 Individual Transport  
 Gardening & Lawn Mowing – Bankstown/Liverpool/Fairfield

### LifeLinks Community Support Centre – Campbelltown (Cumberland Hub) 114 Queen Street, Campbelltown

Neighbour Aid – Campbelltown  
 Domestic Assistance – Macarthur

### LifeLinks Community Support Centre – Central Coast (Central Coast Hub) The Clock Tower Building, 26-30 Railway Street, Woy Woy

Flexible Respite Options – Gosford/Wyong  
 Flexible Respite – Central Coast  
 Personal Care – Central Coast

### LifeLinks Community Support Centre – Chatswood (Marsfield Hub) 30 Devonshire Street, Chatswood

Respite Recreation Network  
 Saturday Activities Programme  
 Holiday Programme  
 Peer Support Programme  
 ASAP Programme  
 Domestic Assistance – Lower North Shore/Manly/Warringah/Pittwater  
 Domestic Assistance – Ryde/Hunters Hill/Hornsby/Ku-ring-gai

**LifeLinks Community Support Centre – Gordon (Marsfield Hub)**  
**3/15 St Johns Avenue, Gordon**

Domestic Assistance – Inner West  
 Personal Care – Inner West  
 Respite – Hornsby/Kur-ring-gai  
 Respite – Ryde/Hunters Hill/Lower North Shore  
 Short-Term Care Support – Hornsby/Kur-ring-gai/Ryde/Hunters Hill

**LifeLinks Community Support Centre – Goulburn (Southern Hub)**  
**C/- Clinton Villas, Clinton Street, Goulburn**

Domestic Assistance – Goulburn & District  
 Personal Care – Goulburn & District  
 Respite – Goulburn & District

**LifeLinks Community Support Centre – Hunter (Hunter Hub)**  
**Suite 2, 141 Bruncker Road, Adamstown**

Flexible Respite – Lower Hunter  
 Home Flexi Care – Hunter  
 Personal Care – Hunter  
 Veterans Home Care – Hunter

**LifeLinks Community Support Centre – Nepean (Hills Hub)**  
**262 Great Western Highway, Kingswood**

Dementia Respite – Penrith  
 Domestic Assistance – Penrith/Blue Mountains/Hawkesbury/Blacktown/Baulkham Hills  
 Flexible Respite Options – Penrith/Blue Mountains/Hawkesbury/Blacktown  
 Flexible Respite Disabilities – Penrith/Baulkham Hills/Blacktown  
 Personal Care – Blacktown/Baulkham Hills  
 Personal Care – Penrith  
 Veterans Home Care – Penrith

**LifeLinks Community Support Centre – Wagga Wagga (Murray/Darling Hub)**  
**99 Fitzmaurice Street, Wagga Wagga**

Community Transport  
 Home Flexi Care – Riverina  
 Riverina Dementia Support

# Community Aged Care

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## **Accommodation Outreach Support – Cumberland/Prospect**

This programme is available to residents living in the Auburn, Blacktown, Baulkham Hills and Holroyd Local Government Areas. It commenced in January 2003; however, due to lack of continuity of staff the programme did not really get underway until July 2003. It provides case management, advocacy and support for people with disabilities living in the community or wanting to live in the community independently.

## **After Hours Peer Support – Auburn**

Established in June 2000, the Auburn After Hours Peer Support is a recreation and respite service for young people with a disability, who live in the Auburn Local Government Area. The programme provides young people with leisure opportunities by running social outings and helps to facilitate clients' access to community recreation in a social environment. The programme is subsidised by the Department of Ageing, Disability and Home Care.

## **Assistance with Care and Housing for the Aged**

This service, previously known as the Central Coast Outreach Programme, commenced in November 1995. It identifies older people who are living in inappropriate housing and assists them to gain more appropriate accommodation. The service arranges Home and Community Care and other support services where required to meet their needs. The services may also include counselling, provision of furniture, bedding and food, if required.

**Bushman's Centre (Parkes) and Victoria Centre (Forbes)**

The National Respite Carers Programme provides funds for the operation of centre-based day care for frail aged people with dementia. With this funding, BCS established the Bushman's Centre in Parkes and the Victoria Centre in Forbes, which were opened on 3 July 1995. The services are targeted at those unpaid carers who provide high levels of care to family members or friends and require respite care assistance in order to continue in their caring role.

**Community Transport Service**

These programmes provide medical, shopping and recreational transport to the aged, frail aged, young people with a disability and their carers. The programmes are subsidised by the Department of Transport and Home and the Department of Ageing, Disability and Home Care.

This service provides a number of transport services to and from the client's home. These are medical transport to medical and hospital appointments, shopping transport to shopping centres, and recreational transport to social outings. Clients are regularly consulted on where they would like to go. Volunteers assist with the programme as both drivers and carers.

**Community Transport Service – Auburn**

On 1 September 1998 Baptist Community Services, at the request of the Department of Ageing and Disability, accepted responsibility for Auburn Community Care Services. Auburn Community Transport was one of these services, providing a recreational and shopping transport service and in excess of 270 journeys for medical appointments each month.

**Community Transport Service – Wagga Wagga**

This service was established on 1 March 2000. In June 2003 there were over 600 people registered in the programme, transporting between 85 to 100 people per day. The programme also provides service to Department of Veterans' Affairs clients in the local area, as well as out of town trips for medical appointments in Albury, Canberra, Dubbo and Sydney.

**Culturally and Linguistically Diverse Group**

Twelve specific aged care packages have been allocated for the Culturally and Linguistically Diverse Group in Canberra to access overnight respite care. This programme commenced in May 2004.

**Cumberland/Prospect – Commonwealth Carelink Centre**

Commonwealth Carelink Centres are established across Australia. The Centres can be contacted through a national free call phone number. The regional centre located within the area from where the call was generated answers telephone enquiries.

The Cumberland/Prospect Centre was established in January 2001. It became operational to the public in March 2001. It provides information and referral service available to Service Providers, General Public, Carers, and General Practitioners on community and health care services available in the local area. Each Centre has information and a diverse range of services in their region including: household help, home modification and maintenance; personal, nursing and respite care; day care and therapy centres; special services for dementia; support for carers; community and residential aged care services and a range of health care.

**Cumberland/Prospect – Commonwealth Carer Respite Centre**

The Cumberland/Prospect Commonwealth Care Respite Centre was established at Carlingford in 1997, under the National Respite for Carers Programme. The Centre services carers in the Parramatta, Holroyd, Baulkham Hills, and Auburn Local Government Areas. The programme provides direct service to clients through a brokerage model, i.e. service is brokered out to private agencies; this encourages flexibility and creativity in how respite is provided. Care may be provided either at the client's home, day care centre or in a residential aged care facility. Carer Respite Centres nationally provide 24 hours 7 days a week, short-term and emergency respite to carers who look after relatives or friends who have a disability, a chronic illness or who are frail aged. There are 61 Carer Respite Centres around Australia.

**Cumberland/Prospect Emergency Respite Care**

This service, which commenced in July 1997, is an extension of the services provided by the Cumberland/Prospect Commonwealth Carer Respite Centre at Carlingford. This service focuses on those carers who need respite for emergency purposes only.

**Cumberland/Prospect Flexible Respite for Carers**

This programme, established in 1998, assists carers who look after relatives or friends who have a disability, a chronic illness or who are frail aged and require emergency after-hour respite services. The aim is to

provide flexible respite service that suits the carer and the person who is receiving care. The programme provides service to clients through a brokerage model, by purchasing respite services to assist in emergency or in situations that occur unexpectedly, or where other services are unable to meet the need until more permanent or appropriate arrangements are made. The programme services carers in the Parramatta, Baulkham Hills, Auburn, Holroyd and Blacktown Local Government Areas.

### **Dementia Respite**

The Dementia Respite Service offers respite for dementia sufferers and their carers. It assists in maintaining and supporting relationships between dementia sufferers and their unpaid carers by providing in home planned and emergency and peer respite. Planned Respite is provided when the usual carer is unable to provide care or needs a break. Emergency Respite can be provided when a carer or immediate family member has a medical or family emergency. The Commonwealth Department of Health and Aged Care Services – National Respite for Carers Programme, fund the service.

#### **Dementia Respite – Central West**

In 1999 The Commonwealth Department of Health and Aged Care offered a grant to establish a dementia respite service for carers in the Parkes and Forbes Local Government Areas. The service was officially launched on 4 July 2000. Those living in remote and rural locations are encouraged to access the in-home service. There are fifty-five clients in the programme.

#### **Dementia Respite Services – Murrumbidgee**

This programme commenced in August 2000. In June 2004 it was providing care for 22 clients in Griffith and Leeton Local Government Areas.

#### **Dementia Respite – Nepean**

The funding for this Dementia Respite Programme commenced on 1 April 1999. The first client commenced in February 2000. The programme offers respite to carers of a person with dementia living in the Penrith area. At present there are 13 clients in the programme.

#### **Dementia Respite Services – Riverina**

Riverina Dementia Support provides support to carers of people with dementia, in the Wagga Wagga, Junee, Tumbarumba, Gundagai and Tumut Local Government Areas. Services include in-home daytime and overnight respite and out-of-home recreational respite. Operates

Monday to Friday and on-call outside normal business hours. The programme commenced operations in March 1999.

#### **Dementia Respite – Southern Highlands**

The Southern Highlands Dementia Respite Service commenced in Goulburn on 7 August 2000. It commenced in Queanbeyan on 16 October 2000. The areas covered are Goulburn, Wingecarribee, Gunning, Mulwaree, Crookwell, Queanbeyan, Yarralumla and Tallaganda. In June 2004 support was given to 50 clients in the programme.

### **Domestic Assistance**

Domestic Assistance is a programme subsidised by the Commonwealth Department of Ageing, Disability and Home Care to assist with domestic activities. This programme supports the frail aged or people with disabilities who wish to remain living at home. It provides help with household duties including: cleaning, shopping, meal preparation, paying accounts, washing and ironing. All referrals are assessed on an individual basis and every effort is made to provide appropriate service to eligible candidates.

#### **Domestic Assistance – Cumberland**

This programme commenced in November 2003 to assist residents in the Parramatta, Holroyd and Auburn Local Government Areas. The number of clients varies. There are currently in excess of 80 clients in the programme.

#### **Domestic Assistance – Inner West**

This programme is available to the aged and younger people with disabilities and their carers living in the Ashfield, Burwood, Canterbury, Leichhardt, Marrickville, Strathfield and Canada Bay Local Government Areas. The programme commenced on 2 November 2002. There are 84 clients receiving assistance.

#### **Domestic Assistance – Macarthur**

This programme was approved in November 2003 and commenced operation in May 2004. It is providing assistance for 53 residents in the Camden, Campbelltown and Wollondilly Local Government Areas.

#### **Domestic Assistance – Northern Sydney**

This programme commenced during June 2002 and covers: Hunters Hill, Ku-ring-gai, Lane Cove, Manly, Mosman, North Sydney, Pittwater, Ryde, Warringah and Willoughby Local Government Areas.

**Domestic Assistance – Nepean**

This service provides care to 44 clients at Blacktown (commenced 16 January 2004), 20 in the Blue Mountains (commenced 19 March 2004), 4 at the Hawkesbury (commenced 19 April 2004) and 33 at Penrith (commenced 21 June 2004).

**Extended Aged Care in the Home**

This programme provides high-level nursing care to assist older people to remain living in their own homes, rather than moving to high-level residential care. It provides up to sixteen hours of care each week and support services vary according to the clients assessed needs.

**EACH Canberra**

This programme operates from the same office as Home Flexi Care Canberra, although it provides a separate service. The first client was received into the Canberra programme in October 1998.

**EACH Marsfield**

This programme commenced on 25 May 1998 with 15 clients in the Ryde and Hunters Hill Local Government Areas. Later the number of clients was increased to 18.

**EACH Murrumbidgee**

The Murrumbidgee region was allocated 10 Extended Aged Care at Home packages in December 2003 and the programme commenced on 1 April 2004.

**Flexible Respite Services**

Flexible Respite Services provides in-home respite care during the day and overnight, and out-of-home individual and group activities as a form of respite for carers of frail aged and people with disabilities. These programmes are all funded by the Department of Ageing, Disability and Home Care.

**Flexible Respite – Central Coast**

This programme currently provides 3,020 hours per year for younger people with disabilities across Gosford and Wyong Local Government Areas. It includes recreation and social support groups for young adults with disabilities and in-home respite for carers of children with high medical/support needs. The programme commenced in July 1999.

**Flexible Respite – Hornsby/Ku-ring-gai**

This programme, approved on 1 April 1999, offers respite for the families and carers of younger people with disabilities living in the Hornsby and Ku-ring-gai Local Government Areas. There are currently 38 carers receiving support.

**Flexible Respite – Lower Hunter**

This programme provides specific support for ageing carers in the Port Stephens, Maitland, Dungog and Cessnock Local Government Areas. The programme commenced in January 2003 and presently supports 30 clients.

**Flexible Respite – Ryde/Hunters Hill/Lower North Shore**

This programme offers respite for the families and carers of younger people with disabilities living in the Ryde, Hunters Hill and Lower North Shore Local Government areas. This programme was approved in October 1999 and commenced operations in January 2000. The programme has 18 clients who participate in group outings and 34 in one to one respite.

**Flexible Respite Options**

The Flexible Respite Options are subsidised by the Department of Ageing, Disability and Home Care, which offers flexible and responsive respite for families and carers of people with disabilities. The programme aims to support and maintain the primary care giving relationship and to provide a positive experience for the person with a disability.

**Flexible Respite Options – Central Coast**

This Service, originally known as the Respite Brokerage Service, commenced in the Gosford and Wyong Local Government Areas during 1998. It provided brokering services from other organisations to provide the range of respite services required to meet client needs. In 2004 the Service broadened to provide direct care. It currently provides in excess of 5,000 hours per year of respite for carers of aged and disabled people.

**Flexible Respite Options – Nepean**

This programme is available to carers of people with disabilities living in the Blue Mountains, Hawkesbury, Penrith or part of Blacktown Local Government Areas. The programme commenced in 2003 and provides 7,000 hours of respite care per year.

**Flexible Respite School Aged Children**

Flexible Respite School Aged Children is a programme subsidised by the Department of Ageing, Disability and Home Care, offering before and after school respite and school holiday respite for the families and carers of school aged children with a disability.

**Cumberland**

This programme is available to school aged children in the Auburn, Holroyd and Parramatta Local Government Areas. There are currently 45 children in the register with about 35 attending during school holidays.

**Nepean**

The programme is available to school-aged children with a disability who live in the Penrith, Baulkham Hills and Blacktown Local Government Areas. This programme has two components; a Holiday Respite Programme, which commenced in October 2003, and the After School programme that commenced in February 2003. There is a total of 71 children in these programmes.

**Gardening & Lawn Mowing – Bankstown/Liverpool/Fairfield**

Lawn and Garden maintenance is provided to assist the frail aged and people with a disability to remain comfortable in their own homes once these regular tasks are beyond their capability. The programme covers the Local Government Areas of Bankstown, Fairfield and Liverpool. The programme was established in January 2004, and is funded by the Home & Community Care Programme.

**Home Flexi Care**

In 1985 the Home and Community Care Act came into being, providing for a shared cost programme by both Commonwealth and States. The Home and Community Care Programme (providing funding called Community Aged Care Packages) provides essential community support for those frail elderly people with a disability who need help to continue to live in their community. These programmes assist elderly and disabled people to remain living in their own homes, rather than moving to low-level residential care. The service provided varies according to the client's assessed needs. The first programme of Community Aged Care Packages was allocated to BCS at Marsfield in 1993/94. Baptist Community Services has now grown to be a significant provider of community care services and is the largest single provider of community care services in the State.

**Home Flexi Care – Canberra**

The Home Flexi Care – Canberra programme commenced in May 1996. It now has 97 Community Aged Care Packages and 12 Chinese/Vietnamese packages.

**Home Flexi Care – Central Coast**

The Home Flexi Care – Central Coast programme commenced in August 1994 with 30 clients. Originally the programme was located at the Orana Centre for Aged Care site at Point Clare and was known as Home Flexi Care – Orana. The service outgrew the accommodation and moved to Woy Woy in July 1999. At this time the name was changed to Home Flexi Care – Central Coast. There are currently 100 community care places covering the Gosford and Wyong Local Government Areas.

**Home Flexi Care – Central West**

This innovative programme commenced in 2000 with 17 places conducted in partnership with 3 local aged care facilities – Bilyara Hostel (Cowra), Uralba Hostel (Carcoar) and Burrowa House Hostel (Boorowa). It now has 35 community care places covering Cowra, Blayney and Boorowa and Weddin Shires.

**Home Flexi Care – Hunter**

This programme commenced in November 1999 with 6 community care places tied to the then Pacific Care Transitional Unit. Six months later a further 6 packages commenced. Later six places were reallocated for the Newcastle Innovative Care Enablement unit pilot programme and 6 for general use in the Newcastle Local Government Area. In April 2004 another 6 community places were brought on line – these for Veterans in Newcastle Local Government Area bringing the total to eighteen community places.

**Home Flexi Care – Marsfield**

There are now 117 community aged care places, including Ryde, Hunters Hill, Lane Cove, Willoughby and North Sydney areas.

**Home Flexi Care – Mid North Coast**

The Home Flexi Care – Mid North Coast programme provides community care places in the Great Lakes and Greater Taree Local Government Areas. This service commenced in May 1997. The service has expanded annually due to the increasing aged population. There are 11 Community Aged Care packages and 10 Extended Aged Care packages in the programme.

**Home Flexi Care – Mid State**

This programme commenced in July 1997 with 43 community care places in the Dubbo, Narromine and Wellington Local Government Areas. On Thursday 11 September 2003 senior staff, church folk and community representatives gathered for the official opening of the Mid State Home Flexi Care office at Dubbo. The Dubbo Baptist Church supplied the land and built the external walls. Baptist Community Services built the interior walls and furnished the building. This is a wonderful example of a partnership between Baptist Community Services and the local Baptist Church working together to provide excellence in Christian care to the frail elderly living in the community.

**Home Flexi Care – Murrumbidgee**

There are 39 community care places provided in Griffith, Leeton and Narrandera Local Government Areas. The programme commenced with 12 community aged care packages for Griffith and 8 for Leeton in February 2000. In March 2001 13 packages were approved for Narrandera, 3 additional for Leeton and 3 for Griffith.

**Home Flexi Care – North West Sydney**

Home Flexi Care – North West Sydney commenced with 30 community aged care packages in November 1997: 10 for Baulkham Hills and 20 for Parramatta Local Government Areas. The programme was based at Balcombe Heights, Baulkham Hills until 30 December 1998 when it was relocated to Carlingford. The first client was received into the programme in January 1998. The government policy to assist older people to remain at home has led to the expansion of funding for these programmes. In March 2001, funding was approved for 35 packages in the Hornsby and Ku-ring-gai Local Government Areas, Wisemans Ferry and the surrounding districts. In April 2004 funding was approved for 5 packages in the Baulkham Hills/Parramatta areas.

**Home Flexi Care – Riverina**

In July 1998 Home Flexi Care – Riverina was approved for 20 packages; 12 in Wagga Wagga Local Government Area, 4 in Junee and 4 in Gundagai. The first package was signed up in December 1998, and the full client load was reached by May 1999. In March 2001 a further 10 packages were approved for Wagga Wagga. These were specifically "Housing Linked" i.e. clients who are in rented accommodation and on a full pension. Whilst these

packages were initially hard to fill, the programme reached its 30 clients by December 2001.

**Home Flexi Care – Southern Highlands**

The Home Flexi Care – Southern Highlands programme commenced in October 1998. It was temporarily located in the Goulburn Baptist Church until the transfer of Clinton Villas to Baptist Community Services in December 1998. The programme commenced with 20 community care packages for the Crookwell, Goulburn, Gunning and Mulwaree Local Government Areas. In January 2000, an additional 10 packages were allocated to cover the Wingecarribee Local Government Area. The 2004 funding round saw another 5 packages awarded to Home Flexi Care Goulburn and District, bringing the total number of care packages to 35.

**Home Flexi Care – Sutherland**

In April 1997, the Commonwealth Department of Health & Family Services approved a grant to establish 30 Community Aged Care Packages for the Sutherland Shire Local Government Area. The Home Flexi Care – Sutherland programme commenced in July 1997.

**Home Modification & Maintenance Service**

Home Modification and Maintenance Service is a subsidised user pays service helping older people and younger people with disabilities remain in the community by providing services such as the installation of handheld showers, internal grab rails, fixing leaking taps and toilets, wedge ramps to doorways, replacing light globes and checking smoke detectors.

**Home Modification & Maintenance Service – Auburn/Parramatta/Holroyd**

On 1 September 1998 Baptist Community Services, at the request of the Department of Ageing and Disability, accepted responsibility for Auburn Community Care Services, which included a Home Modification and Maintenance Service. This service is available to the frail aged and younger people with disabilities and for their carers living within the Auburn, Holroyd and Parramatta Local Government Areas. On 4 February 2002 the service increased when responsibility was accepted for Holroyd.

**Home Modification & Maintenance Service – Bankstown**

The Home Modification & Maintenance Bankstown programme commenced on 3 April 2000. There are in excess of 800 jobs

done by this service each year.

### **Individual Transport Service – Bankstown**

Bankstown Individual Transport commenced in October 1999 with funding from The Home and Community Care Programme. The programme provides transport for the frail aged and people with a disability and their carers living in the Bankstown Local Government Area. The programme allows clients to access the community for non-medical purposes including pick up and return from the client's home to enable attendance at non-medical appointments, such as visiting family and friends, shopping or to attend other social activities.

### **Neighbour Aid Service**

The Neighbour Aid Service is a socialisation and support programme that aims to enhance the quality of life of frail older people and younger people with a disability and their carers, enabling them to live independently in their homes. The service uses volunteers to provide home visitation and companionship, reading for visually impaired people, transport, assistance with shopping and assistance for carers.

#### **Auburn**

On 1 September 1998 Baptist Community Services accepted responsibility for the services provided by Auburn Community Care Services at the request of the Department of Ageing and Disability. These services included the Neighbour Aid Service for residents who reside in the Auburn Local Government Area.

#### **Campbelltown**

This service was established in October 1998 to provide assistance for residents living in the Campbelltown Local Government Area. At present there are over 100 clients receiving service.

### **Personal Care**

Personal Care is a programme subsidised by the Department of Ageing, Disability and Home Care to assist with daily self-care tasks. This programme supports pensioners under the age of 65 years and self funded retirees over 65 who wish to remain living at home. The programme aims to assist with tasks, which include: dressing and undressing, showering, hair care, grooming, monitoring self-medication, assistance with mobility, assistance with therapy programmes and the like.

### **Personal Care – Central Coast**

This programme currently provides over 20,000 hours per year of personal care for people with a disability of all ages across the Gosford and Wyong Local Government Areas. The programme commenced in July 2001 with funding for 10,938 hours of care, then doubled to its current capacity in July 2003.

### **Personal Care – Cumberland**

This service commenced during September 2001. It currently provides support to 12 residents in the Auburn, Parramatta and Holroyd Local Government Areas.

### **Personal Care – Hunter**

This programme commenced in May 2004. It is providing care for over 80 clients.

### **Personal Care – Inner West**

This programme is available to people living in the Ashfield, Burwood, Canterbury, Leichhardt, Marrickville, Strathfield, and Canada Bay Local Government Areas. This service, which commenced on 1 February 2004, has 37 clients.

### **Personal Care – Nepean**

The programme is available to the aged and younger people with disabilities and their carers in the Penrith, Baulkham Hills and part of Blacktown Local Government Areas. The service commenced on 1 January 2002 and provides 1,100 hours of care per year.

### **Personal Care – Ryde/Hunters Hill/Hornsby/Ku-ring-gai**

The Short-Term Care Support was established in October 1998 to provide personal care (including some household tasks) for up to 6 weeks to frail elderly people and younger people with disabilities in the Ryde, Hunters Hill, Hornsby and Ku-ring-gai Local Government Areas. The programme has 18 clients.

### **Respite for Carers of Young People**

The Department of Family and Community Services funds this programme, which was established in January 2001. It assists in organising emergency/short-term planned respite to carers of people under 30 years of age who have a severe and profound disability who reside in the Auburn, Baulkham Hills, Holroyd and Parramatta Local Government Areas. The programme provides direct service to clients through a brokerage model.

### Respite Recreation Network

The Respite Recreation Network is a community organisation based in Chatswood providing recreational opportunities for people with disabilities. Commonwealth, State and Local Governments contribute to the funding of these programmes, and a small annual membership fee is charged to clients.

#### ASAP (Adult Social Activities Programme)

Adults with a physical disability living with their family or carer are offered fortnightly recreation and social outings at community venues and facilities. Specialised transport is available to and from the facility.

#### Holiday Programme

A number of recreation programmes are available to give respite to carers/parents of members during the holidays.

#### In-Home Respite – Northern Sydney

In-Home Respite – Northern Sydney is a programme subsidised by the Commonwealth Department of Ageing. It offers respite to ageing carers of younger people with disabilities living in the Northern Sydney local government areas. It commenced in late 2003.

#### Peer Support Programme

This programme encourages independence, confidence and self-esteem in young adults (18-35 years) with intellectual disabilities by promoting self-management of their leisure times. A range of in-centre activities is available such as a weekly social club programme, and monthly outings to local venues.

#### Saturday Activities

This weekly programme offers a balance between in-centre and community based activities for members to develop social skills and participate in a variety of activities during school term. Saturday activities are available to young people with disabilities between the ages of 5 and 12 years.

### Southern Community Support Service

The Southern Community Support Service is a Home and Community Care funded service that commenced in December 2003. The areas covered are Goulburn, Crookwell, Mulwaree and Gunning. It is a "Multi-Service Outlet"

that provides personal care, domestic assistance and respite. The funding received enables the service to provide up to 30 hours per week in personal care delivery, 12 hours per week in domestic assistance and 7 hours per week for respite care. The programme is at capacity having serviced some 70 individuals since its inception and there are people on the waiting list.

### Veterans Home Care

The Veterans Home Care Programme is an initiative of the Commonwealth Government. The programme provides a range of home care services to entitled persons. Personal care, domestic assistance, home and garden maintenance, respite care and other services are provided to enable clients to live independently in the community. Baptist Community Services currently provide the under-mentioned services. These services have been tied into our Home Flexi Care Programmes with the exception of Veterans Home Care – Penrith, which is administered by LifeLinks Community Support Centre – Nepean. Baptist Community Services is one of the largest providers of Veterans Home Care in New South Wales and the Australian Capital Territory.

**Veterans Home Care – Canberra:** commenced during October 1997 providing assistance to over 300 clients.

**Veterans Home Care – Central Coast:** commenced on 1 March 2001 and provides assistance to 130 clients in the Gosford and Wyong Local Government Areas.

**Veterans Home Care – Central West:** commenced on 1 April 2001 and provides assistance to 16 clients in Blayney, Cowra, Forbes, Parkes and Weddin areas.

**Veterans Home Care – Hunter:** commenced in April 2001 providing assistance to 150 clients in the Newcastle, Lake Macquarie and Maitland Local Government Areas.

**Veterans Home Care – Mid North Coast:** commenced on 26 April 2001 and currently provides assistance to 65 clients.

**Veterans Home Care – Murrumbidgee:** commenced during May 2001 and provides assistance to 26 clients.

**Veterans Home Care – Penrith:** commenced on 16 April 2001 and provides assistance to 28 clients.

**Veterans Home Care – Riverina:** commenced 1 June 2001 providing assistance to 50 clients on a regular basis and providing emergency respite when required.

**Veterans Home Care – Southern Highlands:** commenced on 1 March 2001. It provides assistance to 60 clients in Crookwell, Goulburn, Gunning, Mulwaree and Wingecarribee.

**Veterans Home Care – Sutherland:** became a provider of these services during April 2001. At present there are 60 clients.

### Wisemans Ferry Community Support Services

Wisemans Ferry Community Support Services is a brokerage programme subsidised by the Commonwealth Department of Ageing, Disability and Home Care that supports clients to continue living independently at home. This programme commenced in April 2003. The programme is available to the aged, frail aged and younger people with disabilities and their carers living in the suburbs of Wisemans Ferry, St Albans, Spencer and Maroota. There are currently 20 clients receiving support.



Central West Dementia Respite Service, Parkes NSW

# Residential Aged Care

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Residential aged care facilities are provided for frail older people who cannot live at home and have been assessed by an Aged Care Assessment Team as needing high- or low-level care. Historically there have been two options in aged care accommodation – hostels (low-level care) and nursing homes (high-level care). Low-level care facilities provide personal care with occasional limited nursing care. High-level care facilities provide care to those with a higher degree of frailty, often in need of continuous nursing care.

### ACT Transitional Care Unit

On 22 November 2001 the ACT Department of Health, Housing and Community Care and Baptist Community Services signed a contract for Baptist Community Services to establish a Transitional Care Service at Morling Lodge for 11 clients. Mr Jon Stanhope, the Chief Minister for the Australian Capital Territory officially launched the programme on 1 December 2001. Senator Margaret Reid, representing the Minister for Ageing, was also present. The first resident was received on 27 November 2001. This programme also offers 11 community places.

### Aminya Centre for Aged Care

On 9 September 1955 the Council of the Trust agreed to purchase land at Baulkham Hills comprising almost ten acres (approximately 4 hectares) for £3,000. Construction did not commence until September 1978 due mainly to the opposition by local residents. The complex was built in stages. The first stage consisted of a 50-bed nursing home, 32 motel style hostel rooms and accommodation for 2 live-in staff. This was followed by the construction of further hostel rooms, bringing the total number to 68. The

92 independent living units were constructed in five stages. The final stage of construction was the F.J. Church Community Centre.

### Aminya

On 13 April 1980 the Governor-General, His Excellency, Sir Zelman Cowen officially opened Aminya and Aminya Court. Close to seven hundred people attended the ceremony. Whilst refurbishment and upgrading of the home has been an ongoing process, a major refurbishment occurred during 1993 by providing additional storage space and air conditioning of the lounge/dining room. During 1981 the Aminya kitchen was modified to provide a cook-chilled food system to serve the metropolitan aged persons homes. All sites were being serviced by 18 December. The service continued to operate until 15 January 1996 when BCS Catering was opened at Granville. Following the establishment of BCS Catering at Granville the opportunity was taken to redesign the area previously occupied by the kitchen to improve the facilities of the nursing home. The alterations included a new servery for the nursing home, doctor's consulting room, activities area for residents suffering dementia, a multi-purpose room, new holding room, new linen store, wheel chair toilet and an attractive outdoor area suitable for residents suffering dementia. In 2003 modification of the dirty utility room and ablutions area was carried out. In addition a sunroom was extended and redesigned to provide an additional ward, so that a resident could be moved from a five-bed ward to comply with current regulations.

### Aminya Court

During 1991 Aminya Court was upgraded by the installation of a passenger lift and internal walk ramps and the upgrading of the emergency call system. During 1994 further upgrading was carried out by the installation of thermostatically controlled mixing valves, conversion of gravity fed hot water system to mains, pressure glazing of open walkways and air conditioning of lounge/dining room. In 1995 it was agreed to replace the sleepover staff member with stand up staff. This allowed for the sleepover room to be used for a resident, thus increasing the number of hostel residents to 69.

### Caloola Centre for Aged Care

In December 1973 the Baptist Homes Trust purchased 2.6 hectares of land at Koorungal for \$35,000. At the time of purchase the entire area was farming paddocks on the outskirts of Wagga. Caloola Centre for Aged Care

consists of Caloola Court, a 68-place low-level care facility, and Caloola, a 45-bed high-level care facility.

Upgrading of existing facilities and extensions are in progress. These include: a new 30-bedroom facility, new lift for existing nursing home, upgrade of service area and vehicular access, a new entry, reception and car parking. Consideration is also being given to provide assisted living units in the Caloola Court building by converting two units into one unit and marketing them at nominal cost. The resident could purchase care services on an as-needed basis.

### Caloola

Construction of the nursing home commenced on 4 June 1984. Rev. R.G. Hansard, President of the Baptist Union of New South Wales, laid the Foundation Stone on 2 August 1984. Alderman Morris Gissing, Mayor of Wagga Wagga, officially opened the home on 23 February 1985. During 1991-92 the nursing home was extended bringing the total to 45 beds. In 1996-97 the nursing home was further extended by the provision of a large activities room, office, storeroom and workshop. This extension was made possible by the generous bequest of over \$300,000 from the late Mrs Catherine Victoria Lodge.

### Caloola Court

Work on the construction of the 68-place hostel commenced in June 1978. It was intended to lay the foundation stone on 8 October 1978, but due to inclement weather work on the building had not progressed as well as anticipated and the date had to be postponed until 3 December. On that day the foundation stone was set by Mr F.J. Church, M.B.E., President of the Trust and President General of the Baptist Union of Australia. Rain turned enthusiasm into confusion. A small company gathered on the site at Koorungal as rain threatened. When the rain tumbled down a wet weather alternative plan was agreed upon. A convoy of cars carrying the officials, T.V. cameraman and the congregation made haste to the Wagga Wagga Baptist Church. The President laid the stone on the communion table, entrusting it to the care of the architect to lay on some other day. The Honourable Wal Fife, M.P, Member for Farrer and Minister for Business and Consumer Affairs, officially opened Caloola Gardens on 21 October 1979. During 1991-92, Caloola Gardens was upgraded by installing a passenger lift and building a freestanding activities area. The activity area was named "Towner House" in recognition of a substantial bequest provided by the late Albert Stephen Towner who was a former resident of the hostel.

### Carey Gardens Centre for Aged Care

Carey Gardens was built in two stages. The Honourable Ros Kelly M.P, Member for Canberra, Minister for Arts, Sport, Environment, Tourism and Territories officially opened the first stage providing care for 50 residents on 28 October 1990. Senator Margaret Reid President of the Senate officially opened the second stage for twenty residents on 28 February 1997. The facility provides accommodation for 70 residents and includes a reception building, 5 general purpose accommodation buildings and 1 dementia-specific hostel building, with interconnecting enclosed walkways, a separate dining/lounge building, games rooms, visitors' rooms, activity and meeting rooms, offices and seminar rooms, foyers and specialised rooms.

### Carlingford Centre for Aged Care

On 23 May 1947 Councillors of the Trust inspected the site at 268 Pennant Hills Road, Carlingford and after a brief discussion unanimously resolved to purchase the site at a cost of £2,000 for the purpose of erecting an Elderly Ladies Home. However, owing to Land Sales Control regulations the purchase was protracted and not completed until 19 November 1948. The land on which Yallambi Court stands was purchased in July 1972 for \$120,000. The allotments were consolidated with that of 3 Homelands Avenue on 18 January 1974 giving a total area of 20,970 m<sup>2</sup>. The Centre accommodates:

- Cumberland Hub Administration Centre,
- Commonwealth CareLink Centre,
- Cumberland/Prospect Carer Respite Centre,
- Hayfield Court,
- Hayfield Village,
- Robertson Community Centre,
- Waldock,
- Yallambi and
- Yallambi Court

### Dorothy Henderson Lodge

On 14 February 1993, Dorothy Henderson Lodge, a 74-place hostel was opened by Mrs Shirley Sinclair, wife of the Governor of New South Wales. About 600 people attended the ceremony. In her address, Mrs Sinclair paid warm tribute to the work of Baptist Community Services. She congratulated Dorothy Henderson on her long involvement with the work. Mrs Sinclair

also recalled the happy times she had spent as a child at Mosman Baptist Church Sunday School.

The building consists of 4 two-storey blocks linked by enclosed walkways. It is beautifully appointed, the decor peaceful and charming and contains lounges, dining room, activities room and ancillary areas. Ensuite facilities are provided in each accommodation room for convenience and to promote individual privacy and dignity. A special unit has been provided at ground floor level for 10 cognitively challenged residents. Special consideration has been given to providing a safe outdoor activities/leisure area for confused ambulatory residents. A therapy kitchen has been included in the special unit for use by residents. It is of domestic design with open floor area so that a few residents may work alongside a therapist, cooking simple things that they would have made in earlier years such as scones, pikelets and toffee.

### F.J. Church Community Centre

On 20 November 1988 John Maitland, President of the Baptist Union, officially opened the F.J. Church Community Centre at Baulkham Hills, in recognition of the outstanding commitment by Mr Fred Church. He was the Honorary Secretary from the Trust's establishment in 1944 until 1956, President 1956 until 1992 and President Emeritus until his death on 20 September 1995.

The centre has been designed for multipurpose use by people over 55 years of age. Apart from the large hall area, which is ideal for concerts, meetings, social gatherings, etc., the centre includes facilities for hairdressing, podiatry, doctors, hobbies and craft, library and a shop. On the lower ground floor is a well equipped workshop and a billiard room. Outdoor paved areas give good opportunity for residents to sit and chat. The size of the larger room is such that indoor bowls may be played with comfort. The centre is primarily for use by the residents of the Aminya Centre for Aged Care.

### George Forbes House

The purchase of George Forbes House from the Smith Family was effected on 18 December 1998. When taken over by Baptist Community Services George Forbes House had 55 low-level care places including two respite places. The land is leased from the State of New South Wales until 30 September 2031. Construction of a new thirty-bed dementia care facility commenced in September 2002. It reached practical completion on 1 August 2003. Mr Gary Nairn M.P, Federal Member for Eden-Monaro, officially opened the thirty-place dementia-specific extension on 23 August

2003. About 260 people, including residents and staff attended the ceremony. The extension increased the capacity to 85 including the 30 dementia-specific places.

### Hayfield Court

At the time of construction Hayfield Court contained 62 single rooms and 4 rooms for couples all with ensuite showers and toilets. Senator, the Honourable Margaret Guilfoyle, Commonwealth Minister for Social Security officially opened the home on 28 November 1976. In order to provide improved communal facilities some accommodation rooms were modified. The home now provides care for 66 low-level care residents.

A number of improvements have been made to the building. On 2 April 1992 a passenger lift was installed and an additional garden lounge was built. In 1994, thermostatically controlled mixing valves were installed. Further modifications have since been undertaken to provide a special care facility for 16 dementia sufferers.

### Kara Centre for Aged Care

Kara Centre for Aged Care is located in Hanbury Street, Mayfield. The land with a total area of 5,919m<sup>2</sup> was purchased in two lots from the Mayfield Baptist Church in 1960 and 1967. It comprises Kara, Kara Lodge and Karinya Cottage, which accommodates the Hunter Contracts and Hunter Outreach programmes.

### Kara and Kara Lodge

The first stage of building (36 hostel and 20 nursing beds) was officially opened by W.C. Wentworth, Minister for Social Services, on 10 October 1970. The high-level care component is known as Kara and the low-level care section is referred to as Kara Lodge. On 9 June 1972 approval was given to convert existing rooms to accommodate an additional 4 nursing home patients bringing the total nursing home beds to 24. In 1975, the home was extended by 12 nursing beds and 11 hostel rooms, increasing the number of persons accommodated to 83. Towards the end of the 1978-79 financial year an additional 17 nursing beds licences were purchased.

During 1992 a substantial upgrading and extensions of the home took place to separate the dining/lounge facilities for hostel residents from those of nursing home residents, provide a passenger lift and to provide individual ensuite facilities for each hostel resident. On 13 November 1992, during a dedication service, the new extension was named "The

Walsham Wing" in recognition of the dedicated service to the Hunter District Board of Rev. Eric and Mrs Myrtle Walsham. The alteration to the building reduced the capacity of the hostel from 36 places to 26.

### Kularoo Centre for Aged Care

Kularoo Centre for Aged Care is located on the corner of Bangaroo Street and Kularoo Drive, Forster. The land with a total area of 25,891m<sup>2</sup> was purchased as two allotments in 1993 and 1995. It comprises Kularoo Gardens, Kularoo and Home Flexi Care – Mid North Coast.

### Kularoo

On Saturday 8 November 2003 Mr Richard McLellan officially opened the building of Kularoo Stage Two which comprised 90 high-level and low-level care places. The new complex consisting of a mix of single and double-storeys is grouped into 6 cottage type dwellings, each with separate living and dining areas. There is a central community area for activities such as indoor 'lawn' bowling, as well as a family recreation/children's play area. For those with special needs owing to dementia, there is a unique enclosed outdoor area to help them encounter familiar items on a daily basis. Hodges Shorten Architects from Sydney designed the building of 6,620m<sup>2</sup>.

### Kularoo Gardens

Kularoo Gardens provides accommodation for 61 aged residents. The building was completed on 26 April 1995. Plans were in hand to officially open the home in May 1995; however, this was not to be, due to an arson attack on 14 May, which extensively damaged Hillview House and caused smoke damage to the central community block. Fortunately none of the 11 residents nor the sole staff member on duty at the time of the fire was injured. Restoration work was commenced immediately. His Excellency Rear Admiral Peter Sinclair A.C., Governor of New South Wales, officially opened the home on 28 November 1995.

### Maranoa

The Lismore Baptist Church officially opened the first Maranoa rest home at 136 Orion Street, Lismore on 23 May 1959. It was originally named "Lismore Baptist Medical Rest Home for the Aged"; however, it was renamed "Maranoa" before the opening of the home. The name "Maranoa" is an aboriginal word meaning "a hand". The Church selected Maranoa as symbolising the helping hand it would give to ageing residents.

The original home provided accommodation for 18 ladies; later another 6-bed ward was added. In 1969 a new building providing accommodation for 31 residents was opened in Dibbs Street. This building was extended with 24 beds in 1973. The residents were then transferred from the Orion Street home, which was sold in 1974.

In 1971 land was purchased in Alstonville. The first development on-site was independent housing units. In March 1983 a 41-place hostel was officially opened. The next stage of development at Alstonville was the construction of further units of varying sizes and a community centre, which were completed by the end of 1986. In 2003 a new 45-bed facility was constructed consisting of 15 low-level places and 30 high-level places, a Central Kitchen and Laundry to serve Lismore and Alstonville.

At the request of the Maranoa Board, Baptist Community Services assumed management control of Maranoa on 1 March 2004. The facilities of Maranoa were officially transferred to Baptist Community Services at a ceremony to acknowledge the amalgamation on 1 July 2004. At the time of changeover Maranoa provided care for 55 high-level care and 20 low-level care residents at Lismore; 30 high-level care and 56 low-level care residents at Alstonville as well as 28 independent living units.

#### **Marsfield Centre for Aged Care**

The land on which the Marsfield Centre for Aged is situated was purchased as 6 separate allotments between October 1959 and October 1987. The total area of 64,030m<sup>2</sup> was consolidated on 22 October 1987.

The Centre accommodates:

- Marsfield Hub Administration Centre
- The Iliffe Centre
- Dorothy Henderson Lodge
- Extended Aged Care in the Home – Marsfield
- Home Flexi Care – Marsfield
- R.E. Walker Community Centre
- Shalom
- Shalom Court
- Shalom Gardens

#### **Morling Lodge Centre for Aged Care**

In 1961 a Canberra Regional Board of Baptist Community Services was formed. At that time there were no nursing homes in Canberra to care for the aged, who because of advancing years were too frail to care for themselves. The Board set about planning for a nursing home. It was not until 10 September 1967 that the foundation stone was laid for the first stage of construction. The Centre has been constructed on leased land. It accommodates:

- Southern Hub Administration Centre
- ACT Transitional Care Unit
- Morling Lodge
- Morling Lodge Units.

#### **Morling Lodge**

Our nursing home in Canberra was named Morling Lodge to honour Rev. George H. Morling, O.B.E., M.A., Principal Emeritus of the Baptist Theological College of New South Wales, President General of the Baptist Union of Australia from 1962 to 1965. Rev. G.H. Morling served as Principal of the New South Wales Baptist Theological College (now called Morling College) from 1923 to 1960.

The nursing home provides accommodation for 83 residents and includes reception and administration areas, 5 courtyard areas, 83 residential rooms, lounge rooms, a dementia-specific lounge, dining room, commercial-style kitchen, staff rooms and amenities, storerooms, and residents' amenities.

The Prime Minister, the Right Honourable John G. Gorton, M.P. officially opened the first stage of construction comprising 34 beds on 16 March 1968. The Reverend George Morling officially opened the second stage of construction on 1 March 1970. This brought the home's capacity to 71 with the conversion of a treatment facility room from Stage One. On 27 February 1983, Mr Gordon Chaffer, President of the Trust's Canberra Board of Management, unveiled a plaque in the foundations of extensions comprising two new wings for 35 patients. Because of space constraints on the site, the two existing wings were extended to provide the additional nursing home beds. Modifications of the room intended as an office for the Deputy Director of Nursing provided an additional 1-bed ward. Mr A.J. Ayers, Director General of Social Security opened the new wings, which increased the total accommodation to 107 residents, on 27 November 1983. In 1992, two areas of the home were modified to provide special

care units to accommodate dementia residents in a safe environment suitable to the needs of the residents. During 1995 further upgrading was undertaken to extend three lounge areas, allowing the two special care units to be integrated into one area accommodating thirty residents. In 1998 the number of nursing home beds was reduced in order to establish the Extended Aged Care at Home Programme.

#### **Morven Gardens Centre for Aged Care**

Approval in principle to construct a 50-place low-level aged care facility was received from the Commonwealth Department of Human Services and Health in 1989. The search for suitable land began; however it was not until July 1995 after considering over thirty sites, that an 18,080m<sup>2</sup> property was purchased in Leura from the Sisters of Charity who had used it for a convent.

The construction of a 60-place low-level care facility commenced on 3 March 1997. The practical completion date for construction of Morven Gardens was 22 July 1998. The new home received its first 10 residents on 3 August 1998. Bronwyn Bishop M.P., Minister for Aged Care, officially opened Morven Gardens on 7 November 1998 with an estimated 500 people in attendance. The building has been divided into a number of modules to reduce the scale of development. It consists of five single-storey cottages and a two-storey communal/administration building. Whilst the building has been designed primarily as a low-level care facility, consideration was given to include some of the features of a high-level care facility. This allows residents who come into the home with low-care needs to remain in the home as their care needs increase.

#### **Niola Centre for Aged Care**

Niola, at Bushman Street, Parkes, now offers 50 high-level care beds including one respite bed and 16 dementia-specific beds. The highly rated home, as it stands today, is a contrast to the modest beginning, when at its opening in 1957 Niola was an 18-bed home for the aged, a make-over of an old hospital. Niola was a significant step forward for the Trust, marking the first venture outside the Sydney area and the first home to accommodate men as well as women. The home is a monument to local enthusiasm and immense voluntary effort that not only established the home in the 1950s but also maintained and developed it to demanding present-day standards.

#### **Orana Centre for Aged Care**

Orana is an aboriginal word meaning "Welcome". Orana didn't "just happen" nor did the N.S.W. Baptist Homes Trust impose it upon the Central Coast. Orana was very much the vision of the local Churches, who were determined to help people who needed care in their senior years. The first stage of residential care built on the complex was of a 42-bed nursing home and 64 hostel rooms, with ensuites. The President of the Trust, Mr F.J. Church, set the Foundation Stone on 24 February 1980. Almost one year later Mr R.G. Robertson, President of the Baptist Union of NSW and Secretary of the N.S.W. Baptist Homes Trust, officially opened the building on 22 February 1981. Today Orana consists of: Orana Court – a low-level care facility of 117 places, Orana Nursing Home with 50 beds and Orana Units with 25 independent living units.

#### **Orana**

To meet the continuing need for aged care in the Gosford District, a 10-bed extension of the nursing home was completed on 27 October 1988. In planning the extension, emphasis was given to the needs of many elderly people suffering from varying degrees of dementia. Two secure courtyards, one completely paved with an overhead pergola, permit residents the maximum of open space living and do not confine them within four walls. The extension brought the number being cared for on the complex to over 130 aged persons.

In April 1996 further upgrading of the nursing home commenced to provide a visitors' lounge, storeroom, therapy room and staff room and to extend the clean utility room and laundry. Work was completed in November 1996.

#### **Orana Court**

During 1994-1995 the hostel was extended and upgraded. The extension work included: a special activities building, 49 new hostel places and installation of a passenger lift and walkways. Construction of the extension was completed on 3 March 1995. Mr Trevor Anderson, Acting Commissioner NSW Bush Fire Service, officially opened the extension on 18 March 1995.

In response to a demonstrated need on the Central Coast for more hostel places to be designated for use by ambulatory confused residents, the Board approved modifications to existing buildings to provide an additional 8 places. The work included an enclosed walkway linking accommodation blocks, relocation of safety fencing and some minor modifications to

accommodation blocks. Special Care Accommodation is now provided for twenty-four residents.

### Pacific Care Transitional Centre

In June 1999 Baptist Community Services established Pacific Care – a 28-bed transitional care nursing home in two wings of the Royal Newcastle Hospital. It provides post-acute care for up to six weeks for frail elderly patients who have been occupying acute care beds in hospitals in the Hunter area and whose hospital treatment is complete; but they have an immediate need for placement in a residential aged care facility. The main aim of the centre is to maximise the individual's abilities and activities of daily living, thus lowering their care-dependency needs. After a period of enablement and slow stream rehabilitation the residents can be discharged to a variety of placement choices: returning to their own homes with suitable community support, self care units, hostel or nursing home facilities of their choice. Twelve Community Aged Care Packages have been allocated to the facility to assist residents returning to their homes to maintain their independence. The Hon. Bronwyn Bishop M.P., Minister for Aged Care officially opened Pacific Care Transition Centre on 18 February 2000.

Pacific Care Centre now provides two separate programmes for frail elderly persons:

**Lowanna Care** a 14-bed high-level care unit providing twelve permanent aged care beds and 2 community respite beds; and

**Newcastle Innovative Care and Enablement Service** provides 14 flexible high-care beds funded by Commonwealth and State Governments under Innovative Pool Funding. The programme provides slow stream rehabilitation for a period of between six and eight weeks for older people who have been through a recent acute admission to one of the five public hospitals within Hunter Area Health Service and who either have or are eligible for high-level care but may be able to improve to a low-level care given extra time.

### R.E. Walker Community Centre

The third stage of construction at Marsfield was 66 courtyard units and the village hall built in 1970-71. His Excellency, the Governor of New South Wales, Sir Roden Cutler V.C., K.C.M.G., K.C.V.O., C.B.E., officially opened them on 2 May 1971. The hall with its tall spire became a focal point in the centre of Willandra Village. It became known as the Willandra Village Community Centre. On Sunday 11 October 1992 over 150 people packed

the Centre for its renaming as the R.E. Walker Community Centre in recognition of the outstanding contribution of Mr R.E. Walker, O.A.M., B. Ec., LL.B. to the Baptist Homes Trust.

### Robertson Community Centre

On 8 April 1984 Mr F.J. Church, O.B.E., President of the N.S.W. Baptist Homes Trust officially opened the Robertson Community Centre. The Centre, located off Martins Lane, Carlingford was the first of its kind for the N.S.W. Baptist Homes Trust. It was named to honour Ron and Nancy Robertson in appreciation of their outstanding ministry to the Trust. It has been designed for multi-purpose use. The size of the largest room is such that indoor bowls may be played with comfort. The Centre operates Monday to Friday each week, providing day respite care and social activities for frail older people who are housebound or isolated in some way. Short day, long day and extended-hour days are available. Special programmes are offered on Tuesday and Thursday for clients suffering dementia. Some bus transport is available and meals are provided.

The Ryde Centre Base Day Care programme has been conducted at the Centre since 1999.

### Shalom

On 11 August 1962, in the presence of a crowd estimated at 3,000, in fleeting periods of showers, cold winds and feeble sunshine, Shalom was opened by His Excellency the Governor of New South Wales, Sir Eric Woodward, K.C.M.G., C.B., C.B.E., D.S.O. His Excellency stressed the need for homes for aged people, and said that one person in every eight in Australia was over sixty and that the percentage was increasing. He said, "Churches are in the forefront of caring for the aged." The Hon. Sir Garfield Barwick, Q.C., M.P., on behalf of the Minister for Social Services, presented an instalment of Commonwealth subsidy.

Prior to construction of the new home, Councillors showed their confidence in Miss Marion Bridgland, Deputy Matron of Yallambi by appointing her Matron Designate of Shalom. Marion served as Matron of Shalom for six years until she married Rev. N Andersen, Dean of the Baptist Theological College on 5 May 1967.

When Shalom opened it was a low-level care facility. A 5-bed sick bay was provided at the end of South Wing. In 1969 legislation was enacted by the Commonwealth Government for Personal Care Subsidy. Shalom received subsidy for residents 80 years and over. High-level care was provided when

the extremities of the south and west wings were linked providing a 25-bed nursing ward.

In December 1981 an extension of 17 nursing home beds was completed and in 1991 upgrading of the nursing home portion of the building costing in excess of \$600,000 was completed.

### Shalom Court

At the end of 1972, the Australian Government offered hostel grants for the three-year period up to 1975 to organisations like the Trust in appreciation of homes such as Yallambi and Waldock having been built without Government assistance. The Trust accordingly obtained a grant, which covered the greater part of the total cost of Shalom Court; in the order of \$940,000. The Government provided all but \$20,000.

Mr L.J. Daniels, Director General of the Commonwealth Department of Social Security, officially opened the building on 9 November 1975. At the time of the opening the hostel provided care for 74 aged persons. A large dining room that also served, as an activities room and chapel; and four lounges were included in the building. Each accommodation room had its own ensuite and balcony. The elevation of the site was suitable for the development of three levels with gently sloping ramps providing access to each level. During 1991 a passenger lift and a lounge was built adjacent to the dining room. Further upgrading was carried out during 1996-97 with the construction of a kiosk, chapel and activities room.

### Shalom Gardens

Low-level care has been provided since the facility opened in 1962. In 1972-73 an extension was done joining the extremities of the north and east wings. Then in 1981 a further extension was carried out providing 15 rooms with ensuites.

Throughout the years many safety features were installed. This was done at the initiative of Baptist Community Services before they became regulatory requirements. With the exception of the fifteen hostel units built in 1981, all resident ablution areas were communal. In 1993 the hostel was substantially upgraded. This included installation of ensuites, offices and upgrading of activities and staff areas.

### Waldock Nursing Home

At the time of its official opening Waldock was referred to as a hospital. The name chosen for the hospital for the aged, "Waldock", honours a worthy Baptist minister, Rev. Dr A.J. Waldock remembered for his rich ministry in New South Wales and Canberra. Dr Waldock, having been predeceased by his family, was a patient in the Canberra Geriatric Hospital for several years prior to his death. Appreciating the devotion of those who cared for the aged and realising the need for other specialised hospitals, he left the Trust its largest legacy to that date.

The foundation stone was set on 28 November 1964. Before a crowd estimated at 1500, the Hon. A.H. Jago, NSW Minister for Health, officially opened the building on 4 September 1965. Mr R.E. Walker, Vice President of the Homes Trust unveiled the plaque acknowledging the bequest from Dr A.J. Waldock. On 10 February 1974 Rev. E.C. Long, President of the Baptist Union of NSW, opened the Dale Vaughan Wing, providing another 19 beds. The Dale Vaughan Wing was provided as a memorial to Mark and Caroline Dale and Thomas and Emily Vaughan, the parents of Mr and Mrs Ernest and Frances Dale. This extension brought the number of beds to 64.

Waldock is now a dementia-specific home specialising in clients with challenging behaviour. The move to care for dementia residents commenced around June 1983 by way of segregating residents into areas of need. In 1995 Waldock was upgraded by remodelling of the laundry and kitchen, provision of thermostatic mixing valves and alterations to the Dale Vaughan Wing to meet the recommendations contained in a report from the Alzheimer's Association.

### Warabrook Centre for Aged Care

The Warabrook site of 15,810 square metres was purchased for \$530,000 on 1 May 1990. The Centre consists of Warabrook Gardens built as a 60-place low-level care facility opened on 22 August 1993 and Warabrook a 90-bed high- and low-level care facility opened on 28 October 2000. Warabrook Gardens occupies the northern aspect of the site. Warabrook, designed to accommodate high- and low-level care residents, occupies the southern portion of the site. The buildings are linked by means of an overhead, enclosed walkway and extend in a curved configuration through the site.

### Warabrook Gardens

Warabrook Gardens has been divided into three blocks, linked by enclosed walkways. Each accommodation block contains communal lounges and there is a central dining room and activities room in the central communal/service block. Tasteful interior decor and furnishing give a homely atmosphere. A special care facility was located in the lower block for cognitively disadvantaged residents. However, with a more appropriate facility being provided in the new building the residents were moved.

### Warabrook

The requirements of both high- and low-level care have been combined in the design of the Warabrook high-level care facility. The resident accommodation consists of six "houses", each containing 15 single-bed wards with ensuites, communal lounge/dining room and two other smaller lounges. Each pair of houses shares nurse station, bathroom and service areas. A separate two-storey staff/communal facility has been linked with the main building by means of double-storey, enclosed walkways.

The service area contains kitchen, laundry and ancillary rooms. The laundry is large enough to accommodate all laundering generated on site, as well as the heavy laundry of Kara Centre for Aged Care, Mayfield. The kitchen receives cook-chilled food prepared off site but is large enough to be converted into a cook serve facility, if required. The basement parking area provides for staff parking (35 spaces) with 26 surface spaces provided for visitors.

### Warena Centre for Aged Care

The land with an area of 17,960m<sup>2</sup> was purchased for \$185,000 in March 1979 in response to the fund-raising efforts of a local committee, known as Project Southcare. This committee was made up of representatives from the Baptist Churches of the Sutherland District Association. Warena Centre for Aged Care consists of Warena Gardens, a low-level care facility, and Warena Village. Plans and contract documentation are presently being prepared to upgrade existing services; construct 60 bedrooms with supporting dining rooms, lounge rooms and service areas; and construct a new administration area.

### Warena Gardens

Warena Gardens consists of two, two-storey blocks and one four-storey block containing 51 accommodation rooms, (the staff sleepover room being adapted as a resident's accommodation room), several lounges, dining

room, activities and ancillary areas. A special care facility has been designed for ambulatory confused residents suffering various levels of dementia. Each accommodation room consists of a bed-sitter, balcony and ensuite shower room. Incorporated in the building design is a "wandering resident" alert system to monitor residents who may become cognitively impaired. Mr F.J. Church, O.B.E., President Emeritus of Baptist Community Services – NSW & ACT, on 8 November 1992 officially opened Warena Gardens, our tenth hostel for elderly residents.

### Yallambi

Yallambi was the first of our homes to be built. Mr R.E. Walker, the President of the Trust, laid the foundation stone of the home on 22 September 1951. His Excellency, the Lieutenant-Governor and Chief Justice of New South Wales, the Hon. K.W. Street opened the home, on the 31 January 1953, when an estimated gathering of 2,500 people attended the ceremony. Building extensions were commenced in July 1955. They were officially opened on 10 March 1956. The extension increased the capacity of the home to 52 guests. Another two places were gained by the modification of existing rooms. Respite care is nothing new to Baptist Community Services. One of the double rooms was made available for guests on a temporary basis for periods of up to one month at fees arranged with the Matron, according to the financial position of the temporary guest.

In 1991 alterations were undertaken to allow the twelve residents on the lower ground floor to be relocated on the upper level. The upgrading included 3 four-bed wards, 2 ensuite bathrooms, a disabled persons toilet adjacent to the main lounge, additional office, nurses station and improved egress from the building. The lower level was remodelled as administration offices for the Carlingford Complex.

### Yallambi Court

Yallambi Court was designed as a low-level care facility for 60 residents. It was officially opened by Mr Roy Dowell, O.B.E., Director of the Commonwealth Department of Social Security, NSW on 27 March 1983. In 1995 Yallambi Court was upgraded by providing an enclosed link to Yallambi Nursing Home, three additional lounges, a passenger lift, improved staff room, a cook chill kitchen and an enlarged office.

# Independent Living Units

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## Independent Living Units

Baptist Community Services owns a total of 552 independent living units. Admission to units at Baulkham Hills and Bangor is under the resident funded scheme whereby residents pay for the cost of land, construction and community facilities and etceteras on the basis of a 20% donation over five years and 80% interest free loan. Other units are offered on three bases:

- Rented to those who qualify under a means test;
- Donation, or
- Donation and interest free loan

The resident funded scheme offered by Baptist Community Services is that single persons or a couple make a donation of one-fifth of the unit price and lend the remainder as an interest free loan. The loan is repaid upon vacating the unit, or at death is paid to the estate of the deceased.

The Non-Refundable Ingoing Contribution is the amount retained by BCS whenever the unit is vacated. In addition the Departure Fee is calculated as a per annum percentage calculated over the first 10 years of occupancy. The balance of the Ingoing Contribution will be refunded to the resident.

There is no Ingoing Contribution payable for Rental Units. Recurrent charges are paid.

## Aminya Village

The independent living units, built in five stages, comprise 76 two-bedroom and 16 one-bedroom units. The village has an outdoor activities area, which includes a two-rink bowling green.

December 1981:	Stage 1 Units completed (15 two-bedroom & 10 one-bedroom)
October 1982:	Stage 2 Units completed (13 two-bedroom & 6 one-bedroom)
December 1985:	Stage 3 Units completed (20 two-bedroom)
April/May 1987:	Stages 4 & 5 Units completed (28 two-bedroom units and Outdoor Activities Area).

Subsidy under the founder donor scheme was not available for the Aminya units. They were built under a resident funded scheme.

## Clinton Villas

Clinton Villas was purchased from the Smith Family on 18 December 1998. They are located on the outskirts of Goulburn, a little over two kilometres from the town centre. This village has a total of fifty-six independent living units. During the years 1954 until 1968 the building of the village progressed to sixty-eight units. However, since Baptist Community Services took over the Villas a number of bed-sitter type units have been remodelled into one-bedroom units designed to cater for those who have disability, thus reducing the number of units on site. Several units have been extensively upgraded. The work included replacement of ceiling and wall linings, roof void insulation, refurbishing of ensuites and kitchens, replacement of curtains and installation of comfort heating.

## Hayfield Village

Hayfield Village consists of 53 independent living units and a community lounge located in landscaped grounds in a pleasant residential district on bus routes to Epping, Parramatta and Pennant Hills. It was intended that the units would be constructed under aged care legislation and attract a Government grant. However, funds were not available and a resident-funded scheme was adopted. Residents were invited to meet the cost with a donation and interest free loan to the Trust. The first resident was received in 1978.

## Kitty Doyle Units

On 30 October 2002, the Kitty Doyle Home Units Inc made a unanimous decision to wind up the Association and transfer all assets to Baptist Community Services. The facility is located on approximately 2,500 m<sup>2</sup> behind the Five Dock Shopping Centre at 8-12 Kings Road, Five Dock. It

consists of thirty-two independent living units. In addition, there are two separately deeded "cottages" next to the facility that were purchased in the 1980's with a view to expanding the facility as and when required. Both cottages are on 720 m<sup>2</sup> parcels of land and are presently separately tenanted. Assets and Management Control of the Association was transferred to Baptist Community Services on 30 June 2003. Incorporation of the Kitty Doyle Units Trust was cancelled by notice in the NSW Government Gazette on 27 February 2004.

#### **Kookora Village**

This property at Griffith, consisting of forty independent living units, was purchased from the Smith Family on 18 December 1998. It includes: four freestanding buildings comprising five self-care units each, three buildings comprising six self-care units each, a community building with a single self-care unit attached, two freestanding buildings comprising two self-care units each, and an administration building.

#### **Maranoa Village**

In 1971 Maranoa purchased land at Alstonville. Four independent living units were opened on the land in 1974, a further 8 units were opened in 1976 and in 1980 four more units were completed. In 1986 another 12 units of varying sizes were completed. The units were transferred to Baptist Community Services in July 2004.

#### **Merindal Hamlet**

Merindal is a hamlet consisting of sixteen one-bedroom independent living units and a single-storey stone cottage containing a two-bedroom unit and a community lounge. It is located in King Street, Glenbrook, one hundred metres from the Glenbrook Baptist Church. Alderman E.N. Lesslie, Mayor of the City of Blue Mountains, officially opened Merindal at a Service of Thanksgiving on 4 November 1979.

#### **Morling Units**

Eighteen one-bedroom independent living units have been constructed at Morling Lodge, ACT. Each unit contains: bedroom, kitchen, bathroom, lounge area, front porch and external drying area. On 27 October 1974 Rev. Dr G.H. Blackburn, President General, Baptist Union of Australia, officially opened a cluster of 9 units fronting Hicks Street. Mr F.J. Church,

President of the N.S.W. Baptist Homes Trust, officially opened a second cluster of nine units with access from Supply Place on 16 November 1975.

#### **Orana Village**

Orana, located in Point Clare, has been built in stages. Construction of stage one, sixteen independent living units, was commenced in May 1972. On 12 August 1972, Mr F.J. Church, President of the N.S.W. Baptist Homes Trust laid a king-size foundation brick. Mr R.E. Walker, who at the time held the dual appointments of Vice-President of the Baptist Union of NSW and Vice-President of the N.S.W. Baptist Homes Trust, officially opened the units on 17 March 1973. During the extension of Orana Court in 1994, a further fourteen one-bedroom units were built.

#### **Warena Village**

The first stage of development by Baptist Community Services at Bangor was the construction of 10 two-bedroom independent living units. They were officially opened by the then President of Sutherland Shire Council, Councillor Kevin Skinner on 3 November 1985.

#### **Willandra Village**

Willandra Village consists of 166 independent living units located within Marsfield Centre for Aged Care. The village was built in four stages. The first stage of twenty-two units was built following the completion of construction of Shalom. These units were completed and occupied progressively during 1962 and 1963. The next stage of sixty-two units was officially opened on 5 August 1967. These were cottage style units. The third stage of construction was 66 units on two levels with courtyards to maximise natural lighting, and the village hall now known as the R.E. Walker Centre. These were opened on 2 May 1971. The final stage of construction was two blocks of 8 units built on two levels. These units were completed by July 1978 and were the first units built by the Baptist Homes Trust that were not funded under the aged persons homes legislation.

#### **Wingara Hamlet**

Wingara, located in Macquarie Road, Springwood contains 40 one-bedroom independent living units and a communal building. It nestles amongst tall timbers and landscaped gardens adjacent to the Springwood Baptist Church. It is located within walking distance of the Springwood Shopping

Centre and Railway Station. Wingara was the first venture undertaken by the N.S.W. Baptist Homes Trust on the Blue Mountains. The name for the hamlet was chosen from 21 entries submitted for a competition conducted by the Blue Mountains Board of Management. After the Councillors of the Trust had made their choice they found that Mr J.D. Robinson, Chairman of the Blue Mountains Board of Management had submitted the winning name. Council members were pleased about this. Mr Robinson, having worked so hard in the planning of the Hamlet, deserved the honour of naming it. "Wingara" is an Aboriginal word meaning "water spring", and for this reason may be considered especially appropriate for the village in this historic locality. On 23 May 1993 the Community Lounge was named "The Jack Robinson Lounge" in recognition of the devoted service of Mr Robinson to the Blue Mountains Regional Board.

Wingara was built in 6 stages. The first 8 units were opened by Rev. N.P. Andersen, President, Baptist Union of NSW on 25 May 1968. The finance for this stage of Wingara came from a Commonwealth Government grant, donations by the occupants and the funds of the N.S.W. Baptist Homes Trust. In 1969 an additional 8 units were constructed. During 1970 two more units were built. During the 1971-72 financial year an adjoining "triangle" of land was purchased to permit the addition of six units of the same design as the existing eighteen units. In April 1974 these units were completed increasing the hamlet to 24 units. Rev. H.K. Watson, President of the Baptist Union of New South Wales, officially opened Wingara extensions, comprising 16 units and a community lounge on 1 May 1976 in the presence of a company of 300.

# Family & Community Services Programmes

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## **ABC Pre-School**

The Auburn Baptist Church Pre-School Kindergarten was commenced in February 1952, when a member of the church, Mr Trevor Anthony saw a need for such a service in the Auburn community. It was conducted in the halls at the back of the Baptist Church by untrained staff, but nevertheless very caring and extremely experienced in the care of young children. In May 1975 the Department of Youth and Community Services (NSW) advised that a provisional grant had been allocated to provide early childhood facilities. It was at this time the N.S.W. Baptist Homes Trust undertook to ensure that the conditions of the grant were carried out and became closely associated with the Church in planning and building the new Pre-School for forty children at each session. Mr Anthony declared the new building open on Sunday, 12 September 1976. A high percentage of the children attending the Pre-School are from ethnic backgrounds including Chinese, Lebanese, Turkish and Vietnamese. Many do not speak English before coming to the Pre-School. Care is given to teaching simple speech and to ensuring they understand.

## **Chisholm – Medium-term Housing**

Chisholm is a ministry providing accommodation and support for sole parent families. It was named after Caroline Chisholm whose name appeared on our \$5.00 note. At the heart of the Baptist Community Services Chisholm programmes lies a care and concern for women, who, for varying reasons, have been cast in the role of solo parents. The programme is available also to men in the sole parent category but very few have been involved. At the height of this ministry two full-time staff workers worked alongside volunteers from local churches. Mr F.J. Church, President of the N.S.W.

Baptist Homes Trust officially launched this programme before a capacity crowd in the Willandra Centre on 20 May 1971. Chisholm units are ordinary home units scattered in suburban localities, within reasonable distance of transport, shops and schools. Thus the parent and his or her children could feel part of a local community, without special identification or isolation. Children remain in as near a family situation as possible, rather than being cared for by someone other than their parent, or being in an institution. At the height of this ministry two full-time staff workers worked alongside volunteers from local churches.

The Chisholm ministry is funded by donations and rentals, which are kept as low as possible, allowing the families to maintain an adequate basic living standard. As friendships develop between residents and workers in the programme, valuable opportunities arise for discussion of personal issues and sometimes the sharing of faith. Units functioning under this model do not require live-in supervision. The units presently held are located in: Brownsville, Corrimal and St Marys.

#### **Chisholm Crisis Unit**

In response to a demonstrated need for emergency housing, a crisis refuge was established in Campbelltown in 1994 where residents can stay for a maximum period of three months prior to longer-term placement being arranged. This refuge provides accommodation and support services to women and their children escaping domestic violence, homelessness, sexual abuse and the like. It accommodates three families at any one time. This means three mothers and about six children.

#### **Hope Street**

A terrace-style house, purchased by Baptist Community Services in June 1989, is located in the Darlinghurst/Woolloomooloo area. It is used to provide medium to long-term accommodation and care is provided for previously homeless people. Hope Street conducts this unit, which can accommodate up to eight residents. Baptist Community Services maintains the property and makes a donation towards the operating cost.

Women's Space is another programme of Hope Street with which Baptist Community Services is identified. Women's Space is a place where street based sex workers can begin to be women again. The daily "open house" provides basic services like a shower and a washing machine and the compassionate company of staff and volunteers. Since July 1996 Baptist Community Services has provided financial support to this program.

#### **Hunter Contracts**

This psychiatric disability employment programme commenced in an office at Kara on 29 June 1998. The programme was officially launched on 22 October 1998. It gives people with disabilities, in the Newcastle area, the opportunity of obtaining fulfilling employment in the mowing and cleaning businesses it conducts. The Commonwealth Department of Family and Community Services funds this programme.

#### **Hunter Outreach**

This programme commenced on 20 January 1997 as the Newcastle Outreach Programme. Baptist Community Services joined with Hunter Mission in establishing the Newcastle Outreach Programme to help homeless people in the Newcastle Central Business District. The aim was to provide short-term accommodation, emergency welfare support to people in need and a referral centre for "at risk" people. The programme's objective is to demonstrate Christ's love in action to people in need living in inner city Newcastle. The name of the programme was changed to Hunter Outreach on 13 March 2000. The focus of the programme changed at this time, from homeless people in general, to homeless people with a psychiatric disability.

#### **Leith House**

Baptist Community Services assumed responsibility of this service (Formally Mackillop Youth Accommodation Service) from the Society of St Vincent de Paul on 1 February 1999. It is a group home providing short- to medium-term accommodation and helping those in need to gain more appropriate accommodation; it offers support for up to five young people aged 14 to 18 years who are genuinely homeless. It is not a service for those involved in substance abuse. Thirty-five young people have been placed in the home between 1 February 1999 and 1 July 2004. The Department of Community Service provides funding for the service.

#### **Northmead Long Day Care Centre**

The Northmead Long Day Care Centre is run in association with the Parramatta Baptist Church. It provides care for forty children aged six weeks to five years. The Centre operates between 7.30am and 6pm, fifty weeks a year. On 27 April 1986 Mr Alan Cadman M.P. officially opened The Centre, which commenced operation on 24 February 1986.

**Pathways Adolescent Unit**

Pathways at North Wyong provides a five-day residential programme for troubled young people who wish to make positive changes in their lives and family relationships. The first resident entered the home on 15 April 1991. It is a therapy programme involving other family members. These young people and families experience behaviour and/or relationship problems, which necessitate the placement of the young person in residential care. The objective is to help sort out family difficulties and to reunite them on a sound basis.

**Warilla North Community Centre**

Baptist Community Services – NSW & ACT, purchased the Warilla North Community Centre, formally St Luke's Anglican Church and Rectory, on 30 November 1995. Mr Terry Rumble M.P, Member for Warilla, officially opened the Centre on 4 May 1996. Baptist Community Services in a joint venture with the Shellharbour City Baptist Church conducts outreach programmes to meet community needs. The aim is to build a stronger community recognising the physical, emotional, social and spiritual dimensions of life, as a practical expression of God's love. The Centre has regular contact with 130 families through its activities and many more through its community services.

In addition to the Coordinator, Chaplain and Pastor, there are currently 6 voluntary team leaders and 58 volunteers. The volunteers who commit their time, talents and energy to the Centre are not only from the Shellharbour City Baptist Church but from the local community and other local churches.

The Centre is the venue for a diverse range of community-based programmes.

**Church**

Each Sunday an informal church service of a non-threatening format is celebrated. A small core group of individuals from Shellharbour City Baptist Church have made a commitment to be at Warilla North each week. The first service was held on 4 February 1996.

**Home Groups**

This ministry provides opportunity to take part in a Bible Discussion Group. Home Groups vary in size from six to ten people.

**Tiny Tots Playtime**

This exciting ministry for pre-school children and parent or carer has grown to three sessions each week. On an average there are

between twenty and thirty children attending with their mothers. A qualified childcare worker directs the programme.

**Kids' Breakfast Club**

For infant and primary school children conducted in association with Warilla North Primary School. Approximately fifty children attend each day. For a time the teachers from the school assisted as volunteers directed by a qualified childcare worker.

**Born Again Boutique**

This opportunity shop ministry is providing a practical response to the community where residents can buy high quality new and second-hand clothing at affordable prices. The ladies of the Shellharbour City Baptist Church operate the shop to provide funds for their welfare programmes. Ten per cent of the profit is donated to the Centre. Since 2000, the shop operates five days each week and has twenty volunteers on roster.

**The Masters' Workshop**

Started in 1998, to provide a wide array of easy crafts with instruction in a relaxed and friendly atmosphere for people of all ages.

**Common Threads**

This group was opened to all ages, commenced to give participants the opportunity of mutual support by organising fund-raising and social activities in a friendly relaxed environment. Many of the ladies still make craft items at home, with the proceeds from sale being donated to Partners in Care.

**Friends Young at Heart**

This programme commenced in September 1999. The group is for people aged 55 years or better. Programmed activities include outings to places such as Sydney, Berry/Kangaroo Valley, and talks by guest speakers on topical affairs and current events. Local choir groups sometimes provide a musical programme.

**LifeCare Counseling & Family Services**

This programme operating one day each week commenced in August 1999. It is available on a personal, couple or family basis. The counsellors are committed to providing clients with the highest standards of professional assistance and care dealing with day-to-day problems.

**Holiday Kids' Club**

Operates three days each week for primary school aged children and is held in Autumn and Spring school holidays.

Educational Tutoring is conducted after school on Tuesdays for primary school children. The programme is directed by a special needs school teacher.

**Ladies Brunch**

This is held on a Saturday, once each term, with a special guest speaker.

**Computers for Fun**

This programme is open to all ages. Sessions are available to learn basic computer skills.



Current and former staff of ABC Preschool, Auburn NSW with CEO June Heinrich

# LifeCare - Counselling & Family Services

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**LifeCare Counselling Service**

Since 1972 counselling care has been offered for people in crisis. With the incorporation of the Mt Druitt Welfare Service in 1977 the Baptist Counselling Service was inaugurated. Counselling, training for pastors and lay people, seminars and workshops based on community needs are all part of the ministry of the Church in modern society, alongside and complementary to the wider work in evangelical Christian principles with practical clinical professional techniques to assist people struggling with doubts and fears. The Service is soundly based on Christian principles.

Individual, couples and group counselling is provided. Services include marriage and family education; group work for children of separated parents and child sexual abuse victims; weekend workshops for individuals seeking personal change and growth strategies.

Counsellors are carefully selected, starting with a reference from their minister and followed at all times by close supervision. Counsellors are members of the Australian Association of Marriage & Family Counsellors.

LifeCare has had its clinical supervision programme accredited with the Department of Family and Community Services and is contracted to provide supervision and training to other welfare and community agencies.

**LifeCare Counselling Centres**

The Christian based counselling service established by the Mt Druitt Baptist Church in the early 1970s, for which the Baptist Homes Trust accepted responsibility in 1977, extended significantly, not as a result of an advertising campaign, but as a result of the service becoming known by

word of mouth as reliable and practical. Counselling Centres are currently operating in Bankstown, Bathurst, Camden, Campbelltown, Epping, Penrith and Wyong.

### **Employee Assistance Programme**

The Employee Assistance Programme is a confidential counselling phone service for Baptist Community Services employees and their families. The programme commenced in 2001 and is staffed by trained senior counsellors. External agencies and companies have also contracted for this service to be provided to their employees.

### **Parenting Education Groups**

Parenting Education Groups are for parents in churches and the community who need assistance with practical parenting strategies through seminars and workshops. Groups are conducted by LifeCare in association with Baptist Churches as an outreach into the community and with other agencies. The BCS Foundation has made a \$20,000 contribution to write a Pilot Programme.

### **LifeAware Suicide Prevention Project**

LifeCare Counselling and Family Services has been funded under the National Suicide Prevention Strategy in the Australian Capital Territory to provide suicide intervention skills and awareness training to organisations and individuals who have contact with people over 65 years of age, and with men between 20 and 40 years. This will be achieved by the provision of ASIST (Applied Suicide Intervention Skills Training), a two-day workshop that equips participants to confidently and competently speak with someone who is having thoughts of suicide. This is a successful programme developed in Canada over twenty years ago and now used as the benchmark for suicide intervention training throughout the world.

### **Family Intervention Service**

Faced with the alarming rates of domestic violence in our society LifeCare has responded through this domestic violence intervention and prevention service. This service provides groups for women and children who are victims of domestic violence and for men who are the perpetrators. The Commonwealth Department of Family and Community Services assists with funding. These programmes are a partnership project with Relationships Australia commenced in 2002 to provide leadership and support to the

sector. This service area also includes services to families in crisis and parenting education programmes.

### **The Crisis Support Services include:**

#### **Kids Time**

A group programme for children up to 12 years of age who have witnessed domestic violence in the home. The purpose of the group is to enable the children to tell their story and to share their thoughts about past and current family experiences.

#### **Kids Between**

A six-week programme for small groups of children whose parents are experiencing marital difficulties or divorce. The course is designed to equip children with some life skills that will help them cope, not only in the present but in developing healthy relationships in the future. The children are helped to understand that it is okay to have a range of different feelings about divorce and that they are not unusual or alone in their feelings.

#### **Victims of Crime**

A group programme designed for children who have experienced domestic violence.

#### **Living Beyond Abuse**

A support group for women who are presently in or who are recovering from domestic violence. This group provides an opportunity for women who want to: improve their self-esteem, reduce self-blame, gain a better understanding of themselves and their relationships, meet with others in similar situations, gain an increased sense of control over their own situation and explore available options for deciding the future.

#### **Facing Up Workshops**

These workshops are conducted for men who want to stop being abusive in their relationship.

#### **Connexions**

This programme assists women and their children aged 7 to 12 years who are recovering from domestic violence to re-establish their relationships with each other. It provides an opportunity for mothers and their children to: strengthen their relationship, have fun together, explore what is important in relationship, enhance non-violent ways of communicating, meet other families and develop supports and explore options for a growing relationship.

# Miscellaneous Ministries

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## **BCS Catering**

BCS Catering commenced operation on 15 January 1996 when the building and business were purchased from Leichhardt Uniting Church Homes & Community Services for \$1.7m. It offers a full-service catering to nursing homes, hostels, retirement villages, meals on wheels, other accommodation facilities and others. The kitchen, located in East Street, Granville is capable of producing 10,000 meals per day. Menus cater to a wide variety of individual tastes including special diets and are designed to meet client needs. Menus are changed seasonally in consultation with clients, taking into account the styles of meals preferred.

## **BCS Foundation**

On 27 April 1995 the Board of Baptist Community Services approved the establishment of the BCS Foundation under a Deed of Trust exclusively for the purposes of providing funds to Baptist Community Services to resource community welfare programmes. Mr F.J. Church, who had a strong desire that there should be a permanent vehicle for channelling future financial support for the work and ministry of BCS, established the Foundation. The Foundation is a separate Trust, started initially with a donation of \$50,000, and has subsequently received other donations. The BCS Foundation Pty Limited acts as Trustee for other Trusts including: the Children's Home Endowment Fund, the Isabel Church Trust, the Frances M Church Trust, as well as the A S White Children's Home Fund and the Oldfield Fund known as the Joyhome Trust.

## **Caloola Farm**

Caloola Farm is a separate Company under the auspices of Baptist Community Services. This programme provides training to the unemployed, particularly the long-term unemployed and those returning to the workforce after a lengthy absence. In 1980 Caloola Farm a 206-hectare property at Top Naas, under lease from the Department of Territories and Local Government, became an activity of Baptist Community Services on the understanding that a service would be provided to the needy of the community. Caloola Farm has concentrated on helping long-term unemployed youth. The farm property is used for camps and outdoor activities. Caloola has a history of providing consistently high levels of services to disadvantaged job seekers by assisting them to find employment in the ACT. They are a team of professional, friendly and down-to-earth consultants who understand the difficulties and disappointments that can come with looking for work. They are dedicated to matching the right people to the right job with their extensive list of employers. They provide advice on career options, job search skills, employment training options (including through the Caloola Registered Training Organisation), and employment assistance such as clothing, equipment, licences, and wage subsidies.

Caloola is also a New Apprenticeship Centre (NAC). The NAC provides assistance and advice to job seekers and employers to complete a traineeship or apprenticeship.

## **CareCALL – Emergency Response Service**

In August 1999 Baptist Community Services launched **CareCALL** an emergency response service. It provides immediate response to emergency situations for elderly, disabled or vulnerable people living in the community as well as in Baptist Community Services' facilities. Clients wear a personal alarm pendant or bracelet, which is linked by telephone to the emergency response centre. The service operates twenty-four hours each day and has state of the art equipment to enable our operators to respond immediately to the client's needs by directing the appropriate personnel and service to the client. This service is user-friendly, providing caring monitoring which gives peace of mind to both the clients and their families.

### Community Seeding Grants for Baptist Churches

There are many opportunities for Churches to reach out into the local community through caring ministries. Often these ministries do not develop because of a lack of available resources. The Community Seeding Grant was established during 2002 to assist Churches to minister to the community. Up to \$5,000 per Church is made available for allocation each year. The Board of Baptist Community Services will determine the total amount for allocation. Applications are called for in July each year.

### Organisational & Employee Development

Our staff training and development service, now Organisation and Employee Development (OED) came out of a need, identified by our Directors of Nursing in 1991 that we were unable to recruit suitably trained staff to fill vacancies and the desire to improve the knowledge and skills of many of our staff. Up until that time our Directors of Nursing had "in-house" training programmes using qualified staff as educators. On 11 March 1997 His Excellency the Honourable Gordon Samuels A.C., Governor of New South Wales, officially opened the BCS Training and Development Centre located at Parramatta. It provided professional training and consulting services to the broad range of staff within Baptist Community Services on personal development, health care and team development.

As a Registered Training Organisation, OED now offers nationally accredited courses, delivered in Clinical, Management and Training qualifications. As well as these accredited courses, OED continues to be responsive to the development needs of BCS staff and designs in-house training courses, delivered either by OED staff or Nurse Educators. In 2002 OED broadened its scope to include organisation development, which aims to help the business achieve its strategic priorities through interventions such as change management, succession planning and performance management.

# Previous Ministries

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### Aged Care Research and Education Services

On Wednesday 27 November 1996 Baptist Community Services and the University of Newcastle signed an agreement to jointly sponsor the establishment of a Clinical Chair in Gerontological Nursing. The unit co-ordinated aged care research and nursing studies. Establishment of the Research Chair assisted in the establishment of 'best practice' and improved quality of nursing care, which support our mission of 'excellence in Christian care'. This Centre is now known as the Centre for Research & Education into Ageing. Professor Julie Byles was appointed Director in November 2003. June Heinrich, CEO of BCS, is a member of the CREA Board.

### Aratoro

Aratoro was a residential programme providing accommodation and care for the rehabilitation of men on parole, probation or recently released from prison. For many such men entry back into society could be disturbing. Their limited living skills and shortage of friends were not good ingredients for making a success of life. To meet this need, the Baptist Homes Trust established Aratoro located at Crossroads (near Liverpool). Crossroads literally, for that was the postal region; and crossroads figuratively for there at the place of decision stood the Aratoro men. Aratoro, a Maori word, means "new track". The Commissioner of NSW Corrective Services Mr W.R. McGeechan declared Aratoro open at a dinner function held in the Willandra Centre (now R.E. Walker Centre) on 23 October 1972. This venue was selected so that publicity would not direct attention to the exact location of the home. The home closed in 1984.

### **Baptist Child Care Association**

The Baptist Child Care Association was established on 17 October 1974 to assist churches and organisations provide pre-school, childcare and play group services. The Association, an activity of Baptist Community Services, provided a forum for mutual sharing and distribution of information including new techniques, research findings and industrial matters relating to subsidies, salaries and insurance. The association had a membership of about 60 Baptist Churches and Church Organisations representing more than 4000 children in preschools and playtime groups. The Association cease to operate in 1998.

### **Baptist Child Care Centres**

The Baptist Child Care Centres Limited was incorporated on 12 October 1976. It was set up to assist churches with the establishment; conduct and administration of child care centres. On 9 November 1984 the Council resolved that the Company be placed in voluntary liquidation.

### **Bethany**

Bethany had its beginnings when a group of expatriate Estonians, concerned for the welfare of their people, established a charity called "Bethany – Home for Elderly Estonians". Bethany was formed because the Estonian United Baptist and Free Evangelical Church had several elderly folk who required accommodation. On 28 February 1965 the Trustees purchased property at 47 Woodvale Avenue, North Epping. In order to attract a capital grant from the Commonwealth Government the property and other assets and funds were transferred to the Sydney Rescue Work Society, a Christian Charitable organisation. The transfer was made on 4 August 1970. A new village was built and opened on 12 November 1972.

On 4 July 1988 the property was transferred to N.S.W. Baptist Homes Trust as a gift from Sydney Rescue Work Society with the Trust meeting all legal and other expenses in relation to the transfer. On 7 January 2003 the last two residents at Bethany were relocated to Willandra Village and the property was sold in November 2003.

### **Carisbrook**

Miss Dorothy White opened Carisbrook, our second A.S. White Home for Children on 7 December 1975. In January 1989, Carisbrook became a home for young people aged twelve to eighteen years who experienced difficulties living in the normal home situation. The programme co-ordinator and the

staff, including a trained social worker, helped to sort out the family difficulties and provide the young person with a learning experience involving an understanding of family dynamics. The State Government's Department of Family and Community Services gave some financial assistance. The balance of operational cost was met from income from the A.S. White Children's Home Fund, other investments, and donations. Later the home was used for medium-term housing for six to twelve months. The premises were also used to provide office accommodation for our Chinese Aged Care Co-ordinator and to provide overflow accommodation for the Kings Langley Adolescent Unit.

### **Chatterton House**

Chatterton House was one of the properties purchased from the Smith Family on 18 December 1998. It is a part one- and part two-storey thirty-one unit motel type building. It provided accommodation for elderly people on limited incomes. It is named after Stan Chatterton who was President of the Smith Family from 1936 until 1972. This service ceased operation in 2004 and the future of this site is under review at the time of publication.

### **Chinese Community Respite**

This day care programme was conducted one day each week in association with the Bankstown Chinese Baptist Church. The programme was for elderly Chinese and included language classes in English, parlour games and a group outing once a month. It is now maintained by the Church.

### **Chisholm Holiday Unit**

In June 1986, the Council of N.S.W. Baptist Homes Trust agreed to provide accommodation, perhaps by the sea, to offer to underprivileged families the chance of a holiday in pleasant surroundings. This was seen as an extension of the Chisholm programme. In November 1986 a home unit was purchased in Pleasant Road, North Wollongong. The majority of the unit owners in the block were older people and welcomed the idea of children playing in the beautiful grounds. Some of the ladies of the Wollongong Church took an interest in the unit and cleaned it when vacated and placed flowers in the unit as a welcome to the incoming family. Unfortunately this ministry did not work out at this venue. In some instances the behaviour of the children left much to be desired and some of the vacationers brought extended family members with them thus overcrowding the unit. The location of the "holiday ministry" was changed to East Corrimal during 1989. Difficulties were also experienced at Payne Road so the ministry was terminated in 1992.

### Chisholm – Medium-term Housing

Over the years, Baptist Community Services has owned 30 home units for the purpose of providing accommodation and support for sole parent families. In addition some units were leased from the Department of Housing. Units were purchased at: Barrack Heights, Brownsville, Campbelltown, East Corrimal, Meadowbank, Mortdale, Penshurst, Queanbeyan and St Marys.

### Christian Mobile Nursing Service

The Christian Mobile Nursing Service was commenced in the Pyrmont-Ultimo area in November 1955 with the appointment of Sister Gwen Coombs. Due to the large factory component in the area, it was found there was insufficient need and the service was transferred to the Parramatta-Lidcombe-Auburn-Ryde area and based at Yallambi Nursing Home. This service not only offered nursing help to the chronically ill and aged in their homes but also had a spiritual ministry. Although valued by those to whom it ministered, it was apparently ahead of community acceptance, particularly that of medical practitioners, of what in most municipalities is now the District Nursing Service. With the resignation of Sister Coombs, during the 1956-1957 financial year, the service was discontinued.

### ComCare

ComCare, a contraction of the words 'community care' was the name given to a project designed to assist churches in a better understanding of their local community and to identify appropriate areas of Christian ministry. It was launched early in 1989 with churches agreeing to contribute funds towards the cost of this research conducted in their area over a six-month period. A Research Consultant was appointed to this service and worked with local congregations to research community project possibilities. The first project was carried out in association with the Menai Baptist Church. At that time, assistance was also given in providing community information for the re-establishment of the Minto Baptist Church. Another major project was undertaken by ComCare with the Newcastle Baptist Tabernacle to help review the Church's ministry after the earthquake devastated this city. Assistance was also given by way of providing information and advice to churches at Bel Air, Cootamundra, Minto and South Grafton.

### Cootamundry Cottages

The Cootamundry Cottages is another facility purchased from the Smith Family. There are fourteen independent living units comprising three buildings of four units and two freestanding cottages located in Yass Road, Cootamundra. In December 2000 the property was leased to the Bimbadeen National Indigenous Training Association, a Christian Aboriginal Training College, to utilise the cottages as student and staff accommodation.

### Crisis/Short-Term Care Services

These services catered to the same young people as Out-of-Home Services. However, their problems were of a different or perhaps less severe nature. These services took clients for up to 12 weeks, with a further 8 weeks available for follow-up support. Again, residential care was not the only model used and foster carers and supported independent living were well-used strategies for providing short-term care. Although three services were approved only one was established at Carisbrook.

### Dementia Carers Counselling Service

One of the cruellest aspects of dementia is the tremendous stress it puts on family and friends. The strain of caring at home for a loved one with dementia is immense. LifeCare Counselling & Family Services established Dementia Carers Advice and Counselling Service on 15 June 1993 to give support through personal and family counselling and support groups conducted in the Centre and homes. This ministry was located at 20 Glassop Street, Bankstown and later at our Penrith Counselling Service. The Alzheimer's Association and the Commonwealth Department of Health and Aged Care assisted with funding until the end of 2000. The programme then ceased.

### Dorothy Park

The property situated on the northern side of Scott Street, Bankstown was purchased from the Smith Family on 18 December 1998. The land had a total area of 1,935 square metres with a 4.8 metre width access strip from Scott Street. The northeast corner of the site touched Griffiths Avenue although no legal access was available to Griffiths Avenue. The building consisted of five one-bedroom independent living units with a gross floor area of about 200 square metres. It had brick veneer walls and timber-framed glazing, concrete roof tiles, plaster ceilings and timber floors on brick piers. Each unit comprised a living room, bedroom, kitchenette and bathroom. There was one common laundry. The property was sold on 14 November 2003 for \$800,000.

### Dudley Nursing Home

On 30 June 1995, Baptist Community Services assumed responsibility for the management of the Dudley Nursing Home from the Hunter Area Health Service. The home cared for 48 male residents with a high level of dependence and most with special needs. June Heinrich, Chief Executive Officer of BCS, cut a ribbon to mark the changeover with the last shift of the previous management. An agreement for the takeover had been finalised on Monday 26 June, leaving only four days for Baptist Community Services to finalise the employment of staff and set in place a structure for future management. The home was in need of extensive refurbishment in order to comply with the requirements of the Building Code of Australia and NSW Department of Health Regulations. Baptist Community Services had undertaken to provide a new facility at Warabrook and therefore, negotiated with the NSW Department of Health to expend only \$150,000 to provide better privacy for residents and improve fire safety. The Hunter Area Health Service contributed \$50,000 towards this cost. The residents of Dudley were transferred to Warabrook Centre for Aged Care on 10 and 13 November 2000. Baptist Community Services handed the Dudley facility back to Hunter Area Health Service on 15 November 2000.

### Food Distribution and Unemployment Relief

During the eighties Baptist Community Services established a Food Distribution and Unemployment Relief Programme. Pastors and church folk often came in contact with families who were literally hungry and broke. The Baptist Homes Trust as it was then known acted as a "clearing house" for churches who could give assistance in kind to those with a need in their district. Stocks of non-perishable food were maintained and a fund existed to supplement these stocks with fresh food. As well as distribution of the food, Churches were invited to help by gifts of foodstuffs or by giving to the Fund.

### George Forbes Units

When the facility was taken over from the Smith Family in December 1998 there were sixteen self-care units on site. These were bed-sitters with a floor area of 25 to 30 square metres. They were built in four blocks of four units and shared common laundry and veranda in each block. The buildings were not in good order and only a few were occupied. These units were demolished in August 2002 to provide ground space for the construction of the George Forbes House special care unit.

### Heathdene Pre-School

The N.S.W. Baptist Homes Trust in co-operation with Heathcote-Engadine Baptist Church operated Heathdene Pre-School. It was licensed for 40 pre-school children and was opened on 28 January 1975. The buildings at the Heathcote-Engadine Baptist Church were not complete so the Pre-School opened in temporary accommodation provided by the Salvation Army until the new buildings were occupied at the beginning of the second term. Heathdene Pre-School was an innovative ministry e.g. a vehicle was donated by the Lions Club at Engadine and used as a mobile toy library providing toys for children with special needs for children 0-6 years for a number of years. The programme was co-ordinated and manned by trained volunteers.

A special needs group was established within the Pre-School for mild to moderately developmentally delayed children with the assistance of additional government funding from the Commonwealth Department of Employment, Education & Training. The special needs programme aimed to integrate the children into the main Pre-School programme. Special therapists worked with the children, volunteers and parents.

In July 1991 Baptist Community Services decided not to increase its involvement in the conduct of child care centres and also decided that discussions take place with the three Churches involved (Auburn, Parramatta and Heathcote-Engadine) with a view to their taking over full responsibility for the operation of the centres as local ministries. The Heathcote-Engadine Baptist Church was the only one to accept the proposal. The process of discussion continued until in 1995 the church indicated its desire to accept responsibility for the Pre-School subject to incorporation of an appropriate entity and the necessary government approvals for the transfer. The Government approvals were received during November 1996 when a licence was finally granted to Heathdene Community Services Inc to take responsibility for the centre as from 2 December 1996.

### Heathdene Special School

Baptist Community Services supported the establishment of Heathdene Special School at premises adjoining the Heathcote Engadine Baptist Church as a means of providing additional support to children aged 6 to 8 years of age from the Pre-School special needs group and other children in the area with special needs who were not adequately provided for within the local public school system. The school closed in 1994 due to a lack of enrolments as the result of the public schools recognising the need to provide assistance to this group of children. The public schools were able to provide the service at a much cheaper rate.

### Hebron

Hebron was a home established at Randwick in June 1960 for Russian refugees who had fled from their former homeland to China as a result of the Russian Revolution of 1917. Then the tide of communism caught up with them again causing them to seek asylum in yet another country. During the next twelve years twenty refugees were accommodated in the home. By the end of March 1972, all but two of the residents had moved to alternative accommodation or had died. The two remaining residents were transferred to Shalom Nursing Home in September 1972.

### Home Flexi Care (User Pays)

In response to the developing trend of user pay in the area of Community Care, Baptist Community Services established a "user pays" service Home Flexi Care, as an option for clients in the non-Home and Community Care target group in July 1992. Some clients, who were not eligible for other services, had no other choice to user pays. The aim of this programme was to provide a choice of flexible services for the elderly and adult disabled in the home, responding to what the client had purchased and used, as much as possible, one multi-skilled worker to give the care. The programme was known as Home Flexi Care Marsfield but later the name was changed to User Pays Marsfield. The introduction of funded Community Aged Care Packages through the Home and Community Care Act limited growth of this programme. By March 2000 the need fell to only twenty to thirty hours of service provided each week. By 2003 the user pays system was phased out.

### Karingal

Karingal, our first children's home operated at Mosman for thirty years. During this period the Matron and staff supported by volunteers cared for 168 children. When the home closed in 1986 a property was purchased at Seaforth to suit the "grandmother ministry" that was evolving. Many of the children still return bringing their children to visit or stay over for a few days with "Mum".

### Kingsbury Downs Before & After School Care

In January 1999, Baptist Community Services assumed responsibility for the Kingsbury Downs (formally Northwest) Before & After School Care at Barnier Public School, Quakers Hill. Funding was available from the Children's Services Programme of the Commonwealth Department of Family and Community Services to assist families with dependent children to

participate in the workforce and the general community by supporting the provision of affordable quality care. It provided care to children from the local area, aged five to twelve years. The lease on the school expired in December 2000.

### Life After Prison

The outcome of a common concern for ongoing support of prisoners immediately upon release from NSW Correctional Centres and for the families of ex-offenders was the establishment of Life After Prison Association Inc in mid 1993. Life After Prison was not a direct ministry of Baptist Community Services. Involvement came through the ministry of Prison Fellowship and with the appointment of June Heinrich as Chief Executive Officer of Baptist Community Services in September 1994. June was Chairman of Life After Prison. Baptist Community Services gave direct support including financial assistance.

### LifeCare Counselling Services

In the response to the need demonstrated by local Baptist churches the undermentioned Centres have operated over the years: Bangor; Bell Air; Carlingford; Carlton/Kogarah; Castle Hill; Crows Nest; Edensor Park; Elderslie; Frenchs Forest; Glenbrook; Gosford; Green Point; Hornsby; Leura; Lithgow; Maitland; Mortdale; Narara; Newcastle; Northside; North Sydney; Singleton; South Windsor; Springwood; Toukley-Gorokan; Wallsend; Warilla; Wentworthville; Woonona; Woy Woy and Wyong.

### Mary Bladon Nursing Home

The Mary Bladon Nursing Home was established at 20 Glassop Street, Bankstown on 20 April 1955 by Matron Mabel Ann Bladon. On 28 February 1970, The Mary Bladon Hospital Christian Fellowship was formed to take over the home and also to provide support for evangelistic work. When offered, adjoining houses were purchased to provide hostel accommodation. Nursing home and hostel residents then numbered 34.

Some difficulties were experienced with the NSW Department of Health in late 1972. In spite of rising expenses the Department would not allow an increase in patients' fees, which were still at the 1969 levels. In 1980 the Department of Health advised Matron Bladon to close the Nursing Home and sell the license. It should be noted that the problems with the Department of Health were administrative and did not involve patient care. Throughout its existence the Nursing Home had a fine record as far as

patient care was concerned. In 1982 the Health Commission agreed that the N.S.W. Baptist Homes Trust could accept responsibility for the operation of the nursing home/hostel until the Trust could extend the Waldock Nursing Home at Carlingford to accommodate the nursing home patients. On 30 September 1982 we gratefully accepted a gift from the Mary Bladon Christian Fellowship Ltd of the building housing 15 nursing home patients, and leased two neighbouring cottages providing hostel accommodation for up to another 16 aged guests. One of the two leased cottages became a gift to the Trust in 1988. Although supported by the NSW Health Commission, the Commonwealth Government did not approve funding and the extension of Waldock did not proceed. On 31 March 1987 the aged care ministry of the Mary Bladon Home came to an end.

Early in 1988 the LifeCare Counselling and Family Services head office was established in 18 Glassop Street. Extensive refurbishment and alterations to the building and engineering works relating to the provision of car parking spaces and a stormwater retention system was undertaken.

### **Miriam Lodge**

During the 1970s, extensive research and consideration was given to establishing a "special purpose" home for girls at risk – to be known as Miriam Lodge. It was intended that the first home would be established in the western region of the Sydney Metropolitan Area. It was intended that Miriam Lodge would provide an experience in small group, communal co-operative living. In March 1981 the Council of the Trust resolved that a Miriam Lodge type home be established at Ruhamah. In February 1982 Ruhamah became a home for up to six adolescent girls. The specialised nature of this work had become so expensive that by December 1984 it was announced that the programme would be concluded.

### **Nell Park**

A retirement village at Narara, incorporating twenty independent living units, was purchased from the Smith Family on 18 December 1998, with associated site improvements. The land with frontages to both Bellbowrie Road and Eve Street had a total area of 8,782.0 m<sup>2</sup>. In addition to the units, having a gross floor area of about 805 m<sup>2</sup>, site improvements comprised two metal-deck storage sheds, a weatherboard three-bay garage, a three-bay carport, a barbecue shelter, concrete sealed driveways and concrete pathways. The property was sold on 28 March 2003 for \$1,260,000.

### **New Work Opportunities**

In September 1995 Baptist Community Services entered into an agreement with the Commonwealth Department of Employment, Education and Training to provide training and work experience opportunities especially for people who could not get mainstream employment. Courses were conducted in Newcastle and at the Granville Baptist Church Sydney for General Services Officers, Nursing Assistants, Personal Carers and Domestic Carers. Preparation of job applications, interview skills, numeracy and literacy skills were modules of the courses.

### **Ocean House**

On 19 July 1996 Baptist Community Services was asked by the Hunter Area Health Service to provide accommodation for 28 Newcastle residents who were living in Burgmann House (a boarding house) that was to close on 23 July. With assistance from Hunter Area Health Service and excellent support from some suppliers to BCS this challenge was met. The residents were housed in dormitory-style accommodation at Dudley Centre for Aged Care in the old nurses quarters and in the area that was being used as the Day Centre. The programme, known as Ocean House, provided low-level care and accommodation to men and women aged 25-70 years who suffered varying psychiatric disabilities. The aim was to provide residents with increased living skills. This included assistance with shopping, banking and general community interaction in order that they may re-enter the community. In time some of the residents found Community Support Accommodation. After Baptist Community Services relinquished responsibility for this programme 8 of the clients remained at the Dudley Centre for Aged Care until the property was handed back to the Hunter Area Health Service on 15 November 2000.

### **Out-of-Home Services**

Our ministry to young people in the Out-of-Home Services programme commenced in November 1994 at Kings Langley. The aim was to provide a stable and secure home environment for up to 6 young people who were State Wards in the care of the Director-General of the Department of Community Services. This work was expanded to four services with a total capacity of 24 clients located at:

- Campbelltown,
- Corrimal,
- Kings Langley, and
- Thornleigh.

Other programmes were approved in principle but were not commenced.

The Out-of-Home Services provided care, support and guidance for children and young people aged between 11 and 18 years who had challenging behaviours and had come to the attention of the Department of Community Services. To be eligible for our service a young person had "extremely challenging behaviour such as violence, absconding, self-mutilation or inappropriate sexual behaviour; a history of neglect; psychological/emotional disturbances; mental disabilities; suicidal tendencies" and many other horrific problems. These young people required a medium-term period of care with high intensity supervision, and coordinated multidisciplinary care services to meet their needs. The staff was most dedicated to providing the level of care required in well nigh impossible circumstances.

Whereas many of these young people needed to be accommodated in a residential care facility, the aim was to enable them to overcome their difficulties and learn how to live independently. To this end, the provision of foster care and other solutions was a high priority. However the behavioural pattern of the young people was so challenging that it required extraordinary people with special skills to be foster parents. It was impossible to identify people to care for this class of children. Only one young person was moved into foster care.

The children for whom Baptist Community Services cared made it impossible to operate within the funding levels offered by the Department. Some of the young people could not live together in a group home and were too disturbed for foster or community placements. Baptist Community Services was forced therefore to establish a number of homes in the community, all requiring 24-hour supervision by staff. This arrangement could not be accommodated within the funding dollars provided by the Department. Requests were made for additional funds to be provided or to allow Baptist Community Services to run a model with less residential care in order to reduce costs. Unfortunately the proposals were not accepted. It was with regret that after considering these factors the Board of Baptist Community Services, on 22 November 1999, had no choice but to resolve to exit the programme.

### Placement Service

During the 1995 Baptist Community Services initiated a concept to raise funds for welfare services and to provide staff for aged care facilities. This programme became known as the BCS Placement Services. In the initial stages it was led by David Hilder, a full-time volunteer, who later became an employee of Baptist Community Services in other programmes.

During 1996 the Nanny Service was purchased as the spring-board to establishing the services. It was intended that services would include: a group employment programme for the long-term unemployed seeking work in the aged care sector, a nursing employment agency, elder care services, nannies, baby sitters, domestic help when entertaining, cleaning and general house keeping. The agency would gain its income from agency placement and confirmation fees.

It was difficult to make this enterprise financially viable for a variety of reasons. In February 1998 the Board, after careful analysis of the financial result, decided to cease operations on 1 March.

### Prison Fellowship

Prison Fellowship of Australia was born in 1981. The ministry grew to cover all states by 1983. When Aratoro closed in 1984 the ministry was extended to working within the prisons and with the families of prisoners. Under a very successful joint venture with Prison Fellowship NSW, an effective ministry was provided to many prisoners in twenty-three prisons throughout New South Wales. Support of Prison Fellowship ceased in June 1995.

### Respite Recreation Network

The undermentioned programmes, which operated as part of the Ministry of Respite Recreation Network based in Chatswood, have been discontinued.

#### Rage (Recreation and Group Experiences)

This programme operated fortnightly on Saturdays. A range of activities was available to members. A dual programme was designed to cater for people with moderate to severe intellectual disabilities, between the ages of 13 and 35 years. RAGE members were involved in a number of community-based activities.

#### Club Rec

This programme operated fortnightly on Saturdays. A variety of activities were offered to people aged between 18 and 35 years with a mild intellectual disability. Weekend and week trips were available throughout the year. It was suitable for people with low support needs.

#### GRIP

The Group Recreation and Independence Programme provided group outings once per month on Sundays to many and varied destinations within the Sydney metropolitan area and beyond.

**Independent Group**

Members who accessed this programme arranged fortnightly activities.

**Interest Courses**

A range of learning opportunities was available to members on the Peer Support Programme. Courses were designed to be facilitated by professionals in specific identified areas of interest e.g. cooking, yoga, relaxation, self-defence and first aid.

**Trips and Holidays**

Members enjoyed a variety of both weekend and mid-week holidays to a range of destinations both interstate and overseas.

**Links 1:1**

Provided the opportunity for members to link up with volunteers who offered assistance and support to becoming involved in a range of leisure activities.

**Friendly Visiting Programme**

Volunteers visited families, elderly people and others with an identified need, offering practical assistance on a regular basis.

**Ruhamah**

Ruhamah was established as a cottage-type home for boys of varied ages. In May 1959, the N.S.W. Baptist Homes Trust purchased an attractive brick cottage in excellent condition at 830 King Georges Road, South Hurstville to commence our second children's home. The house was named Ruhamah of scriptural origin meaning "having mercy". The Council of the Trust considered "Ruhamah" was an appropriate name for a home for children in need and therefore retained the name. Mr R.H. Hicks, O.B.E., Director of Child Welfare and Undersecretary of the Department of Child Welfare and Social Welfare opened the home. The building served well but after fifteen years, it required substantial funds being spent to renovate it to a reasonable standard. The Trust chose to rebuild rather than renovate. The Ruhamah family stayed in the old home at South Hurstville for 16 years before being transferred to the new building at 14 Woronora Parade, Oatley opposite the Mortdale Baptist Church. A service of dedication was held on 29 November 1975.

In February 1982 the ministry of Ruhamah changed direction and Ruhamah became a home for up to six adolescent girls aged from 15 to 18 years, who for a variety of reasons, were unable to live at home with their

parents. This programme was to be the beginning of the Miriam Lodge ministry. Sadly, in December 1984 it was announced that the work at Ruhamah would be concluded. The specialised nature of this work had become so expensive that it could not be sensibly sustained any longer. However, much good work had been done over the three years the programme was operating. The Ruhamah building was used to house a Chisholm family until it was sold in 1986.

**Ryde Job Club**

On 24 July 1995 Baptist Community Services accepted responsibility for the Ryde Job Club. The Job Club provided a three-week programme to help the long-term unemployed to find employment. The Club ceased to operate on 7 April 1998

**St Clair Supported Accommodation**

This programme commenced on 25 March 1999 and provided supported accommodation in St Clair for three young children with severe disabilities. The NSW Ageing and Disability Department and the Commonwealth Department of Community Services funded this project. The programme ceased on 7 September 2000.

**Thorington**

Thorington, located in Cottage Grove, Corrimal was the first of the A.S. White homes for children. The two-story residence of brick and tile was built on a large block of 12,000 square feet (approximately 1,115 m<sup>2</sup>), which provided an ample play area. The home was located in an elevated prestige residential area with clear ocean views about three and a half kilometres from the coast. It was convenient to transport, schools, churches and beaches without being in an area crowded at weekends by visitors. Mr W.C. Langshaw, Undersecretary of the NSW Department of Child Welfare and Social Welfare officially opened Thorington on 26 May 1973 before a gathering of 300 people. Thorington ceased to function as a children's home in December 1981. The young people in residence at that time were relocated: two younger children to foster care and an older lad to shared accommodation convenient to the college, where he was undertaking advanced education in visual arts. The property was sold on 13 April 1982.

**Veterans Home Care**

The Veterans Home Care Programme, an initiative of the Commonwealth Government provides a range of home care services to entitled persons. Personal care, domestic assistance, home and garden maintenance, respite care and other services are provided to enable clients to live independently in the community.

**Veterans Home Care – Marsfield**

This programme operated at Marsfield from 1 April 2001 until the end of 2003.

**Veterans Home Care – Mid-State**

This programme commenced on 9 April 2001 and provided assistance until the end of 2003.

**Veterans Home Care – North West Sydney**

This programme commenced on 1 April 2001 and provided assistance to 30 clients. The programme exited in September 2003 due to unavailability of staff and high cost to broker the services.

**Warena Dementia Day Care Centre**

The Dementia Day Care Centre at Bangor was established with a capital grant from the Commonwealth Department of Veterans' Affairs under the Department's Community Care Seeding Grants Programme to establish a Day Care Centre in the Sutherland Shire. The aim was to maintain and improve the independence and quality of life of veterans and war widows living in the community. The Centre commenced operations on 13 November 1997 by providing a day respite programme on Thursdays and Fridays for older people with mild to moderate dementia. The Centre, which was operating for only six hours each week, closed on 26 June 2002.

**Warilla Community Centre**

The following programme was part of the ministry of the Warilla Community Centre but is no longer operating:

**Just Lunch**

A programme for isolated residents. A team of about ten volunteers prepared a nutritious lunch, which was provided at very low cost. Between 20 and 30 people attended the luncheon. This programme ceased in December 1997.

# Future Development

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**Kellyville**

On 18 January 2002 a site of 20,234 m<sup>2</sup> was purchased at Burns Road, Kellyville for \$2,800,000. The site is affected by Roads & Traffic Authority resumption of seventeen metres along the Burns Road frontage. This will reduce the area of the site to 19,047 m<sup>2</sup>. Vehicle access from Burns Road will be denied from Burns Road onto the site. Consideration is being given to developing a 120-bedroom facility on the site.

**Port Macquarie**

On 16 January 2003 a site of 20,230 m<sup>2</sup> was purchased at Oxley Highway Port Macquarie. Consideration is being given to developing an aged care facility on the site.

**Warnervale**

On 3 February 2004 two sites with a total area of 29,080 m<sup>2</sup> were purchased in Hakone Road, Warnervale. Consideration is being given to developing an aged facility on the site, when zoning is changed and funds become available.

# Projects That Did Not Proceed

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## Blaxland

The property of 10 Ferndale Avenue, Blaxland was purchased in 1993 for \$320,000. After a number of meetings with Officers of Blue Mountains City Council, a Development Application to construct a fifty-place aged care centre was submitted to Council. It was a requirement of Council to provide opportunity for public consultation. Although many objections were raised these were all resolved with the exception of stormwater drainage. On 10 May 1994, Blue Mountains City Council determined to grant Development Consent "In Principle" to construct the facility subject to the resolution of the inter-allotment stormwater drainage issues. Although a neighbour had agreed to allow an easement to be created over his land, he reneged, and in December 1994 Council gave notification of refusal to consent to the Development Application, as the stormwater disposal aspects had not been resolved within the time allowed. The neighbouring property has since been sold and negotiations are in place with the new landowners to gain a stormwater easement. A number of development options are being considered.

## Coorabin

"Coorabin" was the name of the property owned by N.S.W. Baptist Homes Trust at Yarramundi. It is an aboriginal word that means 'barking lizard' or 'spring constantly running' depending on the tribe. At Yarramundi the latter version was preferred. On 13 June 1975 Council of N.S.W. Baptist Homes Trust agreed to purchase the land to hold for a committee of the Baptist Union of NSW to develop a convention/training centre. This proposal did not proceed. The Crusader Union of NSW used the property for camps from 1974 until 1979, when conditions imposed on the use of the property

by Colo Shire Council made it impracticable to continue. In 1983 an application was submitted to the New South Wales Department of Youth & Community Services to develop part of the property into a life enrichment and recreational area for the benefit of the community generally and the disadvantaged in particular. The scheme being administered under the Community Employment Programme would provide employment for otherwise unemployed people. The application was not approved. The property was sold on 4 October 1985.

## Dundas

Land with a total area of 1.53 acres (approximately 0.6 hectares) fronting Park Road and Kariwara Street, Dundas was purchased on 1 August 1975. The intention of purchasing the land was to construct a low-level care (hostel) facility. Lawrence Booker of Booker and Wilson was appointed architect. The initial scheme was for a part single-storey and part two-storey building of brick and concrete construction with tiled hip roof. The proposal comprised accommodation for 82 aged persons with manager's residence, staff amenities, dining room, lounge room and a fully equipped kitchen. In September 1975 Parramatta Council advised that the application was not approved. The property which had been divided into eight allotments was sold during 1976-77.

## Goldacre

Goldacre was to be the third home to be established under the A.S. White Fund; however, it never came into being. During the early to mid seventies the Housing Commission of New South Wales commenced work on a new residential area of 1,300 homes at Macquarie Fields. It was expected that most of the families who would move into Macquarie Fields would be on relatively low incomes and most would have two children and as young parents, they were likely to have further children. Among the many needs identified for the area was the desirability of providing a small family group home for short-term emergency care for children. The Housing Commission of New South Wales had tentatively allocated two blocks of land in Woollybutt Place for the development of a short-term children's home. The Trust accepted the offer to establish such a home. The goal was to keep local families together. Negotiations with the Department were protracted. In August 1977 the Senior District Officer of the Department of Youth and Community Services Campbelltown confirmed that there was no need for a residential children's home in the area and there would not seem to be a need in the foreseeable future. Although the Trust had always been willing to set up a family group home for short-term

and emergency care or other forms of childcare services, in February 1979 it was resolved that the Trust would not require the Woollybutt Place site and the project was dropped.

### Joyhome

In 1966 Mr Arnold Eric Oldfield sought advice from Mr Fred Church, President of N.S.W. Baptist Homes Trust as to ways he could make a gift of his Sans Souci home to the Trust in order to minimise Income Tax payments and at the same time retain occupancy of the home. Mr Church advised that it was possible for Mr Oldfield to give the property to the Trust reserving for himself a "Life Estate" therein, or, alternatively, selling to the Homes Trust an "Estate in Remainder" in the property expectant on Mr Oldfield's death could achieve the same effect. During his lifetime it would be similar to the first method but the difference would be that the Trust would pay him the actuarially determined valuation of the estate in remainder in the property and he would give the Trust that amount of money by way of donation. The donation would be deductible from Income Tax and if desired could be spread over two Income Tax years. Mr Oldfield chose the second course of action. The purchase price was the sum of \$24,000. A final payment was paid before 1 June 1970. The mortgage was discharged and duly registered.

During the following eighteen years a number of attempts were made to develop the property but none of these proposals eventuated. In March 1985 the Executive and Council of the Trust after giving careful consideration to the best use of the Sans Souci property, decided to sell the 38 Vista Street land. The sale was completed on 6 September 1985 for \$165,000. The Plimsoll Street site was listed for sale by auction. The property sold for \$465,000 on 18 February 1986. The proceeds from the sale of both properties were placed in a separate fund to be used for particular Christian social welfare. The fund created by the sales became known as "The Joyhome Fund".

### Silverdale

A site consisting of an area of 20.73 hectares was purchased on 25 August 1997. It was sold on 3 April 2003.

# Ministry of Volunteers

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### Regional Boards of Management

The histories relating to the Regional Boards proved to be a challenge and an inspiration to all who had the privilege of serving the Lord through the various ministries of Baptist Community Services. The dedication, commitment and enthusiasm of those early visionaries are an example to all. From the formation of Baptist Homes Trust in 1944 until November 1956, volunteers did all the corporate administration.

Our aged care work in Blue Mountains, Canberra, Gosford, Newcastle, Parkes and Wagga Wagga was the result of the initiative and work of volunteers from local Baptist Churches. Local Regional Boards were formed in these areas not only to raise funds and promote the work of the Trust, but also to ensure efficient operation of the homes.

On 13 September 1957, the Trust's Council resolved that a Parkes Auxiliary be appointed under the authority of the Trust. This became the Western District Board of Management, which was disbanded in December 1997.

The Hunter District Board of Management was formed in 1960. It ceased to function during 1986.

The initial meeting of the Canberra Board of Management was convened on 9 July 1962. On 17 March 1997, the Board was dissolved.

The Blue Mountains Board of Management was formed in May 1965. It disbanded in December 1991.

On 21 May 1966 the Gosford Regional Board was constituted. The Gosford Regional Board ceased to function during 1984.

The Riverina Board of Management was formed on 18 November 1976. It ceased to function in November 1992.

### Ladies' Auxiliary

A good illustration of our voluntary work is the outstanding service undertaken by the Ladies' Auxiliary. With the opening of Yallambi the ladies were able to assume very active roles and the Ladies' Auxiliary, to which Baptist Community Services is so indebted, was born. Ladies from the Churches; however, were active before the formation of the Auxiliary. As early as the first informal meeting of Councillors in July 1944 it was resolved "that the ladies of the Council comprise a Ladies' Finance Committee to determine methods whereby the ladies of the denomination could raise money". In February 1952 the Council of the Trust resolved that the ladies of Council form a Ladies' Auxiliary. Mrs Grace Crawford was appointed convenor. A number of informal meetings were held during 1952 at the Central Baptist Church before the commencement of scheduled Council Meetings. The first meeting of the Ladies' Auxiliary was convened on 3 March 1953 in the lounge room of Yallambi. Mrs Grace Crawford as Convenor had invited all ladies interested in forming an Auxiliary to attend. 27 ladies were present.

During 1959, the Auxiliary was decentralised and other branches were formed. During these years, formidable teams of voluntary workers promoted the cause of Baptist Community Services, raised funds and supported in a diversity of practical ways. The Central Executive of the Ladies' Auxiliary was formed on 5 August 1959 and disbanded on 31 December 1999.

The undermentioned branches worked in association with the Central Auxiliary:

On 30 June 1959 the inaugural meeting of the Southern Suburbs Ladies' Auxiliary was held in Mortdale Baptist Sunday School Hall. The final was held on 16 November 1999.

On 22 July 1959, the first meeting of the Northern Auxiliary of the Ladies' Auxiliary was held at Karingal. They continued to meet there until Karingal was sold. From April 1986 they held their meetings in Chatswood Baptist Church until they disbanded in December 1999.

On 6 October 1959, The Western Branch of the Ladies' Auxiliary was formed. This cease to function on 31 December 1999, but many of the ladies became members of Partners in Care Western Branch.

On 28 April 1960, the Eastern Suburbs Branch of the Ladies' Auxiliary was formed when fourteen ladies met at Belvoir Street Baptist Church. This Branch gave support to the refugees at Hebron. This branch was disbanded during 1968

On 31 May 1961, the Gosford District Ladies' Baptist Homes Trust Auxiliary was formed. This Branch disbanded on 31 December 1999.

The Blue Mountains Branch of the Ladies' Auxiliary was formed during May 1966 and disbanded during 1994.

The Illawarra Branch of the Ladies' Auxiliary was formed in 1971. In 1981 it ceased to operate because of low numbers. However, during 1984 it was reformed. It ceased to function on 31 December 1999.

During February 1980, The Hills Branch of the Ladies' Auxiliary was formed with 16 ladies representing local Baptist Churches. This Branch disbanded with effect 31 December 1999 and members formed The Hills Branch of Partners in Care.

On 1 April 1980, the Macarthur Branch of the Ladies' Auxiliary was formed. This Branch disbanded with effect 31 December 1999. Some of the members became founding members of Partners in Care Macarthur Branch.

The Ladies' Auxiliary contributed over \$1.9 million for the various activities of Baptist Community Services. In addition it provided immense practical support by catering for various official functions, visiting residents in our homes and the like. Some of the Auxiliaries in regional areas gave direct support to the homes. The funds raised by these Auxiliaries were not included in the above amount. Since disbandment, some of the ladies have continued to serve with Partners in Care.

### Other Auxiliary Groups

There were four Auxiliaries that were formed to provide direct support to residential aged care facilities.

The Kara Ladies' Auxiliary was formed during 1960 to give direct support to Kara. The Kara Auxiliary ceased to function during 1993.

On 21 June 1967, the inaugural meeting of the Morling Lodge Ladies' Auxiliary was held in the Waldock Hall of the Canberra Baptist Church. This Auxiliary is still operating.

The Caloola Ladies' Auxiliary was formed under the leadership of Shirley Lindner during 1977. It ceased to function on 31 December 2001.

On 27 July 1978, the inaugural meeting of the Niola Ladies' Auxiliary was held. This Auxiliary disbanded on 5 March 1998.

### Opportunity Shops

A vital ministry of the Ladies' Auxiliary was the operation of Opportunity Shops. In addition to providing constant income for welfare services the shops provided constant contact with people in need and many friendships were established. The first Opportunity Shop was opened in Percival Road, Stanmore on 4 August 1961. It closed on 4 August 1967.

On 14 June 1963 an Opportunity Shop was opened at 65 New Canterbury Road, Petersham. It moved to 95 New Canterbury Road, Petersham after a taxi went through the window. In due course the shop was moved to 97 New Canterbury Road. The responsibility for the operation of the shop passed to Baptist Community Services in December 1995.

An Opportunity Shop was opened at 19 Villawood Place, Villawood on 7 April 1967. It closed in December 1995.

The Western Branch of the Ladies' Auxiliary opened an Opportunity Shop at 33 Ryedale Road, West Ryde on 9 October 1978. It closed in February 1980 to relocate to a stall in the market place in Eastwood. The Western Branch then opened an Opportunity Shop at 71 Ryedale Road, West Ryde on 28 October 1981. It relocated to 2 Ryedale Road (the Railway Station) in mid 1986. The shop closed on 14 December 2001.

An opportunity shop known as Lydia's of Lidcombe was opened in John Street, Lidcombe on 19 March 1996. Control transferred from the Auxiliary to Baptist Community Services on 31 January 2000. This shop was closed on 17 February 2004.

### Partners in Care

"Partners In Care" is the umbrella name given to the volunteering programme at Baptist Community Services. All volunteers are Partners with Baptist Community Services as care is offered to clients through a range of quality services. Most Baptist Community Services volunteers care through direct, hands-on contact with clients. There are many who serve in auxiliary groups known as "Partners in Care" and "Friends of" groups.

There are four geographically based Partners in Care groups in and around Sydney, and several "Friends of" groups, attached to a number of residential aged care facilities. They are involved primarily in fund-raising activities, including street stalls, fetes, musical afternoons, selling

Christmas cards and running shops in some of the Baptist Community Services hostels. Some of the funds raised by Partners in Care groups go to programmes of Baptist Community Services such as the Chisholm Crisis Unit, Warilla North Community Centre and Chaplaincy. Most of the money raised by the "Friends of" groups is given to the facility to which they are attached, in order to buy non-essential items that enhance the quality of life of residents and assist staff as they care for the residents.

Partners in Care Illawarra Branch was formed on 1 January 2000.

Partners in Care Macarthur Branch was formed on 1 January 2000.

Partners in Care The Hills Branch was formed on 1 January 2000.

Partners in Care Western Branch was formed on 1 January 2000.

Friends of Carey Gardens was formed during March 1992.

Friends of Warabrook was formed during May 1994.

Friends in Kularoo was formed on 27 February 1996.

Friends of Caloola was formed on 1 January 2002.

### Project Southcare

Early in 1978 the Caringbah Baptist Church requested that the Churches of the Sutherland Baptist District Association meet to discuss Homes Trust activities in the area. Until that time local Baptists were concerned that there were no Baptist aged-care facilities in the region. Some of our people had placed their loved ones in other Baptist homes but this was not convenient. Whilst family still maintained contact, old friends and neighbours who were inhibited in travelling because of age or disability were usually denied visiting those placed in care. There seemed to be an air of discontent in that some Baptists were saying that a lot of money was being given or raised by Baptists in the southern suburbs and the homes for aged residents were being established in the northern and western suburbs.

On 25 May 1978, it was resolved that a steering committee with representatives from all Baptist churches in the Sutherland Shire should be formed. The purpose of the committee was to see the establishment of aged persons' accommodation in the area. "Project Southcare" was the name chosen for this ministry. Contracts to purchase 1.799 hectares on the corner of Billa Road and Bangaroo Street, Bangor at a cost of \$185,000 were exchanged on 23 March 1979. The site is well located. On a clear day Centrepoint Tower and other views of the city of Sydney can be easily seen from the northwestern corner of the property. Residents are able to avail themselves of shopping facilities at the Bangor Shopping Centre without having to cross any roads.

The Homes Trust Council extended to Ron Walker the honour of naming the village. They unanimously adopted his suggestion that the complex be named "Warena", which means "a resting place". On 3 November 1985 Councillor Kevin Skinner, President of the Sutherland Shire Council, officially opened the Warena Units, before a gathering of 300 people.

The last meeting of the Committee was convened on 15 August 1985. It was not intended to be so for a meeting had been planned for on 14 November of that year. The opening of Warena Units gave a sense of achievement. On reflection it is acknowledged that the primary objective of the committee to promote the work of N.S.W. Baptist Homes Trust in the area had been achieved at least in part.

### Sercom – Central Branch

"Sercom" a contraction of the words "service by men to the community" is the title given to the men's auxiliary of Baptist Community Services. The men assist with manual tasks and fund-raising activities for facilities and programmes. Since its origin in 1974 Sercom has served in a diversity of ways such as: the donation of furniture and equipment to various homes, minor demolition tasks, construction of a workshop, clearing land, landscaping, making toys for special needs children, the presentation of family concerts and the collection and distribution of food for the needy. Since 1995 the men have packed Christmas hampers for needy people in the community. In 1995 over fifty hampers of food and toys were distributed. On 13 December 2003, the Men of Sercom and a band of willing volunteers packed 437 Christmas hampers. These were supplemented by donations of toys given by generous individuals. As well as being distributed in Sydney the hampers and toys were sent to the Central Coast, Campbelltown and Wollongong.

### Sercom – Southern Sydney Regional Branch

The Southern Sydney Regional Branch of Sercom was formed on 12 May 1980. The inaugural meeting was held at Heathcote Engadine Baptist Church. The Branch closed on 21 July 1987.

### The Homes Trust Younger Set

On 10 May 1968 the Council of the Trust granted approval to establish the Baptist Community Service Younger Set. The Younger Set gave young people 18 years and over the opportunity to serve Christ in a practical way and at the same time enjoy fellowship with others who also had the same desire. The Younger Set ceased to function on 13 September 1974.

# Notes

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### A.S. White Baptist Children's Homes

Mr A.S. White informed the N.S.W. Baptist Homes Trust that he would bequeath \$400,000 and his residential property to the Trust for the establishment and maintenance of homes for children. On 7 February 1972 Mr White informed the Trust that it would be advantageous for him to pay the money to the Trust while he was still alive. He forwarded his first instalment of \$100,000 and undertook to pay a further \$150,000 in 1973 prior to 30 June, with the remaining \$150,000 being paid shortly after 30 June. The legacy of the home remained in his will subject to the life tenancy of his wife and daughter. On 10 March 1972 the Council of the Trust resolved that the homes would be known as the "A.S. White Baptist Children's Homes"



Thorington, 1973

## Official Openings and Launchings

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1953	31 January	Yallambi opened.
1955	1 November	Christian Mobile Nursing Service commenced.
1956	24 November	Karingal opened.
1957	30 November	Niola opened.
1959	6 May	Ruhamah commenced.
1960	25 June	Hebron opened.
1962	11 August	Shalom opened.
1965	4 September	Waldock opened.
1967	5 August	Willandra Village opened.
1968	16 March	Morling Lodge opened.
1968	25 May	Wingara opened.
1970	10 October	Kara opened.
1972	23 October	Aratoro opened.
1973	17 March	Orana Units opened.
1973	26 May	Thorington opened.
1974	20 May	Chisholm launched.
1974	27 October	Morling Lodge Units opened.
1975	28 January	Heathdene Pre-School opened.
1975	9 November	Shalom Court opened.
1975	7 December	Carisbrook opened.
1976	12 September	ABC Pre-school opened.
1976	28 November	Hayfield Court opened.

1977	1 June	Responsibility for Mt. Druitt Counselling Service accepted.
1978	1 April	Hayfield Units opened.
1979	21 October	Caloola Court opened.
1979	4 November	Merindal opened.
1980	13 April	Aminya opened.
1981	22 February	Orana opened.
1981	1 December	Aminya Units commenced.
1982	30 September	Mary Bladon transferred.
1983	27 March	Yallambi Court opened.
1984	8 April	Robertson Community Centre opened.
1985	23 February	Caloola opened.
1985	3 November	Warena Units opened.
1986	27 April	Northmead Baptist Childcare Centre opened.
1988	4 July	Bethany Village transferred from Sydney Rescue Work Society.
1988	15 October	Bankstown Counselling Centre (Glassop Street) opened.
1988	20 November	F J Church Community Centre opened.
1989	1 April	Life Care Nepean Counselling Centre commenced.
1990	28 October	Carey Gardens opened.
1991	19 February	Pathways at Somersby launched.
1992	1 July	The Home Flexi Care program at Marsfield launched as a user pay service.
1992	8 November	Warena Gardens opened.
1993	14 February	Dorothy Henderson Lodge opened.
1993	22 August	Warabrook Gardens opened.
1994	17 January	Chisholm Crisis Unit commenced.
1995	30 June	Dudley Nursing Home transferred from Hunter Area Health Service.
1995	28 November	Kularoo Gardens opened.

1996	15 January	BCS Catering commenced.
1996	4 May	The Warilla North Community Centre opened.
1996	27 November	Clinical Chair of Gerontological Nursing jointly sponsored with University of Newcastle.
1997	20 January	Hunter Outreach commenced.
1997	19 February	Community Aged Care Packages in the ACT launched.
1997	14 July	Home Flexi Care Mid State commenced.
1997	23 July	Warena Dementia Day Care Centre launched.
1997	24 October	Cumberland/Prospect Carer Respite Centre opened.
1998	29 June	Hunter Contracts (Psychiatric Disability Employment Programme) commenced.
1998	1 September	Auburn Community Services Auspice transferred.
1998	7 November	Morven Gardens opened.
1998	18 December	Chatterton House, Dorothy Park, Cootmundry Village, Kookora Village, Nell Park, Clinton Villas and George Forbes House transferred from The Smith Family.
1999	22 June	Pacific Care Transition Centre opened.
1999	30 June	CareCALL Emergency Response Group launched.
2000	28 October	Warabrook Centre for Aged Care opened.
2001	27 July	Cumberland/Prospect Commonwealth CareLink Centre launched.
2001	6 December	ACT Transition Care Centre launched.
2002	1 April	Responsibility for hospital chaplains accepted.
2003	5 September	LifeCare Counselling Office at Chapel Road, Bankstown opened.
2003	23 August	George Forbes House Dementia Wing opened.
2003	8 November	Kularoo Centre for Aged Care (Stage Two) opened.
2004	1 July	Maranoa facilities at Lismore and Alstonville transferred.

## Honorary Awards

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Title	Initials	Surname	Date of Award	Date of Death
<b>President Emeritus</b>				
Mr	F.J.	Church	23 October 1992	20 September 1995
<b>Secretary Emeritus</b>				
Mr	R.G.	Robertson	13 April 1984	
<b>Superintendent Emeritus, Homes and Services (ACT)</b>				
Rev.	F.P.	McMaster	19 February 1988	19 August 1996
<b>Honorary Life Members</b>				
Mrs	B.M.	Jarvis	8 October 1971	9 December 1971
Mr	R.H.	Lawrenson	8 October 1971	28 October 1972
Mr	R.E.	Walker	13 November 1981	17 July 1995
Mrs	E.	Edgecombe	8 July 1983	5 February 1988
Mrs	R.C.	Castle	14 October 1983	8 April 2000
Mr	R.G.	Robertson	13 April 1984	
Rev	F.P.	McMaster	8 April 1988	19 August 1996
Mr	A.T.	Iliffe	12 September 1990	19 March 1999
Mr	S.W.	Cameron	13 November 1990	
Mr	G.	Chaffer	13 November 1990	30 June 1991
Mr	J.D.	Robinson	14 February 1992	4 November 1996
Mr	F.J.	Church	23 October 1992	20 September 1995
Mrs	D.H.	Henderson	23 October 1992	
Mrs	S.O.	Ives	23 October 1992	
Mr	G.J.	Churcher	29 August 1996	

Title	Initials	Surname	Date of Award	Date of Death
Mr	R.A.	Field	29 August 1996	8 September 1996
Mr	E.F.	Field	21 July 1997	10 July 2003
Mrs	M.G.	Field	21 July 1997	
Miss	L.	Cousemacker	20 October 1997	
Mr	K.E.	Lindner	20 October 1997	
Mrs	S.	Lindner	20 October 1997	
Mrs	R.	Mills	20 October 1997	26 February 1998
Mr	A.S.	Richards	20 October 1997	
Mrs	L.	Burrows	16 August 1999	8 May 2001
Miss	M.L.	Leary	16 August 1999	26 September 2003
Mrs	S.	Whitley	16 August 1999	27 May 2003
Mrs	A.	Parsons	20 September 1999	
Mrs	C.	Mangelsdorf	20 September 1999	
Mrs	E.N.	MacGregor	20 September 1999	1 January 2001
Mrs	C.B.	Jones	22 November 1999	
Mrs	B.	Checkley	25 February 2001	
Mr	R.F.	Peffer	17 December 2001	
Mrs	G.	Bergersen	21 October 2002	
Mrs	R.	Joyce	21 October 2002	
Mrs	D.	Baker	25 August 2003	
Mr	R.B.	Gilchrist	25 August 2003	
Mr	J.W.	Mallice	26 July 2004	

**Honorary Life Members – Ladies Auxiliary**

Mrs	D.H.	Henderson	19 July 1982	
Mrs	C.	White	21 May 1984	April 1991
Mrs	J.	Allan	13 May 1988	
Miss	M.L.	Leary	13 February 1989	26 September 2003

**Honorary Life Vice President – Morling Lodge Auxiliary**

Mrs	M.	Rien	16 May 1990	1 August 1990
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## First Managers of Aged Care and Children's Homes

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1953	Yallambi	Margery Field (nee Bartlett)
1956	Karingal	Lola Cousemacker
1957	Niola	Margery Field (nee Bartlett)
1959	Ruhamah	Roger & Gladys Waugh
1960	Hebron	David & Katie Macready
1962	Shalom	Marion Andersen (nee Bridgland)
1965	Waldock	Margery Field (nee Bartlett)
1968	Morling Lodge	Dulcie Barrett (nee Cheney)
1970	Kara	Clare Lewis
1973	Thorington	John & Betty Thornton
1975	Shalom Court	Sheila Eagles
1975	Carisbrook	Peter & Lydia Cochrane
1976	Hayfield Court	Vera Flatters
1979	Caloola Court	Robyn McKissack
1980	Aminya	Alma O'Rourke
1980	Aminya Court	Murial Smith
1981	Orana	Ruth Court
1981	Orana Court	Bronwyn Flatters
1982	Mary Bladon	Patricia Scott-Bridger
1983	Yallambi Court	Jania Maiden
1985	Caloola	Sandra Vicary
1990	Carey Gardens	Coralie France

1992	Warena Gardens	Alan Adler
1993	Dorothy Henderson Lodge	Pam Evans
1995	Dudley	Julie Willmette
1995	Kularoo Gardens	Wally Rose
1998	Morven Gardens	Carol Rynsbergen
1998	George Forbes House	Norma Broughton
1998	Chatterton House	Terry Jenkins
1999	Pacific Care	Patty Laing
2001	ACT Transition Care	Joy Dizon
2003	Kularoo	Julie Spicer
2003	George Forbes House	Janice Rebecca
2004	Maranoa	Sue Thompson



Lola Cousemacker with Karingal children

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Morven Gardens, Leura NSW



Kularoo Centre for Aged Care, Forster  
NSW



Pastor Peter Anderson from Dubbo Baptist Church cuts the  
ribbon at the Home Flexi Care Dubbo new office opening