

a daring **HOPE** SYNOD 36



Report from **The Moderator**



Report

Introduction

My term as Moderator has in large part been shaped by our response as a God's people to the COVID-19 pandemic. It was clear right from my Induction into the role in October 2022 that was held online, that this would be a time of much uncertainty in the world and that we needed, as God's people, to go back to the certainty of our God. During this time, I have been reminded again through the scriptures of the faithfulness of God's people as they continued to honour God in their own struggles and the providence of God in their lives. I have also been challenged to look again at Jesus teaching on the good Samaritan and the question about being a good neighbour. I believe it challenges us to take steps to protect the health of those people who are most vulnerable even when we ourselves might not find gain or benefit from this. To this end I have been so grateful to the congregations and communities who went above and beyond to implement safe COVID practices and in doing so share Christ's deep compassion for all people. I have also been extremely impressed by the quality of online services that seemed to spring up overnight and have participated in services right across the state without leaving my living room. The creativity and flexibility and the willingness of so many people to join in online demonstrates a great willingness to change as we meet the current challenges of our times.

Above all I am reminded that as the body of Christ we are continually called to use our gifts to build each other up, to support, and care for on another in the love of Christ and share his Good News to the world. I believe that everywhere I have visited in my time as Moderator I have seen this care and compassion for each other and the communities that they serve being demonstrated in so many ways. My report is then a snapshot of how I have experienced this call to be Christ's body in the many communities in which we are called to minister the grace of God, the love of Christ and the ongoing fellowship of the Holy Spirit.

Congregations and Presbyteries

While the pandemic did put a stop to some travel and unfortunately caused more than one cancellation or postponement of a visit to a congregation or presbytery, I still found myself visiting many places over the course of my term. From visits to Aurukun for the opening of a new manse to a 150th Anniversary service in Warwick, I was able to visit many congregations and celebrate with them in their worshipping lives. One of the more memorable visits was to Bowen where I worshiped with the congregation on Sunday morning and celebrated with the Tongan community in the afternoon. Made up by a large number of seasonal workers in their annual 'Tali-Ui' which is a time to celebrate women leaders in the church and for them to bring their testimonies of how God has worked in their life. This was followed by a great feast. It was a privilege to have been invited and participate in this event and a reminder of the multicultural nature of the church.

I have also managed to visit all the presbyteries on a number of occasions and shared with them in their life together as they supported each other in their work of upholding and supporting the congregations in their care.

After the retirement of Rev. Chris Crause as Presbytery Minister for the Mary Burnett Presbytery, I was appointed as chair of the JNC and we set about the process of discernment for calling a new

Presbytery Minister. It was with great delight that on the 11th March 2022 Pastor Graham Huth was commissioned into that ministry.

Agencies, Schools, Residential colleges

The engagement with the missional work of the wider church continues to be a source of great encouragement. As moderator I serve on the Uniting Care Queensland board and have gained a greater respect for the work of Uniting Care and the many facets of the community that they engage with. This will be fully presented in the UCQ report to the Synod but I must congratulate the women and men of the Uniting Care board for the dedication that they show to the work of UCQ and the care that they take of the church's mission in this space. One event I would like to highlight is the Uniting Care Qld Full Circle and Reconciliation awards which are a fantastic celebration of the diversity and great work being done right across UCQ.

Wesley Mission Queensland also continues its work in many communities across the state. I was privileged to meet with young people involved in the ORCA project. This program supports young people living with a disability, aged 17-21 years, to give them skills for success in the workforce and engagement with meaningful employment.

I participated in many school celebrations across my term including commencement services, commissioning of new principals and graduation services. The amazing young people who come through our schools are not only a reflection of the dedication of the school staff but of the values-based education that they receive.

I visited most of the residential colleges and participated in commencement services, valedictory services and special events. The ongoing support of those students attending a tertiary college is also part of our mission to the community.

I also participated in the commissioning of the new Presbyterian and Methodist Schools Association CEO Mr. Shane Coppin on 6 December 2021 at Somerville House with the General Secretary.

Moderators Medals

The delivery of the Moderators medals was a little different this season. With no presentation during the Synod in Session, I went to visit the recipients in their local areas. This meant visits to Cairns, Toowoomba, Warwick, Bundaberg, Indooroopilly, Beenleigh, and hosting one presentation on site at the Synod office. These were great celebrations with the medal recipients surrounded by family and friends as well as support staff from agencies that had nominated them. I will continue to present the medals this way into the future.

Covenanting

The covenanting working group has been very busy under the co-chairs of Kym Korbe, a GoA, Wakka woman and Manager UCQ RAP Program and myself. The covenanting working group continues to work on many initiatives across the life of the Synod including sharing and learning First Peoples culture story and faith, developing First Peoples leaders, renewing and strengthening the relationship between UAICC and UCAQld and contributing to the wellbeing of First Peoples across Qld.

Amongst the many engagements in this space a highlight was a gathering of nearly 30 people including myself and the General Secretary in Cairns from the 11th - 12th of May 2021. These included first nation peoples from across Cape York and Mornington Island, Cairns, Townsville and a number of people from the South East corner of the State. We were very ably lead in our listening by

facilitators Kim Korbe and Gavin Mackey. This was an important time of listening and the first step to reengaging in the UAICC space in Queensland.

Presbytery Synod Interface

The Presbytery Synod Interface, the gathering of Presbytery Ministers, the Director of Mission UCQ, The Principal of TCQ and the Moderator and General Secretary, has been undergoing a discernment process over the past 18 months. This started with a team building retreat in February 2021 and the realisation that the structure or lack thereof for the PSI was inhibiting the group's ability to deliver on many of the missional challenges facing the church. This started the journey of inquiry into what was it that we trying to deliver on and what structure would enable this to happen. Consultation with the Synod Standing Committee, Presbyteries and BCF, led to the proposal before the Synod 'Missional Collaboration and Coordination Committee' (MC3). It is hoped that this new committee of the Synod will enhance the church's response to missional initiatives.

The PSI continued to develop throughout the term with monthly meetings and ongoing team building opportunities. The PSI continues to be a strong interface between the work of the Synod, Presbyteries, Trinity College Qld and UCQ.

Voluntary Assisted Dying

With the introduction to the Qld Parliament of the VAD legislation on 24 May the church had significant media enquiries into the church's stance on VAD. I recorded a TV interview, some radio interviews on the ABC and 96.5 FM and was quoted in new papers. I was extremely grateful that we had done a major piece of work that was passed at our Synod meeting in 2019 about this issue. We communicated a VAD statement to the church in the weekly wrap on 27 May 2021 please click [here](#) if you would like to know more.

I was invited to meet with the Attorney General, Shannon Fentiman along with the Catholic Archbishop Mark Coleridge to talk about the church's concerns regarding VAD specifically about Institutional conscientious objection.

The church made a submission the Parliamentary Inquiry on VAD and I along with Rev. Dr. Adam McIntosh presented to the Parliamentary Enquiry on Voluntary Assisted Dying on the 14th July. This was a good opportunity to present our suggested amendments in person. The Voluntary Assisted Dying Legislation was tabled in the Queensland Parliament on the 18th September. No significant changes that we have promoted have been actioned although we did receive quite a few references for concerns that we have raised. The government passed the VAD legislation without amendments. The church will now need to work out what this mean for all people who pastorally care for people in end-of-life, particularly for our Hospitals, Aged Care facilities and other spaces where people may choose VAD. The government has promised to work with institutions that have a conscientious objection. The legislation will come into effect in 2023.

Moderator's appointment to Synod Standing Committee

The 35th Synod appointed only 7 members to fill 8 available member positions to the SSC, thus a vacancy existed on the SSC. Following a process outlined in the Synod By- law Q2.2.14 two nominees were approached and interviewed by the Remuneration and Nomination Committee and upon recommendation by the RNC, I was able to appoint Rev. Annelisifa Matangi as a member of the

Synod Standing committee on the 4th March 2021. Fa has made a great contribution to the work of the Synod Standing committee over the past 12 months.

Queensland Community Alliance

The Qld Synod is a member of the Queensland Community Alliance, formed in 2014 this is a group made up of faith groups, community groups and unions that all have a concern for promoting civil society, empowering people to do their best for the common good. This group supports local organisers through training and ongoing support to engage local communities, through listening campaigns to seek to hear what are some of the most pressing issues for their communities. Then supports those communities through a process to work together apply pressure to decision makers to address their needs.

They also look at more state-based issues and after a wide listening campaign across the state presented four key issues to both sides of government at a forum prior to the State election in October 2020. These were:

- Further support for local community/neighbourhood centres with a marked increase in support called for post Jobkeeper.
- Call for government to commit to support renewable energy investments.
- Support for training funding for migrant/asylum seekers and access to training for temporary visa holders.
- A focus on social isolation.

President and Moderators gathering

I have met with the President of the Assembly and Moderators from around the country via numerous zoom meetings and one face to face gathering in Adelaide from the 27th-29th April 2021. These meetings are opportunities to build connections amongst the moderators and the President and share common concerns across the life of the church. Some of the areas discussed include discipleship, governance, covenanting, discipline, formation, and sustainability to name just a few issues.

16th Assembly

I attended the 16th Assembly online and was privileged to attend the installation of the new president Rev. Dr. Sharon Hollis in person. It was a very abbreviated program due to the online nature. A couple of points to note were the election of the president elect Rev Charissa Suli, the extension of the General Secretary Colleen Geyer for another three-year term and the election of the new Assembly Standing Committee including two ministers from Queensland Rev. Roberta Stanley and Rev. David Busch. I look forward to the reconvened Assembly meeting at Alexander Park 6-9 May 2022.

Synod Ecumenical Relations and Synod Interfaith Relations Committees

The SERC and SIRC committees spent some time discerning together how this important work of the church fits into the Project Plenty framework. To that end together they came to the conclusion that

this work could be done in a new and creative way and this has led to the proposal regarding the ongoing nature of the committee's structure.

The work of SERC and SIRC was also hampered by the Pandemic restrictions. With many ecumenical and interfaith gatherings cancelled and some moved into the online space. However, many great events did go ahead right across the State.

Queensland Churches Together

The Synod continues to be a member of Queensland Churches Together. The QCT under the leadership of the new General Secretary Rev. David Baker, has set its strategic framework in three themes - Collaboration, Capacity Building, and Community. It resources its member and non-member churches to collaborate on issues of mutual Interest. Examples of that are submissions to government on Legislative reviews, and other matters, including the Commonwealth Government's Redress Scheme, Ecumenical Chaplaincy opportunities, and the Qld Churches Environmental Network. QCT resources the churches in Capacity Building by offering courses and resources in Family and Domestic Violence awareness, and pastoral care training courses. It runs and sponsors activities that bring the churches together to reflect on our call to unity, as the prayer of Jesus to the Father explicated in John 17, that we may be one as He and the Father are one, that the world may know - this includes activities such as the Week of Prayer for Christian Unity, and the Michael Putney Memorial Lecture. QCT is engaging more regionally, supporting ecumenical endeavour across Qld. For more information, see qct.org.au

Interfaith

The Synod is a member of the Qld Faith Communities Council. The Queensland Synod has 3 representatives to this council, Revs Heather Allison, Heather Griffin and Fa Matangi. Rev. Heather Griffin is also an elected member of the QFCC Executive. This group offers the space for Interfaith Dialogue and appreciation. It has resourced the development of short videos on the perspectives of various faiths on end-of-life issues for the Qld Health Department. The QFCC has collated food guidelines for multifaitth gatherings, and dates of religious festivals and these are available on their website. <https://qfcc.org.au> The Group also acted as a resource for engaging with government through the COVID pandemic.

The Toowoomba Interfaith working group continues to be very active with their conference in November 2021 titled 'Interfaith Insights to the Global Pandemic'. This annual conference attracts a large number of people from different faiths from across the Downs and beyond. Due to COVID restrictions, no IFTAR Dinner was held in 2021. In 2022 we are planning a number of 'Friendship Dinners' (not during Ramadan). A special thank you must go to Rev. Heather Griffin who stepped down from SIRC during this term. Heather has been a tireless worker in the interfaith space and has built great relationships with many people across the different faith communities. Her passion for this work has been instrumental in the Synods involvement in the QFCC and we give thanks for her commitment to SIRC and assure her of our prayers into the future.

Ecumenical Tertiary Chaplaincy Committee

I attended the closure service for the ETCC which has been operating chaplaincy at QUT and Griffith University for over 40 years. It was inspiring to hear the great work of the chaplains in the universities over the years. Both Universities are exploring chaplaincy options for their students. QCT will continue to explore chaplaincy models in universities.

Religious Instruction

The UCA Qld Synod is also a member of the Christian Religious Instruction Alliance, a group of 14 churches which supports the delivery of Religious Instruction in State Schools. Over 150 000 children are estimated to participate in RI every week, delivered by an estimated 3000 volunteers.

Heads of Churches

As moderator I attend a regular gathering of the Heads of Churches in Queensland. This is a group that meets together, sharing the word and prayer and discussing the common issues that face the church in Queensland. We have released joint statements about Voluntary Assisted Dying and worked together on a submission on the Anti-Discrimination Act Review (see below).

Anti-Discrimination Act Review

The Qld Government has instigated a review of the Anti-Discrimination Act. I have participated with a group of Christian church leaders lead by the Rev. David Baker Gen. Sec. QCT to develop a combined response to this government review. We engaged Professor Nick Aroney from the University of Queensland to help us produce the submission for the deadline of 1 March 2022. This submission was not only an opportunity to produce a high-quality response to an issue of significance to the life of the church, it represented a positive sense of collaboration between the churches in Queensland. [The Joint Churches Submission can be found here.](#)

Moderators Advocacy and Social justice Team (MAST)

The MAST is a group that support the Moderator's public voice, on behalf of the Synod, to communicate pro-actively, and in response to, external requests and opportunities for strategic, quality and timely submissions and statements about emerging social issues and justice advocacy. This team meets fortnightly to respond to issues that require public comment or submission. The MAS team are Rev. Dr. Adam McIntosh, Natalie Clements, Rebecca Riggs and Kellie Broderick. Some of the issues that we have worked on include VAD submissions, Anti-Discrimination review, Truth, Healing and Reconciliation grants program, Raise the Age, Social Isolation and Loneliness inquiry to name but a few. I want to thank this group for the support that they give me in responding to the areas of social justice.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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SYNOD 36

Report from

**Remuneration and
Nomination Committee**

Report

Context

The Remuneration and Nomination Committee (the Committee) assists and advises the Synod Standing Committee (SSC) in fulfilling its obligations for human resource matters, through oversight of nomination and remuneration policies and practices. In doing so, the Committee assists management to create and promote a culture of capable, engaged and service-oriented people operating in an environment that values diversity, talent management, safety and engagement in delivering against the Synod strategy.

Tell us what your key priorities since the last Synod have been

The Committee has overseen and has continued to focus on governance in the areas of:

- Recruitment for Synod governing bodies
- Recommend processes to improve recruitment, selection and appointments to Synod governing bodies
- Evaluation of governing body performance
- Succession planning and KPIs for the General Secretary
- Remuneration for Synod office, ministry agents and governing bodies
- Participating in Project Plenty - Governance Fit for Purpose workgroup
- Diversity and inclusion

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

We have updated the Governing Body Skills matrixes so that they are still consistent with Uniting Church regulations and by-laws, but also bolster our board skill and experience in aspects such as youth and young adult ministry, and diversity. This has made a difference to recruitment to fill board vacancies in 2021. There is more work to do, but we have started meeting regularly with board chairs to inform and facilitate how we can disciple and develop board members.

In what ways have you been drawn into Transforming your Community?

The Committee has a charter responsibility to “oversee the strategy and approach to the creation of a diverse and inclusive workplace and member of Synod governing bodies”. When looking at gender for example, the Australian Institute of Company Directors identified that women on ASX200 boards has been increasing about 2 percentage points per year since reaching the 30% target in 2019 (currently 34.2% as at 30/5/21). The Church’s Leadership in Women program identified that across leadership of the church (excluding agencies and schools) there is almost a 50:50 male to female representation. However, a closer analysis identified that for high levels of leadership which includes Synod governing bodies, there is a 75:25 male to female representation. Voting patterns by the

Synod evidence an under representation of females appointed to the Synod Standing Committee despite attempts over recent years to ensure strong females are nominating:

	Nominated males	Elected males	Nominated females	Elected females	% females elected
29th Synod 2011	17	8	3	2	20%
30th Synod 2013	10	8	2	2	20%
31st Synod 2014	10	8	3	2	20%
32nd Synod 2016	14	8	5	2	20%
33rd Synod 2017	8	7	6	3	30%
34th Synod 2019	11	7	4	2	22%
35th Synod 2020	6	6	6	1	14%

Diversity and inclusion on governing bodies remains an issue, not just because of the shift in thinking in contemporary governance practices, but to be representative of the community we serve. The Committee has taken some steps to improve diversity, such as:

- Updated the Governing Body Skills matrix to include diversity, including first peoples, multi-cultural and gender.
- Increased the candidate pool for recruitment by releasing an online mechanism for people within the church to register their interest in becoming a Board member, and
- Working with an external recruitment agency to increase the representation from the Community on our governing bodies.

The Committee is working on a number of other initiatives which will continue to be progressed during the next Synod term, including a Diversity and Inclusion policy and consideration of quotas.

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you?

Development of a talent pool of governing body candidates has been a priority of the Committee. An online expression of interest process was implemented, and the Synod engaged the services of Directors Australia to identify skill-based candidates for the talent pool. The pool currently has 29 candidates who are available to be contacted if their skills and interests are consistent with a governing body vacancy.

The Chair of RNC has regularly participated in the Fit for Purpose working group for Project Plenty, and two members were involved in the Synod leadership programme.

The Committee has carefully considered recommendations regarding ministerial stipends and allowances during a period of time where Commonwealth and State governments responses to COVID-19 were causing temporary fluctuations in the benchmark indices considered by the Committee. This may need to be considered again in 2022 if the COVID-19 pandemic continues to result in government initiatives

The RNC has worked with Chairs of governing bodies to ensure they not only have the right skills, but also the experience and passion to best facilitate healthy and vital mission.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together?

The Committee Chairperson invited the Chairpersons from other Synod governing bodies to an information session and workshop on governance. An external speaker challenged the Chairpersons on how their respective governing body would respond to Shared life Flourishing Committees and the benefits of good governance. Information sessions were held on the structure and relationships across Synod governing bodies, recruitment, succession planning, remuneration, skills development and performance reviews. A workshop on governing body capabilities identified general support for a revision of the current governing body skills and attributes. This identifies a maturing approach towards governance capabilities by Chairpersons and a continuing need for Chairpersons to collaborate on governance more generally.

Threats and opportunities as we step into the future together

The Committee, with the Synod Standing Committee and the Office of the General Secretary will be responsible for the execution of the succession plan for the next General Secretary. The succession plan was approved by the Synod Standing Committee in July 2021. This will be an extensive process over 2022 and 2023 leading up to the 37th Synod where the next General Secretary will be elected.

RNC is working with Synod executive, the Fit for Purpose working group in Project Plenty, and Synod executive to have fit for purpose governance across the Church. There are a number of challenges with the existing governance arrangements. These include that there are a large number of governance committees (over 35) with varying approaches to size, composition and the need for Uniting Church members. There are inconsistencies and irregularities in names, such as the Finance, Investment and Property Board, which is technically not a Board. Governance body composition does not reflect the diversity of the church, for example, Synod Standing Committee currently is currently over 75% male.

To move to a fit-for-purpose governance model that reflects the Church's mission, improves diversity and inclusion, as well as navigates the complex stakeholder and risk environment of the Church, the RNC work with Synod office, Synod Standing Committee and Project Plenty to:

- Streamline the structure, composition and principles for governance committees, along with the names, sizes and positioning, to be aligned with Uniting Church polity and regulations, fit for purpose and consistently applied.
- Improve the way the RNC reviews the suitability of potential governing body members to ensure governing bodies are fit for purpose in the next season of the Church, including how the outcome of the review of the suitability of each nominee for SCC elected members positions under By-Law Q2.2.8(2)(a) is presented for Synod's discernment.
- Develop a consistent and appropriate position on the need for Uniting Church membership/affiliation and education to ensure appropriate governance on behalf of the Church.
- Revise Governing Body principles and charters to provide clarity and consistency, and to reflect contemporary governance practices, such as whether an individual can be a member of multiple committees or whether the membership conditions for a committee with a charter reflects the needs and requirements of that committee.

- As part of a coordinated approach across the Synod office, develop a policy and proposal for improving diversity and inclusion. This will include, but not be limited to, a Diversity and Inclusion policy, consideration of quotas, recruitment processes, training, consultation and identification of supportive strategies.
- Replace the self-assessment process for governing bodies with a combination of feedback from the areas they serve and independent review.
- Develop a capability development program for governance members that complements the online training, includes interactive education and on-the-job mentoring, as well as keeping up-to-date with developments from governance and research institutions.
- Continue to pilot, consult and then approve the revised capabilities matrix

Note: these changes may involve proposing modifications to the regulations and by-laws.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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Report from Synod Standing Committee



[life of the church – business during covid-19 times]

Report

Synod Standing Committee (SSC)

The Synod and Synod Standing Committee have clear responsibilities as articulated in the Regulations and the By-Laws. These provide that:

Without limiting the generality of the responsibilities of a Synod as set out in Paragraph 32 of the Constitution, a Synod shall be responsible for:

- *Promotion and Encouragement of the Mission of the Church*
- *Theological and Ministerial Education*
- *Property*

The Standing Committee is empowered to act on behalf of the Synod between meetings of the Synod in respect of any of the responsibilities of the Synod except such as the Synod may determine and shall deal with matters referred to it by the Synod.

Project Plenty (October 2020 to May 2022)

The main activity for the promotion and encouragement of the mission of the church has been found in the encouragement of Project Plenty and the opportunities for Synod wide collaboration that have come out of this vision.

The 35th Synod in Session endorsed the four mission priority areas of Discipleship, Transforming Communities, Fit-for-Purpose and Life Together, and the 11 supporting commitments as the strategic intent of the Synod. This affirmed these focus areas as the priorities that would move the church closer to creating a shared life in flourishing communities.

Since this endorsement, the Synod Standing Committee has overseen the work of Plenty which has centred around creating a space where strategic conversations were held with representatives from all entities of the church, including schools and residential colleges, service agencies, presbyteries, and congregations.

Within these shared spaces, people came together from diverse geographic locations, from multicultural backgrounds, considering gender balance and ensuring the voices of our First Peoples were heard. These groups of people formed working groups – one for each of the 11 commitment areas and shared their future hopes for each area, together developing a set of initiatives and actions that are considered necessary to move the church forward.

The initiatives and actions outlined in the Shared life: Flourishing communities Progress Report, October 2021 (see the Report [here](#)) were endorsed by the Synod Standing Committee and now provide a clear pathway and framework for church renewal.

The Plenty work is well and truly in the implementation stage with progress well established in most areas. One of the important aspects of Plenty is the opportunity to connect with all parts of the church where similar or aligned work is already happening. This will continue to occur as the energy

and impetus for change continues to grow, through a developing shared understanding of all entities as part of one church.

Uniting Early Learning (UEL) (October 2020 to March 2022)

Key Achievements

A report by Circle Education commissioned by the Synod Office Business Development Unit in 2019/2020 recommended that an Early Education Unit should be established within the Synod office to improve collaboration and coordination across all services which to that point had been operated by congregations or church agencies. The report was approved by the Synod Standing Committee (Mar-20) and a Synod project team established to set up the new more integrated service.

However, an intervention by the national office of the regulator (ACECQA) for childcare advised us that all childcare centres run directly or indirectly by the church must fully and exclusively vest in one 'responsible body'. This would be the Property Trust and would leave it as the responsible legal entity, rather than have some combination of the Synod office and disparate congregations or agencies perform that role. The regulator set a deadline of 30 Sept 2021 for this transition to the Property Trust to be completed. All 24 services at 21 sites were transitioned within this deadline including:

- 14 Long Dare Care Centres
- 3 Outside School Hours Care (OSHC) services
- 7 Family Day Care and In-home Care service teams.

As such, the services are now run directly as a mission of the Uniting Church under the auspices and direct control of the Property Trust. The work of the services since transition has been overseen by the Early Learning Project Board which is shortly to be replaced by the Early Learning Sub-Committee of the Finance Investment Property Board.

An 8-year strategy for UEL was submitted to the Finance Investment Property Board for review in Feb-22 which focuses on building links to the community through the church- or school-based centres. The Synod Office Early Education office has now set in place an 18-month transformation program to deliver a service combining all of the above components which is financially sustainable; contributes to the growth of mission; and is compliant with national regulatory childcare standards. The start of this program has been delayed with the impact of COVID and recent flood damage to some centres and so the program will now start later than planned and conclude by the end of 2023.

UEL Key Priorities

A transformational plan will commence after the perceived high point of COVID-19 (June 2022) which will turn the UEL services from loss-making to generating a surplus to help build mission by our expected timeframe of Q1 of the calendar year 2023.

- Provide financial and operational reporting across all centres;
- Consolidate compliant policies and processes into all services;
- Complete our staff cultural engagement work including training conduits to enable staff development and engagement by June 2023;
- Complete our 'voice of the customer research' to better align our services with customer needs, thereby increasing occupancy to above-average levels for QLD;

- Delivering on our highest priority internal workplace health and safety audit recommendations across all long day care centres by Dec-22.

Committees reporting to the SSC

The Synod Standing Committee received reports and updates from the following church entities during its term:

- General Secretary (incl. Strategic Resources Group, Risk Group, Shared Services Group, Strategic Mission Group, Synod Covenanting Group) *
- Finance, Investment and Property Board*
- Audit and Risk Committee
- Remuneration and Nomination Committee*
- Board for Christian Formation (Incl. Trinity College Qld) *
- Schools & Residential Colleges Commission*
- Synod Chaplaincy Commission*
- Synod Multi-Cross-Cultural Reference Group*
- UnitingCare Queensland*
- Wesley Mission Queensland*
- Presbyterian and Methodist Schools Association*
- National Safe Church Unit*
- Partners in Ministry*
- Chaplaincy Transition Reference Group*

*Each of these entities has provided its own report to the Synod

Working with the Assembly

The Synod continues to maintain strong supportive relationships with the Assembly Standing Committee and the Assembly office. The national work of the church inevitably impacts on our operations in the Synod and this is particularly so in the operations of our agencies, our responses to Royal Commissions and in whole of church approaches to the future mission of the Uniting Church in Australia. We note in particular the Act2 process and thank the Assembly Secretary and the President for presenting to the Committee on this. It is important to note that this process will impact on our identity and purpose as a national church, and we encourage all members to become involved in this important work. More information about this can be found [here](#).

Presidential Ruling

The SSC was invited to respond to a request for a Presidential Ruling around the decision to conclude the Calvary Presbytery and form the Carpentaria Presbytery. The Synod made extensive submissions around the reasons for its decision and the President notified the Synod that she declined to rule on the matter as it would not be in the best interests of the church.

Hosting the Assembly meeting 2021/2022

At the last Triennial Assembly meeting Queensland agreed to host the Assembly meeting scheduled for July 2021. The impact of COVID meant that we have had to assist the Assembly to manage this in two phases. An online weekend Assembly was hosted from the Queensland Synod offices from 17 and 18 July 2021, and the face to face component will occur at Alexandra Park from the 6 to 9 May 2022.

The work of the Synod office to support these meetings in these extraordinary times is to be applauded.

Changes in the By-Laws

The SSC made no changes to existing by-laws in the last 18 months.

Legal Principles for dealing with Synod Property

The Synod Standing Committee led a piece of work to ensure that all entities within the Synod were in agreement around the nature and function of the property trust, the authority and expectations of responsible bodies and the way real property is dealt with across the life of the church. This was because the financial impact of the Covid-19 pandemic revealed several inconsistent understandings and approaches across the various activities of the church.

To assist us to be clear on these issues, the Synod sought advice from Batrouney QC and Rome-Sievers (Counsel) on those issues and a draft advice was obtained in December 2020.

That draft advice identified the legal principles that should be applied by the Property Trust and Responsible Bodies in order to ensure compliance with the common law and the statutory regimes established by the ATO and ACNC. That draft advice was circulated to Uniting Care and Wesley Mission Queensland and, after a period of consultation, those legal principles were incorporated into the *Legal Principles to be applied by Synod when dealing with Church Property*, which were ultimately approved by the SSC at its meeting on 6 May 2021.

In essence, those principles articulate the Church's legal position concerning legal ownership of its property (i.e. the Synod's various entities do not have any legal or equitable interest in the Church's property, as such property is held by the Property Trust on a charitable trust and there are no beneficial owners of such property), the nature of the charitable trust(s) on which particular property may be held, the requirements imposed by the income tax legislation on charities to use its 'assets and income' solely for its charitable purposes, and the framework within which property may be transferred between Responsible bodies.

The articulation of these principles in one succinct document has assisted all Synod entities to understand the legal framework within which the assets of the Property Trust are held.

Audit and Risk Committee

The Audit and Risk Committee (ARC) met 6 times during the Synod term. The ARC received regular reports and provided significant feedback through its quarterly reporting to the SSC in the following areas:

- Risk and compliance including:

- Contribution to the development and review of the Synod wide Risk Appetite Statement
- Review of the Business Continuity Plan for the Synod office
- Development of governance attestations questionnaire
- Insurance including:
 - Regular monitoring of claims across multiple insurance lines
 - Reviewed the insurance program approach – especially in 2021 where the church took a much higher self-insurance portion to lower the premiums paid to external insurers
- Work Health and Safety
- Safe church
- Annual reporting from UnitingCare and Wesley Mission Queensland
- Property Inspections
- COVID updates

In conjunction with the Finance Investment and Property Board, ARC reviewed the annual audited statutory financial statements for the Synod office and the audit reports from external auditor Deloitte. These were reviewed and endorsed for approval and signature by the Synod Standing Committee.

Two Deep Dives were conducted:

- Cyber security – the practice of defending computers, servers, mobile devices, electronic systems, networks and data from malicious attacks
- Uniting Early Learning post transition of management and control from various entities in the church to the Synod office.

Looking forward the ARC consider the following items high priorities:

- Review of the insurance program with a focus on the level of self-insurance and its associated reserving
- Review of the specifications and scope of the proposed risk management software including an insurance claims management and reporting module.

Synod's Risk Appetite Statement

The Committee continued its work in refining the risk appetite across the life of the church. In implementing the current Risk Appetite Statement (found [here](#)) the SSC recognises that this cascades into risk appetite statements for:

- Uniting Care Queensland
- Wesley Mission Queensland
- Church Enterprises

The Committee recognizes that work is still to be done in order to embed the Risk appetite statement at an operational level at the Presbytery and Congregational levels.

The key risks identified across the Synod are:

1. Financial Risk: Finance (including liquidity & funding, credit and market)
2. Person / Child Harm
3. Work, Health and Safety (employees, third parties, public etc.)
4. Facilities and Assets (fit for purpose, availability, reliability and condition)
5. Information and Communication (loss, integrity, availability of information)
6. Cyber Risk (loss of data integrity)
7. ICT – fit for purpose, availability, integrity of ICT
8. Regulatory and Legal
9. Our people (quantity, quality, culture and conduct)
10. Business disruption
11. Fraud – internal and external
12. Governance failure – Inter-conciliar structure of church
13. Strategic and project risk (conflict between objectives, misalignment of objectives, decision risk, execution risk)

Managing the Historical Sexual Abuse Claims against the church

The Synod continues to receive claims against it from survivors of sexual abuse across the life and activities of the church. These claims come through both the National Redress Scheme and through civil claims through the Queensland Courts. Not all these claims against us are covered by insurance and as a result the Redress recovery levy continues to operate across the life of the church. All church entities are provided with an invoice at the end of the financial year to contribute to the costs of the redress claims. This is known as the Redress for Abuse Recovery Scheme.

In order to provide a unified approach to the National Redress Scheme, the Queensland Synod is a member of Uniting Church in Australia Redress Limited (UCARL) an independently incorporated company. The General Secretary is the nominated representative to the company and provides regular updates from that entity.

The Synod also contributes payments toward the National Safe Church Unit, which is a collaborative effort across all Synod's to resource a nationally consistent approach to standards for safety in ministry.

Law firms representing the Uniting Church in Australia Property Trust (Q.), Qld Synod office in respect of civil claims for historical child sexual abuse are Hall and Wilcox and Sparke Helmore.

As at 24 January 2022 the number of claims against the Synod are as follows:

CIVIL MATTERS MANAGED BY UCA

Type of proceeding	Type/date of allegations	Location	Other notes
6 potential claims (PIPA claim not yet received)			Came to notice of Synod (since 1 July 2021) due to request for records from legal representative to UCQ/UCA or other entity indicating possible future claim.
24 active claims (PIPA claim received & no Court proceedings served)	Sexual and physical abuse	Church affiliated institutions, (incl. Marsden ^[iii] x 4, Schools x2, congregations x4,)	7 matters have no prospect of insurance coverage. 17 matters have had insurer notifications with either partial indemnity granted, or a decision reserved/pending.
3 claims with Supreme Court proceedings filed	Sexual and physical abuse	Church affiliated institution.	2 matters ('AF' & 'BC') have no prospect of insurance coverage. 1 matter ('AU') has had indemnity granted; file remains with legal team.
0 matter settled but PIPA claim not finalised			
4 matters with finalised PIPA claims		Church affiliated institution x 4.	4 matters finalised in current financial year.

LITIGATED MATTERS

- 'AF' – allegations from 1977 at the Marsden Home for Boys. Current Claim Sought \$650,000. Managed by Hall & Wilcox.
- 'AU' – allegations from 1988-1991 at the Marsden Home for Boys. Current Claim Sought \$1.1M plus costs. Managed by Hall & Wilcox.
- 'BC' – allegations from 1979 at the Marsden Home for Boys. Current Claim Sought 1.35M plus costs. Managed by Hall & Wilcox.

CIVIL MATTERS COVERED BY A POLICY OF INSURANCE AND INSURER HAS GRANTED INDEMNITY AT 24 JANUARY 2022 (not managed by UCA)

Type of Proceeding	Type of allegations	Location	Other notes
9 x general liability PIPA claims	9 x bodily injury	8 x UCC facility 1x Harrison House	1 claim closed
26x medical malpractice PIPA claims	Various	21 x UCH facility 4 x BlueCare 1x Disability Service	
7 x historic sexual abuse PIPA claims	Sexual and physical abuse	7x GSO	

Law firms representing the Uniting Church in Australia Property Trust (Q.), Qld Synod office on insured matters:

- HBM Lawyers
- Barry & Nilsson
- Minter Ellison Lawyers
- HWL Ebsworth

REDRESS MATTERS REPORTING	
UCA INTERIM REDRESS SCHEME (NOW CLOSED)	
Number of Applications to be finalised*	1
Number of Applicants still receiving Counselling NB – An offer has been accepted on the one remaining IRS matter, sanction from the Public Trustee has recently been received, expect payment to be made in the current financial year.	4
CIVIL CLAIMS	
Number of current claims as at 24 January 2022	27
Number of new claims since 1 July 2021	3
Number of claims settled by payment of damages since 1 July 2021	4
Number of claims finalised other than by payment of damages i.e. withdrawn or wrong institution since 1 July 2021	0
NATIONAL REDRESS SCHEME	
Total Applicants to 24 January 2022	151
Number of Applications received (no previous payment by UCA)	121
Number of Applications received (previously received an ex-gratia, PIPA, or IRS payment)	30
Number of Applications finalised by payment (incl offers accepted, yet to be invoiced to UCA)	89
Number of Applications finalised but not paid i.e., withdrawn / wrong institution / UCA not found not responsible	29
Number of Applications to be finalised (i.e., no determination yet, or offer made but not yet accepted)	33
We have received a total of 184 Requests for Information (RFI*) and 33 Requests for Further Information (RFFI**). *An RFI is issued to each Institution named by an applicant ** An RFFI is issued where the Department requires further information from the Institution	
Breakdown on current 151 applicants:	
Schools	4
Family Group Homes /Residential Home	131
Congregations	14
UCAPTQ	1
Aged Care Facility	1

Number of Direct Personal Response (DPR) requested	45
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REDRESS FOR ABUSE RECOVERY SCHEME	
The current balance as of 31 December 2021, to be recovered in July 2022, is detailed below	
Settlements	1,105,119
Recoveries / Reimbursements	(333,820)
Net payments for administering Redress for Abuse	422,707
Balance to be recovered to date (31/12/21) from responsible bodies – July 2022	1,194,006*
*this amount represents the actual cash spend YTD.	

Queensland Dashboard for the National Redress Scheme - Administered by UCARL

Below is a dashboard summary of the Queensland Request For Information (RFI) numbers as at 21 February 2022. These numbers are higher than any other state in Australia. This is because the child protection system in Queensland was characterised by multiple/unstable placements for individuals so there are multiple RFI's for one individual as they were often in more than UCA institution. The lower than UCA average redress payments are for the same reason, that is, a person experienced abuse in multiple institutions, so in most cases liability is split between the UCA, the State and one or more non-UCA institutions. The high number of 'not liable' relates often to physical abuse only experienced in UCA institution.



Royal Commission in the Violence, Abuse, Neglect and Exploitation of People with Disability and the Royal Commission into Aged Care Quality and Safety

The current Royal Commission in the Violence, Abuse, Neglect and Exploitation of People with Disability (DRC) and the recent Royal Commission into Aged Care Quality and Safety (ACRC), have both identified systematic concerns in relation to organisations preventing and responding appropriately to abuse, neglect and exploitation of people with disabilities and older persons. This has highlighted the need within the Uniting Church in Australia Queensland Synod to focus on the quality and safety of services that it delivers to people who are vulnerable to abuse, neglect and exploitation due to their care and support needs. Improved assessment of risk by identifying the factors that potentially place individuals at increased risk of harm is important for ensuring appropriate safeguards are in place when required.

Federal and state/territory governments have begun to address emerging findings from the DRC in mechanisms such as *Australia's Disability Strategy 2021-2031* and its associated targeted action plans. Aged care reforms in response to the ACRC final report are currently being introduced, including new governance obligations to improve leadership capability in the sector by requiring improvements to the composition and accountability of aged care provider boards. This includes the introduction of stronger legislative obligations for approved providers of aged care aimed at improving transparency and accountability and ensuring the needs, preferences and best interests of people receiving care are at the core of service delivery.

Under the Safe Church Network, a working group was formed in 2021 to discuss the implications, opportunities and risks for the Uniting Church in Australia Queensland Synod and its agencies, which are emerging as the DRC progresses. The Uniting Church in Australia Queensland Synod is also collaborating with the Uniting Church in Australia General Assembly and UnitingCare Australia to progress the work of the DRC National Taskforce Group.

Project Cooee - Re-configuration of the Synod Office

The Committee approved capital expenditure monies to reconfigure the Synod office reception area and entrance. Project Cooee proposes a two staged approach to address the shortcomings of the Synod Office to better serve the 3 entities sharing the site (Synod Office, Trinity College Queensland, Raymont Residential College), as well as the building's users from the wider church and external customers.

Stage 1 of Project Cooee includes the permanent relocation of the reception to the ground floor, increased building security and an upgrade of the combined reception and café area into a multifunction space where people can wait, meet, eat and work. Stage 1 has been approved by SSC in December 2021 and at this stage it is planned to commence building work in May 2022.

Stage 2 of Project Cooee is subject to the approval of a business plan by the FIP Board and SSC. Work is currently underway to develop conceptual design and costing. The business plan will also include input from Henry Reed in regard to change management and corporate culture.

COVID Update on Synod Office

Aside from when the Premier of Queensland has required Queenslanders to lockdown, the Office of the Synod has normally remained open through the pandemic. Floor space has meant it is not possible for all staff to be in the office simultaneously with most of the team continuing to work from home. It has been encouraging to watch the staff adapt to the changes imposed by the directions.

As restrictions ease, the staff need to continue to adapt to adhere to the public health directions. The directions currently require anybody entering a café or a restaurant to be vaccinated to remain on site. This also applies to anyone using a shared entry or exit or sharing facilities with the café or dining room.

This effectively makes the UC Centre a vaccinated site and anyone seeking to remain on the site for a meeting or gathering is required to be vaccinated.

Background to the Missional Subcommittee proposal

The PSI put forward a proposal to SSC in April 2021 to lead a consultation process to design a draft operating model for a mission collaboration and coordination committee for presentation to SSC and then to the next general Synod meeting. This proposal and final draft charter were endorsed.

The foundational purpose of this missional subcommittee would be to enable the ministry and mission of the Church (Reg. 3.1.5 (a) by providing collaborative leadership to governance and connection in the relationships between Synod, Presbytery and Congregations.

External Entities supported financially by the Synod

Wontulp Bi-Buya

The Synod remains an active ecumenical partner to support Wontulp, an Indigenous Theological Training College in Cairns. Dr Paul Jones is the Queensland Synod nominee to the Board of the College. More about their activities can be found [here](#)

Queensland Churches Together and ecumenical activities

We remain actively involved in the activities of Queensland Churches Together (QCT), with regular support and assistance being provided in relation to operational matters. We note the major pieces of work coming from this body. These included the publication of an updated resource from the Joint Churches Domestic Violence Prevention Project, *The Good, the Bad and the Ugly: Questions Women ask about Relationships and Christian Beliefs* copies of which can be ordered from [here](#).

Through QCT we have also contributed to a joint church review of the Queensland Government's anti-Discrimination legislation to assess any impact on the activities of churches. This is continuing work.

Finally, we note the activities of the Christian Religious Instruction Alliance (CRIAQ) which acts as the strategic advisor on all Christian Religious Instruction (RI) matters, and strategically positions RI effectively with all stakeholders -parents/carers, the Christian church, RI grass roots leaders, volunteers and networks, working also with the RI Multi-Faiths Body, Department of Education, Government, and the community in Queensland. For further information you can email info@christianri.org.au.

Queensland Community Alliance

We maintain our membership of this grass roots community activity. More information can be found [here](#).

Other significant issues

Sunrise Beach and the Glossy Black Cockatoos

A major issue that has received media coverage has been the environmental impact from the Blue Care Sunrise Beach aged care and retirement living precinct. This group are protesting what they believe is the impact of the development on the local glossy black cockatoo population. They have also reached out to UCA staff nationally and in other Synods and made phone calls, emails and commented on social media campaigns, nationally and in the Queensland Synod. There has been a low level of local media coverage.

It is important to note that after a fortnight in January 2022 when we received over 30 emails and 1 phone call, including emails to various unconnected Office of the Synod staff, the numbers have significantly reduced with only 2 people contacting the office after that spike.

For further information about the development, please see [Blue Care Sunrise Beach](#).

Presbyterian and Methodist Schools Association

We continue our governance relationship with the Presbyterian and Methodist Schools Association (PMSA) and have welcomed the new Chair, Mr Peter Barker and Executive officer, Mr Shane Coppin. We continue to appoint members to the governing body and hearing regular reporting from this group. The transformation work from the PMSA over the last few years has been heartening. More information about PMSA activities can be found [here](#).

Insolvency of Presbyterian Church Queensland

This event raised many issues for the Synod, in particular we reached out to offer any support or assistance we could reasonably give in the circumstances. Also, importantly we reviewed whether there were any risks or lessons that could be learned from this situation to ensure that Synod activities were sufficiently robust to withstand any similar circumstances.

Attachment A contains a list of SSC meeting attendances

Attachment B contains an update on the general proposals from the 35th Synod

Attachment C contains the decision register for the SSC for this Synod term, as required by Regulation 3.7.4.1(g)

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

Name	Rev Heather den Houting
Position	General Secretary
Email	generalsecretary@ucagld.com.au
Phone	07 3377 9702

Attachment A

SSC member meeting attendance

The SSC met 16 times during this Synod term. The numbers of meetings held during this Synod term and the numbers of meetings attended by each member are outlined below. The attendance numbers are based on 14 meetings and exclude the 7 April 2022 and 5 May 2022 meetings, as this report was distributed prior to those meetings being held.

Member	Originating appointment capacity	Meetings eligible to attend	Fully attended	Partially attended	Not attended
Rev Andrew Gunton	Ex officio (Moderator)	14	14	0	0
Rev David Baker	Ex officio (ex-Moderator)	10	10	0	0
Rev Heather den Houting	Ex officio (General Secretary)	14	13	0	1
Mr Nigel Alexander	Ex officio (UCQ chair)	14	13	0	1
Rev Dennis Corowa	Ex officio (Congress nominee)	14	7	0	6
Mr Paul Newman	Ex officio (WMQ chair)	14	13	0	1
Dr Gewa Au	Elected – lay	14	9	0	5
Mr Greg Braithwaite	Elected – lay	14	11	0	3
Rev Garry Hardingham	Elected – ministerial	14	13	0	1
Rev Fa Matagi	Elected – ministerial	11	8	2	1
Dr Marilyn Healy	Elected – lay	14	12	0	2
Mr Scott McDonald	Elected – lay	14	14	0	0
Andrew McBryde	Elected – lay	14	11	0	3
Rev Bruce Moore	Elected – ministerial	14	12	0	2

Attachment B

35th Synod general proposals update

An update on the 35th Synod general proposals progress is outlined below:

Resolution #	Resolution	Action
20.59	General Proposal 4: Guidance to the Synod Standing Committee for the period of the 35th Synod It was RESOLVED by Agreement that the Synod direct that the Synod Standing Committee: (a) abide by the following principles in relation to what matters are determined by it and what matters should be brought to the general Synod for decision (b) that these principles be applied for the next 18 months, and then be subject to review at the 36th Synod. The principles 1.Changes to By-Laws are only to be made after appropriate consultation across the Synod. 2.That it shall deal with all matters: •that require a timely response •requiring long term preparation and research •which pose an unacceptable risk to the church if left Unaddressed •of appointment to governing entities •which require ongoing, sustained oversight in execution •of a simple or technical nature •which require regular reporting •which require annual reporting or approvals. 3.That it shall refer matters to the general Synod when: •Is it a matter that has been previously considered by the general Synod and should be returned and reported to the 36th Synod •It is a resolution of the general Synod that a matter should be dealt with •If it is a matter of such missional importance, that the general Synod should be the decision maker or provide guidance •If it is a decision that can be deferred until the next meeting of the general Synod without posing a serious risk for the church	COMPLETED see attached report – Synod Decision Register (Attachment “C”)

Resolution #	Resolution	Action
20.60	General Proposal 5: Project Plenty proposal It was RESOLVED by Consensus that the Synod: (a) accept the Project Plenty report <i>Shared life. Flourishing communities</i>. and thank the Synod Standing Committee and Project Plenty team for their work (b) adopt the 2025 ambition, four mission priorities and the commitments contained within the report as a set of mission priorities and directions that will guide its work for the period 2020-2025 (c) continues the conversation with congregations, presbyteries, agencies, schools and other bodies of the church to commit to the ambition, mission priorities and commitments of Project Plenty in their own context. (d) partner with congregations, presbyteries, agencies, schools and other bodies of the church in a further period of co-creation to develop and agree the specific deliverables of commitments contained in the report by 30 June 2021.	The Plenty work has been reported variously to the 36th Synod and has guided the work of the Synod over this period.
20.63	General Proposal 9: Youth, children and family ministry It was RESOLVED by Consensus that the Synod: (a) notes with concern the significant decline in staff and resources supporting youth, children and families ministry within Synod, presbyteries and congregations over recent years; and (b) determines that the development & resourcing of youth, children's & families ministry as part of the Project Plenty commitment of 'Encourage and empower young people to nurture their faith, serve God and practice leadership in church and the world' as an urgent priority area. This prioritisation shall align with the level of support from the small group Project Plenty commitment feedback.	This resolution has been incorporated into the Project Plenty work and will lead to outcomes as further determined by the Synod.

Attachment C

SSC decision register

A register has been maintained of the decisions the SSC made during this Synod term, which is available upon request. As required by Regulation 3.7.4.1(g), the substantive decisions of the SSC are outlined below. In addition to these substantive decisions, administrative decisions were made regarding:

- associating meeting participants
- accepting the report on disclosure of potential conflicts of interests by members
- adopting minutes of the SSC
- receiving the reports of the General Secretary and Moderator
- noting action item reports
- appointments to Synod governing bodies which are made on the recommendation of the relevant appointing bodies, with input from RNC where appropriate. These appointments and other changes to governing body membership have been reported separately in the Synod papers (refer Appendix 2 of the Reports and Proposals)
- other administrative matters.

Confidential decisions and minutes apart have also been omitted from this report.

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 20.229	03/09/2020	It was RESOLVED by Consensus that the Synod Standing Committee note that the Newlife Governance Task Group will continue its work and bring its report and recommendations to the December meeting of the Synod Standing Committee.	Requires ongoing, sustained oversight in execution
SSC 20.230	03/09/2020	It was RESOLVED by Consensus that the Synod Standing Committee endorse the release of <i>Shared life. Flourishing communities.</i> to members of the 35th Synod, and the wider church for consideration at the 35th Synod.	Requires ongoing, sustained oversight in execution
SSC 20.231	03/09/2020	It was RESOLVED by Consensus that the Synod Standing Committee receive the Complaints report.	Pose an unacceptable risk to the church if left unaddressed
SSC 20.232	03/09/2020	It was RESOLVED by Consensus that the Synod Standing Committee request the General Secretary to continue work and engagement on a Naming Convention Policy, with no time constraints placed upon this piece of work.	Requires ongoing, sustained oversight in execution
SSC 20.245	01/10/2020	It was RESOLVED by Consensus that the Synod Standing Committee directly appoint, in due course, three lay youth members to the 16th Assembly to satisfy the age requirements of Regulation 3.3.8(a)(3).	Requires a timely response
SSC 20.246	01/10/2020	It was RESOLVED by Consensus that the Synod Standing Committee receive the Report on Child Safety.	Requires regular reporting
SSC 20.247	01/10/2020	It was RESOLVED by Consensus that the Synod Standing Committee approve the revised Emmanuel College Constitution.	Requires a timely response
SSC 20.248	01/10/2020	It was RESOLVED by Consensus that the Synod Standing Committee note: there are a number of minor inconsistencies that have been passed back to the Emmanuel for future housekeeping.	Requires a timely response

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
		there are also a number of other potential amendments that might, at an appropriate future point in time, be advanced. They arise out of the Schools and Residential Colleges Commission project of developing a template Constitution.	
SSC 20.249	01/10/2020	It was RESOLVED by Consensus that the Synod Standing Committee authorises the 35th Synod Business Committee to co-opt the following three members to attend the 35th Synod, in accordance with Regulation 3.3.7(c): Annabel Demack (Chapel Hill UCA) Nia Lavaki (Park UCA) Namila Davui (Zillmere UAICC).	Requires a timely response
SSC 20.251	01/10/2020	It was RESOLVED by Consensus that the Synod Standing Committee endorse the 35th Synod Proposal to reappoint the General Secretary for release to the 35th Synod as a general proposal.	Requires regular reporting
SSC 20.256	03/12/2020	The Committee NOTED its Electronic Decision of 2 November 2020 regarding a complaint matter.	Requires a timely response
SSC 20.260	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee approve the appointment of Deloitte as external auditors of the Synod office for two one-year option periods, being the years ending 30 June 2021 and 30 June 2022.	Requires a timely response
SSC 20.271	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee note the UnitingCare Queensland ABN Transition update.	Simple or technical nature
SSC 20.275	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee approve the 30 June 2020 Financial Statements of The Uniting Church in Australia Queensland Synod office.	Requires annual reporting or approvals
SSC 20.276	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee appoint Rev Andrew Gunton and Rev Heather den Houting to sign the 30 June 2020 Financial Statements of The Uniting Church in Australia Queensland Synod office.	Requires annual reporting or approvals
SSC 20.277	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee gives in principle support for Uniting Education to be approved as an institution of the Uniting Church in Australia, Queensland Synod and will consider the approval of the institution when the constitution has been finalised in 2021.	Requires a timely response

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 20.278	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee noted the Plenty Update presentation.	Requires ongoing, sustained oversight in execution
SSC 20.279	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee receive the report on the Evaluation of the 35th Synod online.	Simple or technical nature
SSC 20.280	03/12/2020	It was RESOLVED by Consensus that, in not wishing to begin a process of consultation across the wider church on the Queensland Synod's position on therapeutic termination of pregnancy, the Synod Standing Committee request the General Secretary to revert to South Moreton Presbytery with Queensland Synod's current position on termination of pregnancy, which is considered conservative and consistent with the historic position of the church.	Requires a timely response
SSC 20.281	03/12/2020	It was RESOLVED by Consensus that the Synod Standing Committee note the correspondence between Rev Dr Hedley Fihaki and the General Secretary on Queensland Synod's position and previous resolutions on marriage and take no further action on this matter.	Requires a timely response
SSC 20.282	03/12/2020	It was RESOLVED by Consensus that the process for nominating further Synod appointments to the 16th Assembly be conducted through an expression of interest process, with those who have sought nomination previously through Synod processes being ineligible to apply.	Requires a timely response
SSC 20.283	03/12/2020	It was RESOLVED by Consensus that the recommended candidates to the 16th Assembly be brought to the Synod Standing Committee for decision at the February 2021 meeting.	Requires a timely response
SSC 21.015	04/02/2021	It was RESOLVED by Consensus that the Synod Standing Committee receive the report of Barnabas Council Durack.	Requires annual reporting or approvals
SSC 21.016	04/02/2021	It was RESOLVED by Agreement that General Proposal 2 – Composition of SSC: Standing Associated be defeated.	Requires a timely response
SSC 21.017	04/02/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the draft chaplaincy strategy document and progress update.	Requires long term preparation and research

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.018	04/02/2021	It was AGREED that where measurable, quantitative tolerances would be added into the risk appetite, indicators and tolerances table within the Synod Risk Appetite Statement.	Requires regular reporting
SSC 21.019	04/02/2021	It was AGREED that further consideration will be given to sub-categories for the Our People key risk within the Synod Risk Appetite Statement.	Requires regular reporting
SSC 21.020	04/02/2021	It was RESOLVED by Consensus that an updated Synod Risk Appetite Statement be presented to a future Synod Standing Committee meeting for approval.	Requires regular reporting
SSC 21.025	04/02/2021	It was RESOLVED by Consensus that the Synod Standing Committee appoint the following lay representatives to the 16th Assembly: Ms Rachel Hanson Ms Virginia (Nia) Lavaki Ms Kate Barton Youthful member to be located and directly appointed by the General Secretary.	Appointment to governing entities
SSC 21.026	04/02/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the process being undertaken to fill the casual vacancy on the SSC in accordance with Queensland Synod By-law Q2.2.14.	Appointment to governing entities
SSC 21.031	04/02/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the report on the Status of Complaints, Appeals and Concerns.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.043	04/03/2021	It was RESOLVED by Consensus that Synod Standing Committee note the draft General Secretary Key Performance Indicator's for December 2020 – December 2023, and the Remuneration and Nomination Committee chair note the extensive feedback provided by the Committee for inclusion in the next iteration of the General Secretary KPI's.	Requires a timely response
SSC 21.046	04/03/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the appointment by the Moderator, upon the recommendation of the Remuneration and Nomination Committee and in accordance with Queensland Synod By-law Q2.2.14, of Rev Fa Matangi as a member of the Synod Standing Committee for the period from 5 March 2021 until the 36th Synod.	Appointment to governing entities

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.047	04/03/2021	It was RESOLVED by Consensus that, pursuant to Regulation 2.10.3(a)(i), the Synod Standing Committee withdraw the recognition of Douglas Lawrence Jones as a minister of the Uniting Church in Australia effective 28 July 2020.	Requires a timely response
SSC 21.048	04/03/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the reforecast undertaken across the Office of the Synod activities for the remainder of the 20/21 financial year.	Requires annual reporting or approvals
SSC 21.050	04/03/2021	It was RESOLVED by Consensus that the General Secretary bring an exit strategy on Grace College to the next SSC meeting.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.051	04/03/2021	It was RESOLVED by Consensus that the General Secretary bring a proposal to the next SSC meeting on the South Moreton Presbytery request for a working group to identify resources for each of the two positions on marriage, including a communications strategy, resources collation information, and information on necessity for a working group).	Requires a timely response
SSC 21.053	04/03/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the update on the Status of Complaints, Appeals and Concerns.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.054	04/03/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the UCAPT (Q.) briefing note in relation to the draft advice of Batrouny QC and Sievers.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.073	01/04/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the Synod Risk Appetite Statement, subject to: the Indicator Measurement for SSC reporting for key risk 11 "Fraud – Internal and External" being updated to be "Fraud financial loss >\$20k" "members" being added to the Risk Description for key risk 2 "Person / Child Harm".	Requires regular reporting

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.076	01/04/2021	It was AGREED that the General Secretary would provide further information to the Committee on the appointment of direct reports to the General Secretary, including the most appropriate appointing body, succession planning and delegation comparisons from other Synods.	Requires a timely response
SSC 21.077	01/04/2021	It was RESOLVED by Consensus that, upon the recommendation of the Executive Leadership Team, the Synod Standing Committee approve amendments to the Uniting Church in Australia Queensland Synod Delegations document effective 2 April 2021.	Requires a timely response
SSC 21.078	01/04/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the recommended option from the Schools and Residential Colleges Commission to monitor and engage with Grace College at this stage.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.079	01/04/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the Shared Services Team report, 2017 Key Change Initiatives report and the Plenty Update.	Requires regular reporting
SSC 21.080	01/04/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the approach and implementation timeline outlined by the Presbytery Synod Interface (PSI) to design a draft model for a mission collaboration and coordination committee.	Requires long term preparation and research
SSC 21.083	01/04/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve that the “next steps” as outlined in the “QC’s draft opinion – Second paper for joint circulation across UCA Boards March/April 2021” be adopted.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.088	06/05/2021	The Committee NOTED its Electronic Decision of 16 April 2021 regarding a litigated claim set for mediation on 30 April 2021. <i>It is RESOLVED by electronic decision that the Synod Standing Committee approve General Counsel to settle the JWH claim on the best terms possible at mediation up to the recommended reserve of \$100,000, not including defence costs.</i>	Requires a timely response
SSC 21.090	06/05/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the updated Remuneration and Nomination Committee Charter effective 7 May 2021.	Requires annual reporting or approvals

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.094	06/05/2021	It was RESOLVED by Consensus that the presentation from the Presbyterian Methodist Schools Association be received.	Requires regular reporting
SSC 21.095	06/05/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the draft Chaplaincy strategy as outlined in the Chaplaincy Strategy 2021-2025 and Governance Review report.	Requires long term preparation and research
SSC 21.096	06/05/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the governance and budget recommendations as outlined in the Chaplaincy Strategy 2021-2025 and Governance Review, namely: the mandate of the Commission be modified or “tweaked” as expressed in the proposed Chaplaincy Commission Charter (p.18-19) that the current overall budget of approximately \$1 million per annum be retained for the next financial year to support current Synod managed chaplains, subject to membership of the Commission, as presented to the Committee, being amended as follows: removing the following ex-officio roles: Executive Officer, Chaplaincy Commission the Chief Executive Officer of UnitingCare Queensland, or nominee the Superintendent, Wesley Mission Queensland or nominee adding cross-cultural experience to the interest/expertise requirements.	Requires long term preparation and research
SSC 21.099	06/05/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the Queensland Synod Perceptions Survey 2021.	Requires regular reporting
SSC 21.100	06/05/2021	It was RESOLVED by Consensus that the Synod Standing Committee note these interrelated pieces of work: General Secretaries KPIs, Synod office strategic plan and budgeting process.	Requires a timely response
SSC 21.101	06/05/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the General Secretary’s KPIs for 2021-2023.	Requires a timely response
SSC 21.102	06/05/2021	It was RESOLVED by Consensus that the Synod Standing Committee receive the report and presentation of the National Safe Church Unit, including the Annual Report to Stakeholders dated February 2021.	Requires annual reporting or approvals

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.103	06/05/2021	Subject to the addition of wording within the same-gender marriage decision section representing the diversity of experience of this matter, it was <u>RESOLVED by Consensus</u> that the Synod Standing Committee approve the Queensland Synod report to the 16th Assembly.	Requires a timely response
SSC 21.104	06/05/2021	It was <u>RESOLVED by Consensus</u> that Dr Paul Jones be appointed as the Uniting Church's member representative to Wontulp-Bi-Buya College Limited, Australian Company Number (ACN) 616 019 142 – A Company limited by guarantee.	Appointment to governing entities
SSC 21.105	06/05/2021	It was <u>RESOLVED by Consensus</u> that the legal principles to be applied by Synod when dealing with Church property as attached to the submission be adopted.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.107	06/05/2021	It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee note the planning around a face to face 36th Synod with expected COVID restrictions.	Requires long term preparation and research
SSC 21.109	06/05/2021	It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee approve the position that a working group is not required in response to the South Moreton Presbytery request for a working group to identify resources for each of the two positions on marriage.	Requires a timely response
SSC 21.111	06/05/2021	It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee note the update on the Status of Complaints, Appeals and Concerns.	Requires regular reporting
SSC 21.118	03/06/2021	It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee approve the revised Synod Chaplaincy Commission Charter as circulated to members as part of the questions on notice process, subject to the removal of the second sentence of the second paragraph within section 1.9, effective 4 June 2021.	Requires a timely response
SSC 21.119	03/06/2021	It was <u>RESOLVED by Consensus</u> that the HENRY REED Culture Current State Report and presentation be received.	Requires ongoing, sustained oversight in execution
SSC 21.120	03/06/2021	It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee receive the Feasibility Study in Self Insurance Workers Compensation Model report.	Requires long term preparation and research

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.121	03/06/2021	It was RESOLVED by Consensus that the Synod Standing Committee endorse progression to the next stage of the feasibility assessment of Self-Insurance model for the following actions: Endorsement that all entities under The Uniting Church in Australia Property Trust (Q.), (The Property Trust) will participate in the next stage of assessment as required. An agreement that UnitingCare will lead the Alignment to Self-Insurance Program. An assessment of Work Health & Safety, rehabilitation / claims management services and financial feasibility across all policies under The Uniting Church in Australia Property Trust (Q.) to be completed. Establishment of working party with representatives from the entities with workers compensation policies under The Uniting Church in Australia Property Trust (Q.).	Requires long term preparation and research
SSC 21.123	03/06/2021	It was AGREED that Mr Cranna take the following points on notice: discussion with the Finance, Investment and Property Board as to what alternative plans exist if the operations of Uniting Education – Early Learning are not profitable discussion with the Finance, Investment and Property Board as to alternative options for locking in gains on the equity investments expectation that the Business Development Unit will be breakeven and structured as such (expectation that this form part of the reforecast budget in February 2022).	Requires annual reporting or approvals
SSC 21.124	03/06/2021	It as RESOLVED by Consensus that the Synod Standing Committee approves the Synod office budget for 2021/2022.	Requires annual reporting or approvals
SSC 21.125	03/06/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the decommissioning of the Synod's Open Data Website.	Simple or technical nature
SSC 21.142	01/07/2021	It was AGREED that a decision on the Schools and Residential Colleges Commission request for delegation of appointment of board members to school and college boards be deferred to a future meeting, with such a proposal to include suitable parameters to address things such as reputational risk.	Appointment to governing entities
SSC 21.144	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee endorse the Schools and Residential Colleges Commission recommended approach to Grace College: Continue to provide support but prepare for possible failure of the College.	Requires a timely response

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.145	01/07/2021	It was AGREED that monthly updates on Grace College be provided to the Synod Standing Committee.	Requires ongoing, sustained oversight in execution
SSC 21.146	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the Plenty Update.	Requires ongoing, sustained oversight in execution
SSC 21.147	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the presentation on the UnitingCare June quarter report against the 2020-21 Annual Statement of Missional Intent.	Requires regular reporting
SSC 21.148	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the Request from the Queensland Synod for exemption from Regulations.	Simple or technical nature
SSC 21.149	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee appoint Mr Darrell Jardine, Partner, Hopgood Ganim Lawyers as the Legal Assistant for a proceeding before the Synod Committee for Discipline pursuant to Regulation 5.7.4(d).	Pose an unacceptable risk to the church if left unaddressed
SSC 21.155	01/07/2021	Inclusion of “discernment with incumbent General Secretary regarding extension of the role” was requested, and it was AGREED this be added to the Oct-Dec 2022 period in the timeline and an update be provided to the September 2021 Committee meeting.	Requires long term preparation and research
SSC 21.156	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee receive the report on Succession planning for the General Secretary role.	Requires long term preparation and research
SSC 21.158	01/07/2021	It was AGREED that enrolment trends and financial health of the Presbyterian and Methodist Schools Association, as presented to their recent AGM, be shared with the Committee.	Simple or technical nature
SSC 21.160	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee note that Ms Rachel Krohn has met the core competencies of a Pastor and approve her commissioning into the role as Lecturer in Old Testament and Hebrew at Trinity College Queensland.	Requires a timely response

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES										
SSC 21.161	01/07/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the status update on the complaints, appeals and concerns.	Requires regular reporting										
SSC 21.169	05/08/2021	It was RESOLVED by Consensus that, upon the recommendation of the Queensland Synod Remuneration and Nomination Committee, the Synod Standing Committee approves the remuneration of appointed members of the WMQ Board from 1 January 2022 by the payment of board fees according to the following scale: <table><tr><th>Position</th><th>Amount (per annum)</th></tr><tr><td>Board Chair</td><td>\$35,000</td></tr><tr><td>Chair Audit Finance and Risk Committee</td><td>\$30,000</td></tr><tr><td>Chair Care and Clinical Governance Committee</td><td>\$30,000</td></tr><tr><td>Board Member</td><td>\$20,000</td></tr></table> with the scale amount to be increased on each anniversary of commencement in accordance with the CPI (All Groups) for Brisbane.	Position	Amount (per annum)	Board Chair	\$35,000	Chair Audit Finance and Risk Committee	\$30,000	Chair Care and Clinical Governance Committee	\$30,000	Board Member	\$20,000	Requires a timely response
Position	Amount (per annum)												
Board Chair	\$35,000												
Chair Audit Finance and Risk Committee	\$30,000												
Chair Care and Clinical Governance Committee	\$30,000												
Board Member	\$20,000												
SSC 21.170	05/08/2021	It was RESOLVED by Consensus that the Synod Standing Committee notes: the scale remuneration amount is: Inclusive of the superannuation guarantee amount payable by WMQ under the <i>Superannuation Guarantee (Administration) Act 1992</i> (Cth) for the remuneration Exclusive of any payment for a WMQ Board member to undertake professional development in accordance with the WMQ Board terms of reference, and Exclusive of any payment to a WMQ Board member in reimbursement of travelling or other expenses official members of the WMQ Board (currently the Superintendent Minister and WMQ Council Chair) are not to be remunerated by payment of board fees but remain eligible to receive or have the benefit of: any payment for a WMQ Board member to undertake professional development in accordance with the WMQ Board terms of reference, and any payment to a WMQ Board member in reimbursement of travelling or other expenses the WMQ Chief Executive Officer is not a member of the WMQ Board	Requires a timely response										

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
		the WMQ Board will change its meeting times to meet during office hours the Effective Governance Wesley Mission Queensland Board Remuneration Review Interim Report dated 27 February 2020 and Final Report dated 2 July 2021 informing the recommendation.	
SSC 21.173	05/08/2021	It was RESOLVED by Consensus that the Queensland Synod Risk Appetite Statement be approved.	Requires regular reporting
SSC 21.174	05/08/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the Strategic Planning – Transforming Communities update.	Requires ongoing, sustained oversight in execution
SSC 21.175	05/08/2021	It was RESOLVED by Consensus that the Synod Standing Committee receive the report of the Business Development Unit.	Requires regular reporting
SSC 21.176	05/08/2021	It was RESOLVED by Consensus that, pursuant to Regulation 2.10.3(a)(i), the Synod Standing Committee approve the withdrawal of the recognition of Lu Senituli as a minister of the Uniting Church in Australia.	Requires a timely response
SSC 21.182	05/08/2021	It was RESOLVED by Consensus that the Synod Standing Committee appoint Rev David Baker as convenor to the Moderatorial Candidature Task Group, along with four other members to be determined by the SSC via flying minute from the following groups: Remuneration and Nomination Committee member Presbytery Minister UCQ Board Chair or delegate a representative who has a focus on congregational interests.	Requires long term preparation and research
SSC 21.183	05/08/2021	It was RESOLVED by Consensus that the Synod Standing Committee note that communication to the broader Church will be made immediately with respect to nominations for Moderator, under the hand of the ex-Moderator, which are to be submitted by Saturday 13 November 2021.	Requires long term preparation and research
SSC 21.196	02/09/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve that the Partners in Ministry become an official activity of the Queensland Synod of the Uniting Church in Australia.	Simple or technical nature
SSC 21.197	02/09/2021	It was RESOLVED by Consensus that the Synod Standing Committee establish the 36th Synod Business Committee comprised of the following members: Moderator	Requires long term preparation and research

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
		General Secretary Executive Officer Corporate Rev Brian Kickbusch Any additional members as agreed and appointed by the Moderator and General Secretary.	
SSC 21.198	02/09/2021	It was RESOLVED by Consensus that the Synod Standing Committee authorises the 36th Synod Business Committee to elect from within its membership a convenor of the 36th Synod Business Committee.	Requires long term preparation and research
SSC 21.199	02/09/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the Strategic Resources and Assurance team presentation.	Requires regular reporting
SSC 21.204	02/09/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the UnitingCare Queensland Annual Statement of Missional Intent 2021–2022 including the financial summary and forecast information.	Requires annual reporting or approvals
SSC 21.206	02/09/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve that the Moderator/Moderator's Social Justice and Advocacy Team can participate in and promote, established social justice and advocacy campaigns, such as "Raise the Age".	Simple or technical nature
SSC 21.207	02/09/2021	It was AGREED that Rev Baker present a submission to the October 2021 Synod Standing Committee meeting regarding a collaborative approach across all Synod Standing Committee's to the resourcing and funding of the Regulations review.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.209	02/09/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve General Counsel to settle the AU claim on the best terms possible at conference up to the recommended reserve of \$520,000, not including defence costs.	Requires a timely response
SSC 21.210	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee endorse the Plenty Strategy progress report.	Requires ongoing, sustained oversight in execution
SSC 21.211	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee encourage the existing Plenty working groups to continue to refine their proposals as required.	Requires ongoing, sustained

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
			oversight in execution
SSC 21.212	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee endorse any immediately deliverable activities of the Plenty working groups as identified in this report	Requires ongoing, sustained oversight in execution
SSC 21.213	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee commission a further Plenty Strategy progress report to be delivered to the 36th Synod	Requires ongoing, sustained oversight in execution
SSC 21.214	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee members recommit to modelling and championing the ambition and mission priorities of the <i>Shared life. Flourishing communities.</i> journey.	Requires ongoing, sustained oversight in execution
SSC 21.215	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee charge the Plenty Program Board to fulfil its Terms of Reference in its oversight of the prioritisation, operationalisation and implementation of the initiatives and actions from this report.	Requires ongoing, sustained oversight in execution
SSC 21.222	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the Person of Concern Policy.	Requires a timely response
SSC 21.223	07/10/2021	It was AGREED that a formal report be presented to the Synod Standing Committee following the meeting between the General Secretary and the FMYC committee chairperson, including the agenda of the conversation.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.224	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the appointment of those persons nominated at the 2021 FMYC Annual General Meeting (AGM), being: Tim Limmer Joel Revie	Appointment to governing entities

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
		Alan Revie Peter Earnshaw Diane Baker.	
SSC 21.225	07/10/2021	It was RESOLVED by Consensus that a decision was not required at this meeting on the submission “36th Synod membership and Queensland Synod By-law suspension”. As a result, the proposers fell from the proposal.	Requires long term preparation and research
SSC 21.226	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee, via the General Secretary, communicate with the other Synods and the Assembly Standing Committee to encourage appropriate resourcing of the Assembly’s Review of Regulations so that it can be done in as thorough and timely fashion as practically possible.	Pose an unacceptable risk to the church if left unaddressed
SSC 21.233	07/10/2021	It was AGREED that the General Secretary: bring a submission to the November SSC meeting regarding mandatory COVID-19 vaccinations for ministry agents, following consultation with Presbyteries arrange a communication to the broader church to inform church councils of their ability to implement mandatory vaccinations now if desired.	Requires a timely response
SSC 21.235	07/10/2021	It was RESOLVED by Consensus that a Chaplaincy Transition Reference Group be appointed by the General Secretary to manage the transition to the new Chaplaincy Commission.	Requires a timely response
SSC 21.240	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee that the Committee appoint Darrell Jardine, Partner at HopgoodGanim Lawyers, to the Legal Assistant role for the referral of a complaint by the Synod Committee for Counselling to the Synod Committee for Discipline.	Requires a timely response
SSC 21.241	07/10/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve General Counsel to settle the AC claim on the best terms possible at conference up to the recommended reserve of \$850,000, not including defence costs.	Requires a timely response
SSC 21.246	04/11/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the withdrawal of the recognition of Rev Rob Corrie.	Requires a timely response
SSC 21.249	04/11/2021	It was RESOLVED by Consensus that the presentation from the Presbyterian Methodist Schools Association be received.	Requires regular reporting

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.251	04/11/2021	It was RESOLVED by Consensus that the Synod Standing Committee endorse a proposal to be put to the 36th Synod regarding an appointment model whereby appointment of Board for Christian Formation members is made 50:50 by Synod in Session and Synod Standing Committee.	Requires long term preparation and research
SSC 21.253	04/11/2021	It was RESOLVED by Consensus that the Queensland Synod Risk Appetite Statement be approved.	Requires regular reporting
SSC 21.258	04/11/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the 30 June 2021 Financial Statements of The Uniting Church in Australia Queensland Synod office.	Requires annual reporting or approvals
SSC 21.259	04/11/2021	It was RESOLVED by Consensus that the Synod Standing Committee appoint Rev Andrew Gunton and Rev Heather den Houting to sign the 30 June 2021 Financial Statements of The Uniting Church in Australia Queensland Synod office.	Requires annual reporting or approvals
SSC 21.260	04/11/2021	It was RESOLVED by Consensus that the Synod Standing Committee endorse a Synod policy position that mandates vaccination for all people exercising a ministry role in the Queensland Synod and all Synod office staff and staff of Synod enterprises and that the due date for this mandate is 1 February 2022.	Requires a timely response
SSC 21.261	04/11/2021	It was RESOLVED by Consensus that communication and details of the mandatory vaccination policy be developed and distributed across the Synod by no later than 12 November 2021.	Requires a timely response
SSC 21.262	04/11/2021	It was RESOLVED by Consensus that Presbyteries be encouraged to implement the Synod policy position of mandatory vaccination.	Requires a timely response
SSC 21.264	04/11/2021	It was AGREED that the General Secretary would circulate a preliminary briefing paper on Act2 to the Synod Standing Committee.	Simple or technical nature
SSC 21.266	04/11/2021	It was RESOLVED by Consensus that the Moderatorial Candidature Task Group Report be received.	Requires long term preparation and research
SSC 21.267	04/11/2021	It was RESOLVED by Consensus that the members of the Moderator Candidature Task Group be: Rev David Baker (Chair) Mr Dale Ham (member of Remuneration and Nomination Committee, Beenleigh Congregation) Dr Kumi Abeysuria (member of 35th Synod, member at Chermside Kedron UCA) Mr Nigel Alexander (Chair UnitingCare Qld)	Requires long term preparation and research

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
		Rev Scott Ballment (Presbytery Minister, CQ Presbytery).	
SSC 21.268	04/11/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve Option A (unlimited numbers of members) as the preferred method of meeting for the 36th Synod and that the meeting be held at Alexandra Park Conference Centre.	Requires long term preparation and research
SSC 21.269	04/11/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the information provided by the 36th Synod Business Committee regarding Option B (postponement of the Synod to 2023).	Requires long term preparation and research
SSC 21.283	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee suspend Queensland Synod Bylaw Q2.7.8(1)(f) with respect to the appointments below, and ratify the appointments as noted: Chris Townend, member Audit and Risk Committee from 2 February 2021 to 1 February 2024 Chris Townend, member Finance, Investment and Property Board from 25 February 2022 to 24 February 2025 Nigel Fairbairn, member Schools and Residential Colleges Commission from 13 July 2020 to 12 July 2023.	Appointment to governing entities
SSC 21.284	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the COVID-19 Vaccination Policy (D/2.1) as per the update circulated on 1 December 2021.	Requires a timely response
SSC 21.285	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the COVID-19 Vaccination Procedure (D/2.1.1) as per the update circulated on 1 December 2021.	Requires a timely response
SSC 21.286	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee approve the COVID-19 Vaccine Exemption Application form (D/2.1.1.1) as per the update circulated on 1 December 2021.	Requires a timely response
SSC 21.287	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee approves a budget of \$500,000 (excluding GST) for Project Cooe – Stage 1 (Ground Floor Upgrade), in line with the scope outlined in this report.	Requires ongoing, sustained oversight in execution
SSC 21.290	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the report “A Flourishing Creation: Queensland Synod Action and Advocacy Plan to 2030”.	Requires ongoing, sustained oversight in execution

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
SSC 21.291	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee support the distribution of the Report for Synod wide engagement and feedback leading to a Final Report to be presented at the May 2022 Synod in Session meeting.	Requires ongoing, sustained oversight in execution
SSC 21.294	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee note the report on Grace College and affirm the direction and decisions of the Schools and Residential Colleges Commission in relation to these matters.	Requires ongoing, sustained oversight in execution
SSC 21.295	02/12/2021	It was RESOLVED by Consensus that the Synod Standing Committee endorse the broad principles behind the proposed business model for an SSC Mission Collaboration and Coordination Committee (MC3).	Requires long term preparation and research
SSC 22.004	03/02/2022	The Committee NOTED its Electronic Decision of 17 December 2021 regarding Wesley Mission Queensland – WMQ Board Renumeration – Chair, Governance Committee, as a correct record.	Requires a timely response
SSC 22.012	03/02/2022	It was RESOLVED by Consensus that the presentation from the Assembly be received.	Requires regular reporting
SSC 22.015	03/02/2022	It was RESOLVED by Consensus that the Synod Standing Committee approve remuneration of \$10,136 p.a. for Chairperson and \$5,068 p.a. for members of the Audit and Risk Committee.	Requires a timely response
SSC 22.016	03/02/2022	It was RESOLVED by Consensus that the Synod Standing Committee Approve that the effective date for the payment of remuneration for members of the Audit and Risk Committee be 1 January 2022.	Requires a timely response
SSC 22.018	03/02/2022	It was RESOLVED by Consensus that the Synod Standing Committee endorse the recommendations of the Remuneration and Nomination Committee to change the remuneration framework for award free employees.	Requires a timely response
SSC 22.026	3/3/2022	The Committee NOTED the Electronic Decision of 23 February 2022 regarding Synod Office audit by the Audit & Risk Committee as a correct record.	Requires a timely response
SSC 22.028	3/3/2022	It was RESOLVED by Consensus that the Synod Standing Committee note the MDF discussion paper.	Requires regular reporting
SSC 22.032	3/3/2022	It was RESOLVED by Consensus that the presentation on the Uniting Early Learning business plans from the Executive Director, Enterprise and Innovation be received.	Requires ongoing, sustained

RES. #	MEETING DATE	RESOLUTION	PRINCIPLES
			oversight in execution
SSC 22.033	3/3/2022	It was RESOLVED by Consensus that the Synod Standing Committee resolved to approve the Synod office budget reforecast to 30 June 2022.	Requires a timely response
SSC 22.035	3/3/2022	It was RESOLVED by Consensus that the Synod Standing Committee, agrees that the proposal that a missional subcommittee of the SSC be presented to the Synod. That the wording of the proposal be:- "That the Synod agrees to the formation of a Missional sub-committee of the Synod Standing Committee to have the powers and responsibilities as articulated in the attached Charter; and the Synod Standing Committee be authorised to amend any By Laws in order to give effect to this resolution."	Requires a timely response
SSC 22.036	3/3/2022	It was RESOLVED by Consensus that the Synod Standing Committee appoint to Rev Moore to act as Mover, and Rev Hardingham to act as Seconder, of the MC3 motion at the Synod in Session.	Requires a timely response
SSC 22.038	3/3/2022	It was RESOLVED by Consensus that the Synod Standing Committee acknowledges and thanks Jacqueline Kelly for her time, commitment and leadership to UnitingCare Queensland since commencing 1 April 2019.	Requires a timely response
SSC 22.039	3/3/2022	It was RESOLVED by Consensus that the Synod Standing Committee approves an extension to Synod Standing Committee approved Recruitment and Reappointment Panel for the recruitment of one Board Member.	Requires a timely response

a daring
HOPE
SYNOD 36



Report from
The General Secretary



Report

Message from the General Secretary

It is a remarkable time to be writing this report. As we continue to deal with the significant community trauma of COVID, the impact of devastating volcanic and weather events in the Asia Pacific region and the distress we experience as we watch the impacts of war and conflict across the world, our identity as the gathered people of God is tested and challenged.

All these things call us again into the space of being utterly and completely disciples of Christ. Are we, as individuals in our work and worship, calling others to the gracious and compassionate way of Christ? Are we demonstrating this as much as talking about it? What are the gifts that the church can bring to our communities, that mean we might demonstrate our calling as disciples of Christ together?

So, it is with delight that I reflect again on the great gifts of God we see emerging from individuals and teams throughout the life of the church engaging with the Plenty process. This work, which began some years ago is bearing fruit as we remind ourselves why we are here as a church. The General Secretary's report is the time to reflect on whether Synod wide activities are appropriately aligned to the vision of the church. There is no doubt that change is afoot, and each part of this report is constructed in a way that pays attention to this broad vision for the Queensland Synod.



Rev Heather den Houting
General Secretary

The operations of the Office of the Synod

The *Office of the Synod Strategic Plan* (below) focusses us on goals which move us toward sustainable and fit for purpose practices and governance, to strengthen our life together, transform the communities in which we live and work, and foster a renewed discipleship culture. Most importantly we see our purpose as supporting the shared hope of the church, that we might be active in every community in ways that demonstrate we are bearers of Christ's gift to the world.



Discipleship

Foster a renewed discipleship culture within the church

Facilitate, enable and assist missional outcomes for the synod.
Clarify, integrate and provide resources to facilitate the ministry journey.



Fit for purpose

Provide the structural foundations for the one church to meet the existing and emerging needs allowing communities to flourish

Realise the opportunity of Uniting Education Early Learning (UEEL).
Establish Uniting Education.
Review and mature governance arrangements across the Synod.

Expand the enterprise collaboration platform across the Synod.
Collaborate with Presbyteries to investigate and implement new business development and resourcing models.
Mature the risk management approach.
Support our people through workforce planning, leadership and professional development, and recruitment and retention.



Transforming communities

Design and provide governance, service delivery and asset utilisation to support the missional priorities of the one church

Clarify and embed a shared identity and culture for the Synod Office.
Introduce best policy approach to volunteer management across all aspects of the church
Establish a whole-of-church approach to enhance mental health and wellbeing in the communities in which we serve.



Life together

Collaborate across the life of the church to bring God's gifts to the world

Deliver strategic communications.
Deliver intentional and accountable stakeholder engagement.
Oversee and implement strategic property development and management.

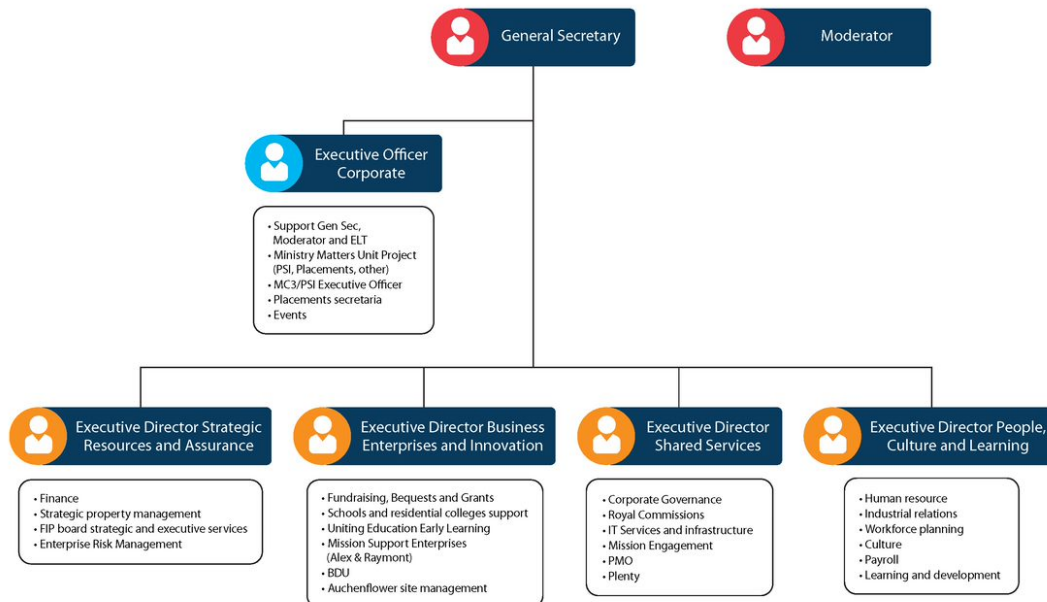
Financial stewardship

Build greater financial self-sufficiency for the Synod office

Develop and implement plans to increase financial self-sufficiency for the Synod office.
Develop a contingency plan for reduced funding.
Review treasury strategy.

We have committed to support the wider church as it explores the next steps of Plenty. This was demonstrated in the Plenty Progress Report, [Shared Life, Flourishing Communities](#) published and circulated in October 2021. This progress report, which brought together suggestions and actions from the working groups, highlights the central hope of this process. It does not hold itself out to be a final document, but perhaps a signpost to the church on the way.

This Synod meeting is based around reviewing and continuing the vision of the church. The Office of the Synod is reorganising itself to better support that vision. Operational structures have been adjusted to deal with changing demands on people and budget. In addition, there has been some turnover of senior staff, and this has given us an opportunity to review whether we are fit for purpose. A current organisational chart for the Office of the Synod can be found below.



Some of the changes to note are:

Executive Officer Corporate

The role is responsible for providing support services to the Presbytery Synod Interface (PSI) meeting, the Mission Collaboration & Coordination Committee (MC3 if the proposal is adopted by this meeting) and will lead a new project to be known as the Ministry Matters Unit (MMU). Kellie Broderick holds this role.

Increased responsibility for Corporate Governance

We are increasing our capacity to care for all Synod Committee, Commissions and Boards. In particular, we will be offering the training and support for each board, committee, or commission member to feel supported and confident that their meeting has the right information at the right time to make the best decisions possible. Jeffrey Sparkes is the new Governance Secretary.

New Ministry Agents' Coordinator (MAC) Role

This new role in the Synod has the responsibility for the oversight of 'Synod appointed placements' (n=17). This role has responsibility for managing the wellbeing and vitality of these Synod placements, negotiating as appropriate with the placement context, and managing the associated administrative load. The role will also be involved in projects as directed by the General Secretary and will attend as the General Secretary's delegate to national meetings around ministry operations. At the time of writing this placement is under discussion.

New Executive Director - People, Culture and Learning

We have divided the Shared Services Group and put People and Culture and Learning and Development into its own group. Over the next few years we must make sure we are reaching our expanding workforce, to ensure they are well looked after in terms of their conditions of

employment, shared culture, and values, training needs, and health and wellbeing. Grant Weaver has been appointed to this position. The teams under his oversight will be People and Culture, Learning and Development and Payroll.

Significantly the Learning and Development team will be growing to resource the expanded training needs of the Synod and will work closely with Trinity College Queensland, especially in relation to Uniting Education Learning, the strategy of the BCF and the Safe Ministry Training program of work. This has become more important as the BCF has found that the non-HEP (Higher Education Provider) training needs across the Synod and the support for the candidature process need to be better resourced outside of Trinity College Queensland (TCQ).

New Executive Officer, Chaplaincy

As a result of the adoption of a new Synod strategy for Chaplaincy a new position was created to drive the vision and mission of this unique expression of ministry. Dave Wu started in this role in early December 2021.

COVID-19 Update

COVID-19 has continued to challenge the wider church through the past 18 months. It has also created new opportunities and enabled congregations to connect with people that may have reluctant to enter a church via online services and share the good news about Jesus.

It has been particularly encouraging to watch the church evolve and adapt to the constant changes to public health directions that are aimed at keeping all Queenslanders safe. This includes the overwhelmingly positive response to the requirement for ministry agents, chaplains, and Synod employees to be vaccinated by the 1 February 2022. This keeps our workers safe and enables us to serve those in our communities effectively at their time of need.

In June 2020, a COVID Safe Industry Plan for Places of Worship was released for the first time. The plan provided a risk management framework for enabling congregations to return to face to face worship. The Uniting Church played a significant role in facilitating the industry plan. Our COVID Team was in regular contact with Queensland Health and Multicultural Affairs whilst also helping other denominations and faith groups who were grappling with the complexities of returning to worship in a COVID safe manner.

The Industry Plan called for each place of worship to appoint a COVID Safe Warden. The role of the warden was to champion safe practices in their local congregation and provide regular updates to Church Councils and members of changes to public health directions. Even after the Industry Plan was revoked, theses committed individuals continued to serve their local congregations providing advice and acting as a conduit between the COVID Team and congregations.

At times, the role of COVID Safe Warden or Advisor has been difficult, particularly in areas that had not been impacted and the risk management practices were seen as unnecessary. We thank those members of our community that have served faithfully as the advisors for their congregations during this time.

The borders opening in December 2021 saw the significant increase in cases in Queensland. The work of our congregations in implementing safe gathering practices has limited the impact that the virus has had within our church communities.

Restrictions continue to ease across the state with face masks and building capacities removed in March 2022. Whilst this is a significant step towards normal for many, the importance of continuing

to clean, maintain physical distance where possible and practice good hand hygiene is essential for all of us, to keep our people safe and our ministries open, as greater freedoms are provided under the public health directions.

Operations of the Office of the Synod by Group

Strategic Resources and Assurance

The current Strategic Resources and Assurance Group is comprised of three teams, Finance, Property, and Strategic Risk. The Executive Director is Peter Cranna who also fulfills the roles of:

- Synod Property Officer
- Secretary of The Uniting Church in Australia Property Trust (Q.)
- Executive officer to the Finance Investment and Property Board

As a Group they are focussed on effective solutions, to create a safe, sustainable, and flourishing church.

Strategic Resources and Assurance Key Achievements

Finance

- Reviewed scoped and implemented modern software that is Fit for Purpose for current and potential future needs
 - Specifically, the main accounting software was replaced by Microsoft Dynamics Business Central. The treasury software was replaced by FinPower, and budgeting software has been acquired.
- Restructured the Finance team to ensure capacity to best utilise the new software and processes
- Offered incentive scheme to Congregations and Presbyteries that paid an extra 1% pa over the standard term deposit rate
 - This applied to new funds invested with UCIS and rolled over amounts.
- Accessed Jobkeeper scheme including for ministry agents paid by the Office of the Synod
 - The financial benefits were passed on too many other church entities.
- Continued the congregational bookkeeping initiative across Queensland.
 - Approximately 40% of congregations are using the XERO cloud software with the standard chart of accounts and specialised reports built in.
 - Training and support are provided to Treasurers and bookkeeping services are offered for those that need it.
- Continued to provide loan funds to many diverse entities through the Synod through Uniting Church Investment Service
- Responded to increased workload with the introduction of the Uniting Early Learning services into Office of the Synod operational management
- Delivered regular scheduled finance functions including annual budget and reforecast, annual financial statement preparation and audit, processing and paying payments to suppliers, maintaining the accounting and treasury systems, including all reconciliations

Property

- Supported extensive negotiations leading to the acquisition of the Kooya Rd Mitchelton property (21ha) by the Property Trust – with the responsible body being the Emmanuel congregation.
 - This opportunity arose through Emmanuel being the residuary beneficiary to the Hungerford estate.
 - Office of the Synod staff, Emmanuel UC members and the consultant team have submitted a Development Application (DA) to the Brisbane City Council to gain clarity on the development potential of the site and ascertain its value.
- Supported the Moreton Rivers Presbytery in considering development opportunities for 2 properties where the church had closed
 - Both have encountered heritage issues, and these are being steered through the appropriate legal processes.
- Scoped renovation improvements to the ground floor of the Synod office.
 - These have been approved and are likely to be constructed in the middle of 2022.
- Delivered customer service focussed support by the new Property and Assets officer
 - This role was filled in June 2021 to address the need to respond effectively to the increasing number of requests for information and transactions to be processed.

Strategic Risk

- Prepared a new risk appetite statement for the Synod, approved by the Synod Standing Committee
- Negotiated affordable and extensive insurance coverage in a rising market
 - This was partially achieved by analysing the composition of the overall portfolio and taking additional risk via more self-insurance in various insurance lines of business.
- Implemented a revised insurance premium allocation model to connect to the new finance system and streamline invoicing
- Advised on the impacts and implications of COVID-19 across the various activities of the church (focussing on Congregations, Presbyteries and Office of the Synod enterprises)
- Coordinated the COVID Advisors group to support, encourage and inform significant numbers of staff and volunteers during the pandemic
 - This group have met weekly for approximately 18 months and at as channels of information to and from their Congregations and Presbyteries.
- Scoped new risk management / insurance software to allow capture of better data, facilitate appropriate workflows and produce better reports to allow for good analysis and decision making
 - This software is expected to be implemented in the new financial year.
- Initiated a project to analyse, consolidate and improve the health and wellness offerings to staff and ministry agents.
 - The project is expected to continue into the new financial year.
- Risk identification, minimisation, training, advice, cost savings and support in response to specific incidents

Strategic Resources and Assurance Key Priorities

The Strategic Resources and Assurance Group is aware of many of the challenges facing the Uniting Church. We are committed to working to support individuals and groups from across the life of the church in concrete and specific ways, as we face those challenges together. We will continue to support and resource the Finance Investment and Property Board and Audit and Risk Committee. The Group is involved in a number of *Shared Life, Flourishing Communities* working groups – especially involved in the Fit for Purpose initiatives.

The focus for our Group in everything we do is on:

- Sustainability
- Efficiency
- Better utilisation of assets
- Fit for purpose solutions
- Living our values
- Building meaningful relationships, and
- Providing excellent customer service.

Shared Services

The Shared Services Group is made up of the Mission Engagement Team, Information Technology, Governance, Portfolio Management, Disability Royal Commission Project, and Social Justice & Advocacy Strategy. The new Executive Director of this varied Group is Kevin Griffiths.

To increase the focus of our mission and to better support the implementation of *Shared Life, Flourishing Communities* we have established the Mission Engagement Team, which is comprised of three functions: strategic communications, marketing, and stakeholder engagement. This team works to ensure that our messaging is aligned to the mission of Jesus, the work of the church and the culture of the Office of the Synod.

The Shared Services Group is focused on creating systems and processes that are fit for purpose in this time of change and enabling relationships, connection, and wellbeing across the life of the church.

Shared Services Key Achievements

Mission Engagement Team

The MET have played a critical role in supporting the ongoing scoping and implementation phases of Plenty and shared the stories of our plentiful life together in articles, reports, videos, meetings and events.

- Supported development of Plenty working groups, ensuring that they are representative of the breadth of the church
- Facilitated these groups, building relationships, connections, and networks
- Produced and delivered the 'Progress Report' for Shared Life, Flourishing Communities which presents over 115 specific initiatives and actions to be forwarded over the next 5 years
 - This report was endorsed by the Synod Standing Committee in October 2021 and is available to read on our website.

The MET have supported the Uniting Early Learning team as they responded to a regulatory issue, managed the build phase, and served childcare services, staff, congregations, and families.

- Developed and delivered on an issues management focussed Communication and Engagement Framework to support the UEL project team
- Developed and continue to deliver a Communications Plan for UEL Operations
- Worked with both UEL and local congregations to develop a 'Mission Model' which describes how the Office of the Synod and congregations can work together to maintain a unique mission through the operation of these important services
- Developed and delivered on marketing plans for UEL services including the rationalisation and management of 19 websites

Other achievements include:

- Conducted a review of our current platforms for communicating across different areas of the Synod to create a roadmap to ensure they are fit for purpose
- Distributed marketing content for Raymont College and Alex Park to build engagement and customer base despite COVID-19 impacts
- Created and delivered weekly newsletter - Uniting News to over 1800 subscribers
- Initiated a changed strategic focus over the last 12 months to prioritise sharing reflections, prayers stories, videos from a wide range of voices from across the Synod as ONE church
- Worked with the COVID Team to deliver COVID-19 messaging and advice in the constantly changing pandemic context
- Supported the COVID Advisors meetings and delivered updates through the Weekly Wrap, website, and emails to a wide variety of audiences
- Supported the work of the Moderators Advocacy and Social justice Team (MAST) including delivery of open letters from the Moderator and media coverage on issues of importance

Information Technology

Our IT team successfully moved the last Synod in Session online, and they have also invested huge effort in the UEL project, with a total of 12 locations completing their IT transition. It has been extremely challenging and fast paced for the information technology team over last 18 months, as we delivered key projects to support the Office of the Synod and wider church. These included:

- uVax – Covid Vaccination register built and implemented in Microsoft Teams
- SugarCRM version upgraded and moved to the cloud
- Performance Review PowerApp built and deployed for Synod staff usage
- Moved the Northern Territory (NT) Synod to their own Microsoft SharePoint/Teams instance
- Executed online Synod in Session QLD (due to Covid restrictions), and supported Assembly move from NSW to QLD
- Implemented Mimecast for e-mail and website filtering/blocking, plus cyber security awareness training
- Completed the wi-fi upgrade and expansion at Alex Park
- Implemented 2 factor authentication for Synod staff and childcare centres
- Implemented a printing solution for Raymont Lodge students

- Rebuilt the Capital Expenditure (Capex) application into Microsoft Teams
- UEEL childcare IT Transition – 12 locations completed
- Kronos integration – Payroll/time tracking/HR for UEEL childcare
- Integrated Single Sign-On (SSO) and a data feed for the edUCate learning & development system
- Created automated reports and workflow automation from the Data Warehouse using Microsoft Power BI and application integrations for users as needed
- Integrated a data feed for the Power On budgeting system for Finance
- Implemented Microsoft Teams video conferencing into the Kuta meeting room at Bayliss Street
- Built a new shared workstation hot desking system for Office of the Synod staff
- Enabled working from home due to Covid, and the overall IT supported user base increased from ~100 to 350+ (and growing)

Governance

- Continued to support the governance requirements and initiatives of the Synod
- Provided governance support to Synod governing bodies, notably Synod Standing Committee
- Provided ongoing support to governance requests of congregations and presbyteries
 - The project will also include a review of the interfaces we use to disburse information to congregations and Presbyteries, boards, committees and commissions, and our office staff.

Portfolio Management

Portfolio Management provides the central coordination point that enables and supports the definition and delivery of the portfolio of projects in Synod office to achieve benefits in contribution to the wider Synod. The maturing of our approach to project management has also been an ongoing focus.

During the past 18 months, nine projects were successfully completed, each providing benefits to a range of church activities. These include:

- the Covenant Action Plan,
- Records Management,
- Project Plenty Scoping,
- Child Care Investigation,
- Finance System Implementation,
- Plentiful Leadership Program,
- Business Development Unit Setup,
- Volunteers CARE Initiative, and
- the Chaplaincy Review.

Current projects include:

- Payroll System Review,
- Plenty Programme - next stage,

- Uniting Early Learning,
- Project Coee,
- Barnabas Community Transfer,
- Experience Alignment, EVP, and Culture Strategy,
- Plentiful Mentoring Leadership Program,
- Xero Bookkeeping Pathway, and
- the Insurance Program

Disability Royal Commission Project Officer and Social Justice & Advocacy Strategy

We continued our work on the Disability Royal Commission Project and built capacity to advocate for social justice change from the political sphere to local action by collaborating and creating networks

- Collaborated with the National Safe Church Unit, Wesley Mission Queensland and UnitingCare Queensland to focus on the quality and safety of community services delivered to adults at risk of harm due to their care and support needs.
- Collaborated with Queensland Churches Together to write a submission from the Heads of Churches to the review of Queensland's Anti-Discrimination Act 1991.
- Prepared three community engagement toolkits to resource and encourage congregations and others to address social issues at a local level
- Provided feedback for the National Disability Insurance Agency's consultation paper, on the planned policy framework for supported decision making in the National Disability Insurance Scheme
- Collaborated with UnitingCare Australia to write a submission on the draft National Plan to End Violence against Women and Children 2022-2032. Input provided highlighted the issue of forced sterilisation of women and girls with disabilities.
- Collaborated with the National Taskforce Group's submission to the Disability Royal Commission's Issues paper on promoting inclusion.
- Prepared suite of documents to present the key learnings emerging from the DRC, along with a document outlining the three most urgent issues to address in service delivery
 - These have been shared with the National Taskforce Group and will be utilised to progress their work.
- Collaborated with UnitingCare Australia and Wesley Mission Queensland to write a submission from the Moderator on the draft Queensland Voluntary Assisted Dying Bill.
 - Support was also provided to the Moderator to provide evidence at the Parliamentary Committee hearing on the Voluntary Assisted Dying Bill.

Shared Services Key Priorities

Mission Engagement

- Develop and deliver on the roadmap to upgrade and integrate communications platforms and processes
 - This work will lead to improvements to websites, direct mail, extranet access for Presbyteries, access to online training, and ability to download relevant forms and information
- Continue to facilitate the Plenty implementation phase

- Continue to help UEL to transform their business in terms of mission, messaging, communication, and marketing

Information Technology

- UEEL childcare IT transition for the remaining 9 locations
- New Mitel Bayliss Street and UEEL childcare phone system
- More Power BI report building as needed
- New Kronos HR/Payroll for Synod staff
- StarRez residential management system upgrade and move to the cloud for Raymont Lodge
- Complete the Shalom Christian College school data archiving

Governance

- Governance training for councils, boards, and committees
 - New resources will be developed to assist officeholders to be empowered in fulfilling their appointed roles. A part of this is the Induction of new officeholders post the 36th Synod in Session.
- Continue the work on Plenty – Fit for Purpose
 - Through working groups and broader consultation, solutions for the future capacity and effectiveness are being sought to serve the Church into the next decade.
- Develop a Document Management Framework to enable ease of access to relevant information for a range of people across the Synod
 - This work will re-design how we capture, store, and give access to policies, handbooks, guides, records, and history.

Portfolio Management

- Continue to provide accurate and insightful data to Executive Leadership Team to support their decision making
- Support the Plenty implementation

Disability Royal Commission Project Officer and Social Justice & Advocacy Strategy

- Participate in the work of the Transforming Communities Reference Group under Project Plenty
- Situate the Moderator as a key voice on social justice issues in the public arena
- Foreground the systematic concerns identified by the DRC in relation to organisations preventing and responding appropriately to violence, abuse, neglect, and exploitation of people with disabilities within the Uniting Church in Australia Queensland Synod
 - this includes a focus on the quality and safety of services delivered to children and adults who are vulnerable to abuse, neglect, and exploitation due to their care and support needs.

Business Enterprises and Innovation

The Business Enterprise and Innovation Group has been created to consolidate and accelerate the process of making the Uniting Church in QLD more financially sustainable across both the Office of the Synod and Congregations. A new Executive Director, Stuart Dempster started on 1 Nov-21 to lead this portfolio.

Business Enterprises and Innovation Key Achievements

Business Development Unit

The Office of the Synod Executive Leadership Team formed the Business Development Unit (BDU) in February 2020 to identify, evaluate and model opportunities for new or additional surplus. In September 2021, the ELT transitioned the BDU from a project to business as usual (BAU).

The BDU continues to develop new collaborations and opportunities across the church and a set of possible partners to deliver new revenue streams to help the church grow its mission across QLD. The BDU has been tasked with preparing business cases and models for approval and implementation. A collaborative, whole-of-Synod approach, including our agencies, is required to ensure it becomes possible to identify the most effective ways of operating as a state-wide organisation. Whilst there are 20 initiatives in the BDU Gateway, recent work has focused on:

Fund-raising:	Forecast FY21-22
Grants	\$338k ¹
Scholarships- Raymont College	\$73k
Donations	\$16k
Procurement deals leveraged across all Uniting	-
Church agencies and congregations	\$230k ²

¹Grants comprise \$338k largely for UEL service sustainability in regional Australia.

²The majority of BDU work this financial year has landed savings into congregations, The Lake College, Alexandra Park, Raymont College, and the broader Office of the Synod mostly from solar energy or block power purchasing arrangements.

UCare continues to deliver real but difficult to measure financially benefits to congregations. Currently there are 13,000+ users from 25 congregations. Training on blue card management through UCare has been incorporated into our safe church training.

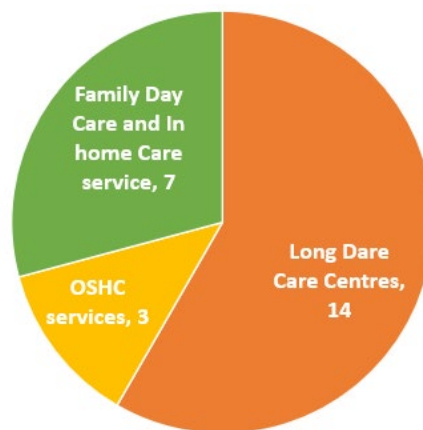
Other early stage potential projects are:

- Application for Round 7 of the Building Better Regions Grant, particularly the Community Investment stream. A funding application for \$150,000 has been submitted for a two-year project 'Uniting Community Fairs', engaging our strong volunteer base at each location to invite local business owners to share their wares in a welcoming community environment.
- Social housing for Thursday Island. The BDU was approached by Department Housing, Communities and Digital Communities: QLD Housing Investment Growth Initiative to apply for funding for a development of 1 and 2 bed units on Thursday Island. This has delivered the opportunity for a possible \$6.5m project that will be run jointly with the Presbytery of Carpentaria.

Uniting Early Learning (UEL)

- Managed the rapid response to the national office of the regulator's ('ACECQA') advice that operational control of all childcare services had to vest solely in UCPT-Q, not in disparate congregations or agencies deadline by 30 Sept 2021.
- Consolidated 24 early learning services over 21 sites
- Transitioned 274 employees from congregational/agency employment to employment with the Synod

- Transacted 130 Deeds of Consent and Assignment to transfer family day care and in-home care contracts to the Property Trust
- Completed 9 MOUs and 1 transfer agreement with the Uniting Care Queensland transfer to be finalised shortly
- Delivered oversight of services by the Early Learning Project Board which is shortly to be replaced by the Early Learning Sub-Committee of the Finance Investment Property Board.
- Integrated operational management of the widely diverse services



- Submitted 8-year strategy for UEL to the Finance Investment Property Board for review in Feb-22
 - This focuses on building links to the community through the church-located centres; building near term financial sustainability across all services; and growth of Uniting Education Early Learning (UEEL) or Uniting Early Learning ('UEL') as it is now branded to generate more resources for both congregations and Synod from an optimised operating model.
- Set in place a transformation program to ensure that performance of the services is optimised to achieve the initial milestones from the UEL strategy by June-23 including:
 - financial performance improvement
 - cultural connection to the staff and families attending
 - technology consolidation and cutover
 - site safety WHS remediation
 - NQS compliance
 - process and policy creation and implementation
 - implementing management reporting
- Conducted a full WHS and safety audit across all sites and remediation is now in progress.
- Implemented financial systems to centralise all UEL payroll onto one platform and to prepare management accounting packs and initial scorecards for each site
- Progressed a survey and analysis of cultural connection to centre staff
- 13 out of our 14 long day care sites are meeting or exceeding national quality standards in childcare.

The childcare sector has been hit badly by COVID-19, but to date the operational team have been agile enough to fill gaps in centre staff and until the recent flooding, no days of childcare had been lost to COVID. Efforts in this regard will continue. Occupancy and staffing have been impacted but to date, centres performance has been more buoyant than projected with occupancy at 85% of the seasonal levels of occupancy, rather than the 50% COVID impact on occupancy experienced in some parts of the sector in 2020.

Schools and Residential Colleges Unit

- Coordinated the Synods work with 17 schools, colleges and residential colleges including Trinity College on site at Synod office in Auchenflower
- Continued to build financial stability and growth in the three Property Trust (UCAPT) schools.
- Developed stability in governance of property trust schools with further improvements underway.
- Strengthened ties to schools and colleges outside the property trust and development of a co-operative and support environment.
- Delivered strong enrolment growth in schools. See Table:

Entity	Student Enrolments					Entity	Student Enrolments				
	Mar-18	Mar-19	Mar-20	Mar-21	Feb-22		Mar-18	Mar-19	Mar-20	Mar-21	Feb-22
Calvary Christian College	946	842	867	901	900	Emmanuel College	1390	1415	1485	1531	1564
Scots PGC College	392	406	395	411	475	Jubilee Primary	623	640	660	668	N/A
The Lakes College	831	811	951	966	1042	Unity College	1435	1465	1474	1461	1473
<i>Trust Schools Sub-totals</i>	<i>2169</i>	<i>2059</i>	<i>2213</i>	<i>2278</i>	<i>2417</i>	<i>Ecumenical Sub-totals</i>	<i>3448</i>	<i>3520</i>	<i>3619</i>	<i>3660</i>	<i>3037</i>
Moreton Bay College	1109	1136	1153	1119	1157	Cromwell College	249	263	249	259	245
Moreton Bay Boys College	475	484	498	524	519	Emmanuel College	337	342	344	344	339
Clayfield College	586	510	490	426	399	Grace College	125	117	96	33	80
Brisbane Boys College	1502	1485	1439	1398	1401	John Flynn College	250	253	251	251	254
Somerville House	1414	1277	1308	1262	1332	Kings College	298	286	320	328	355
Sunshine Coast Grammar School	1299	1245	1316	1321	1333	Raymont College	99	112	122	97	95
<i>Letters Patent Schools Sub-totals</i>	<i>6385</i>	<i>6137</i>	<i>6204</i>	<i>6050</i>	<i>6141</i>	<i>Residential Colleges Sub-totals</i>	<i>1358</i>	<i>1373</i>	<i>1382</i>	<i>1312</i>	<i>1368</i>
Totals	8554	8196	8417	8328	8558						

- Introduced John Somerset Financial Benchmarking within the three UCAPT schools.
- Agreement of a draft Model Constitution to use as a reference point for Schools and Colleges.
- Progressed constitutional modernisation and reform – PMSA
- Built relationships with Schools and Colleges towards a ‘partner’ model as evidenced by regular meetings between Office of the Synod staff, SRCC and individual institutions, implementation of professional development and networking opportunities for Executive team and Board Members
- Successfully fulfilled role of approved authority for UCAPT Schools and worked with schools to meet NSSAB Cyclical review requirements.

Raymont College

- Provided a safe and secure setting for students during their studies, for up to 115 students attending Brisbane based universities
- Maintained Student numbers for Semester 1 2022 at 96
- Improved Raymont’s retention rate from 49% in 20/21 to 62% in 21/22

- Managed refurbishment of the Raymont Dining Room, Primmer block, Units 3,4, 5 and 6.
- Improvement to the workspaces in the Raymont kitchen
- Encouraged connection and life together - 20-25% of our students are regularly involved in Fellowship with Fernando and attend NewLife Brisbane.

Trinity College Queensland

Student FTEs have stabilised after a turbulent 18 months. (Students have decreased study commitments due to personal/familial and financial needs.) They are now the same (20 FTEs) as they were when the covid-19 pandemic broke out in March 2020. Renovations were done to level 1 over the summer break. We now have 3 classrooms that can be used concurrently or opened up to create a large theatre for events. Hallways, study spaces and social areas have been widened to make social distancing more natural, and our media room facilitates the creation of podcasts and videos — both for student use and for marketing and promotions.

In accordance with the college's 4 strategic goals our achievements include:

Equip the Whole Church for Discipleship:

- Developed and delivered a range of short courses that aim to equip individuals and congregation for participation in God's mission
- E.g., Our new short course on 'Church Council Essentials' has drawn over 100+ participants.
- Conducted Trinity's Preaching Conference in 2021, which drew 29 online attendees and 30+ onsite participants

Develop Missional Leaders:

- Conducted graduation service for 2020/21 (grouped together due to Covid) which saw 20 students graduate (held at Albert St UC)
- Delivered continual improvement of phase 2 pathway focused on forming and educating candidates as missional leaders within the life of the Uniting Church

Train UCA Ministry Agents:

- Sustained increase in the number of Candidates for Ordained Ministry (in spite of Covid)
- Developed an integrated formation and education pathway from POD to Candidating and through to Phase 3 of ordained ministry. This continues to be developed in close connection with Presbyteries and agencies of the Synod office.

Promote Trinity's Identity & Reputation:

- Established our new pedagogy over the past 18 months (announced in TCQ's Synod report in 2020)
 - All classes are available online and we are teaching via a hybrid approach that utilises inquiry-based learning (IBL), flipped classroom methodology, and maximal use of education-based technology.
- Drawing more students from different denominations, including Anglican, Baptists & independent churches.
 - This positively reflects our ongoing strategy to increase the ecumenical appeal of the college's ethos and diversity.

Alexandra Park

Alexandra Park continues to be a positive reflection of the Uniting Church and be available to its stakeholders, mission partners and the wider community.

- Responded to Covid restrictions and renegotiated over 1.5 million dollars of impacted client bookings in this period.
- Managed and provided Covid-safe services and facilities for school and church groups, staff training or community events for up to 250 people
- Maintained the reputation of Alex Park to be a safe facility that supports groups to achieve their aims and goals
- Safeguarded the integrity of the site during natural disasters including 2022 floods
- Hosted mission gatherings including Presbytery meetings, Partners in Ministry, and Scripture Union

Business Enterprises and Innovation Key Priorities

The main focus of the Group is to:

- Complete an 18-month Transformation Program for the newly formed UEL across staff, operations and families attending the service
- Consolidate and develop the relationship between the schools/colleges team and the schools/ colleges themselves by developing joint propositions such as on-site early learning and OSHC services where that enhances the mission of a school or college.
- Work with the Synod Property office to identify opportunities for developing a better use for sites to generate revenue for Congregations, Presbyteries and Synod

Entity specific priorities include:

Schools and Residential Colleges Commission

- Strategy – Develop an integrated approach to the Education pathway from Early Years to tertiary study
- Strategy – determine and enact Plenty Initiatives for which SRCC can be the lead agency of the Church
- Implement a Delegations Framework to provide clarity on role allocations and accountability between SSC, SSRC, FIPB and UCAPT Schools
- Continue refinement of the Board member Professional Development/ Networking
- Revitalise the Schools Strategy post Covid related delay
- Develop Colleges Strategy and cooperation models
- Continue constitutional modernisation and reform in our schools and colleges
- Create the compliance environment within the Property Trust that allows our schools to continue

Alexandra Park

- Contribute positively as the host venue for National Assembly and Synod in Session 2022 and Easter Madness
- Stabilise Alex Park post COVID-19, including client and other stakeholder relationships, forward bookings, staff engagement, training and retention, and budget planning
- Continual improvement planning for financial and mission outcomes

- Assist in developing the Local Council town plan including permitted and approved uses for Alex Park
- Participate in 2032 Olympic regional and venue use planning
- Work with HR and Payroll to implement a time and attendance solution for our workforce

Raymont Residential College

- Manage replacement of Raymont Principal due to John Low's retirement
- Deliver on student welfare and mental health focus in the light of Covid, floods event and war in Europe.
- Recruit students for mid-2022 and 2023 intake
- Site management and the implementation of Project Cooee
- Maintain and develop relationships with key stakeholders / Universities/ Schools and broader church

Trinity College Queensland

- Develop a study pathway to equip RI teachers across Qld
- Develop resources to equip UCA RI teachers (primary & secondary) with lesson plans and networking opportunities
- Develop of (asynchronous) online units that may be taken without attending lectures at set times
- focus on ongoing improved communications with Presbyteries to better meet the felt needs of Congregations
- Offer new units (2022-23) in interdisciplinary areas including education, psychology, science, arts, mental health

People, Culture and Learning

The People, Culture and Learning group has been created in January 2022 to ensure that we are reaching and supporting our expanding workforce through: conditions of employment; a shared culture based on an articulated purpose, beliefs, and values; learning and development opportunities based on identified training needs; as well as their health and wellbeing. The group consists of three teams: learning and development, people and culture, and payroll.

A key area of development for the group is expanding our support for congregations and Presbyteries. In addition to provide advice and guidance, the learning and development team will be growing to resource the expanded training needs of the Synod and will work closely with Trinity College Queensland, especially in relation to Uniting Early Learning, the strategy of the Board of Christian Formation and the Safe Ministry Training program of work.

Payroll

Several issues were identified with the Synod's current payroll system which highlighted the system was no longer fit for purpose. The new system consists of a payroll solution with rostering and award interpretation. In addition, recruitment and onboard functionality ensures people are added to the payroll system earlier and with greater accuracy. All early learning services were using the new system by September 2021, which provides greater visibility on staffing ratio required to support daily enrolments, and system alerts regarding ability for staff to be rostered (e.g., expired blue card) or payment of premium rates (e.g. overtime).

Office of the Synod employees, congregational employees and ministry agents are scheduled to transition to the new system in May 2022, following testing of system configuration and communication to stakeholders. Rostering and award interpretation functionality will be limited to Office of the Synod employees.

Learning and Development

The Queensland Synod's Learning Management System, edUCate, launched in August 2021. This system replaced a platform used by the Office of the Synod and ministry agents, and a second platform used for safe ministry training for lay people. edUCate has 1,597 users across congregations, Presbyteries and the Office of the Synod and was configured against requirements identified by a representative group from Presbyteries. A significant amount of time has been invested in transferring training records from the previous platforms, and through user feedback, we identify opportunities to continuously improve edUCate.

The team is commencing a process to identify learning and development needs and opportunities across the church through engaging with our key stakeholders. The consultations will help us determine the priority areas for learning and development and how we can support, co-ordinate or resource learning and development, working with partners such as Trinity College Queensland, Presbytery facilitators and the National Safe Church Unit. The team will create a learning and development reference group to provide guidance on future needs and opportunities.

People and Culture

The Office of the Synod Strategic Plan 2021-2024 identifies a new purpose and goals. However, a review of the Office of the Synod culture found a lack of clarity around the identity of the Office of the Synod and its role in supporting the Church. Expectations for new employees are not defined and varied from team to team. The addition of multiple early learning services from various entities of the Church only contributes to these issues.

We have been undertaking a process to redesign and enhance our culture. This is an opportunity to create greater unity between the Office of the Synod and the entities, agencies, presbyteries, congregations, and communities they serve. Through workshops and critical reflection, we have a culture blueprint that states the essential elements in our unique Office of the Synod culture.

Over the next 6 months, the team will focus on:

- Implementing the communications and engagement plan that will share the core elements with all staff, such as our vision of “We are Better Together”
- Reviewing frameworks to embed the essential elements through every stage of a person’s journey with us, from attraction to the end of association
- Implementing leadership capability foundations to develop an in-depth understanding of all culture elements with all levels of leadership
- Supporting further work on aligning our employee expectations with the expectations of those we serve, focusing initially on early learning services and parents, then on Presbytery Ministers and Office of the Synod teams.



Direct Reports to the General Secretary

Chaplaincy

Since the last Synod, the Synod Chaplaincy Committee engaged in a significant and transformative program of work that reimagined the work for the Chaplaincy commission. As a result, the Commission went into recess and a transition group is overseeing the operational responsibilities of the Executive Officer, Chaplaincy. The Commission will be reformed when the organisational structure is in place to properly resource its strategy.

The vision for the future of chaplaincy in Queensland is grounded in the unique ministry of Chaplaincy summed up as a ministry of PRESENCE. A presence of the Church that says, “We are with you”. This has been the story and impact of Chaplains in our past, in our present and will continue to be our story of the future.

The future of Chaplaincy recognises the need to engage and develop the generations. The Chaplaincy strategy aims to provide pathways, training, tools, and resources that can empower, equip current and new generations into serving our communities.

In addition, our future must be a sustainable one. We need to continue to develop methods that can accurately capture the impact Chaplaincy is having, celebrate the unique work it does, whilst building capacity that allows us to increase our chaplaincy teams.

This work is continuing to evolve and will be regularly reported across the church over the next eighteen months.

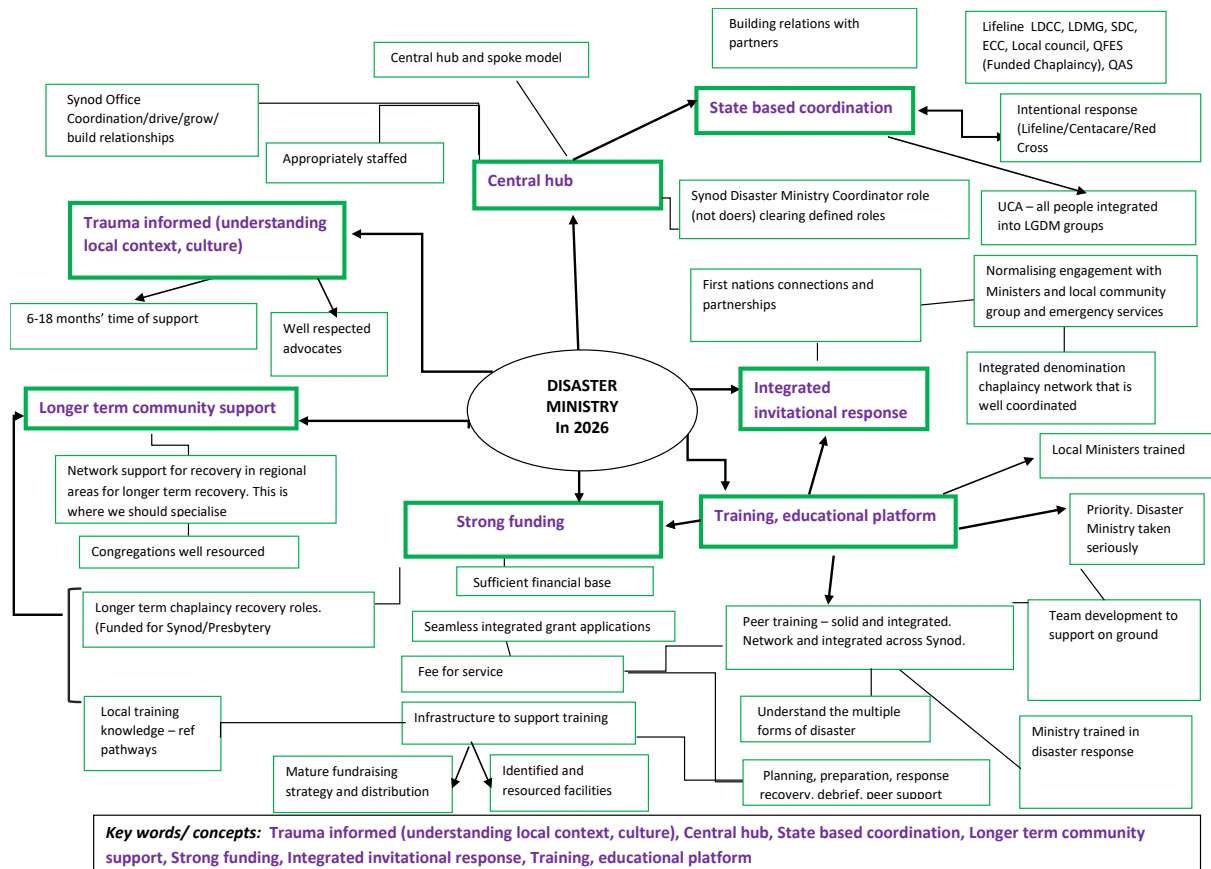
Disaster Mission Strategy Workshop

In November 2021, the Synod Disaster Response and Community Recovery Committee (DRCRC) went through its own time of reflection and review. As part of that process, it understood the distinctive issues around collecting for and providing disaster relief grants, and the ability to coordinate and deploy disaster recovery teams across the state. A mind map of the interrelated aspects of disaster recovery in the Queensland Synod and nationally is below.

For each of these areas it began to imagine the best structural and governance requirements, the way in which we will advance our relationships and collaboration, the sources and expectations of funding and the training needs for disaster response. The Committee saw that some of this work was also being done in relation to the ambitions of the Chaplaincy Committee and the strategies being developed by the BCF. It believes that the vision for this part of the church can be summarised in a vision of establishing an integrated, coordinated, state-wide disaster ministry response that offers longer term support to communities.

After this work, it determined that the committee should go into recess for a short period to allow any structural and governance issues arising from the Shared Life: Flourishing Communities to arise to allow for conversations about the best fit for this committee. In the interim, the General Secretary is dealing directly with the fundraising appeals and applications for grants, which is timely in relation to the flood disasters across the state. [Applications for disaster relief grants can be made here.](#)

Disaster Mission Mind Map



Legal

Key Achievements

- Developed, in consultation with UCQ and WMQ, a set of legal principles to be applied by Synod when dealing with Property (Assets and Income)
 - This set of principles will accord with the common law, canon law and various statutory regimes (particularly, the tax and ACNC legislation)
 - The SSC approved the Legal Principles in 2021 and Synod's policies and procedures were reviewed and aligned with those legal principles.
- Provided advice and drafted various business transfer agreements and MOUs for the transition of multiple childcare centres to the UCAPT(Q) throughout 2021-2022
- Provided numerous advice to multiple clients concerning disciplinary complaints
- Oversaw the successful submission of a Religious Assistant Labour Agreement to the Department of Home Affairs, under which two Ministers and a Pastor received TSS Visas (which facilitate a future application for permanent residency).

Key Priorities

- Continue to provide independent, high-quality, in-house legal services in support of the Church undertaking its activities and fulfilling its mission

- In particular, the Legal Services team provides services relating to the operations of childcare centres, migration issues, residential and commercial tenancy agreements, residential and commercial purchases and sales, conveyancing, preparation of contracts and agreements, litigation, PIPA claims, claims under the National Redress Scheme and complaints.
- Legal Services currently has 109 open matters.

Projects

Project Plenty

Key Achievements

The Shared life, Flourishing Communities scoping phase is completed, culminating in a presentation to Synod in Session on 7 October. All recommendations outlined in the report (reflected below) were endorsed to transition into the implementation phase:

It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee endorse the Plenty Strategy progress report.
It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee encourage the existing Plenty working groups to continue to refine their proposals as required.
It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee endorse any immediately deliverable activities of the Plenty working groups as identified in this report
It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee commission a further Plenty Strategy progress report to be delivered to the 36th Synod
It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee members recommit to modelling and championing the ambition and mission priorities of the Shared life. Flourishing communities. journey.
It was <u>RESOLVED by Consensus</u> that the Synod Standing Committee charge the Plenty Program Board to fulfil its Terms of Reference in its oversight of the prioritisation, operationalisation and implementation of the initiatives and actions from this report.



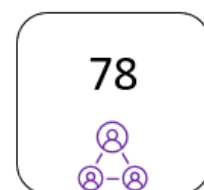
Number of initiatives



Number of actions



Number of working groups



Number of people
participating in working
groups

Key Priorities

- Deliver engagement plan with a focus on creating change readiness for the next stage.
- Develop a detailed program plan, outlining each initiative, actions, sponsors, project leads, synergies, and dependencies.

- Support plentiful engagement and communication across the Synod
- Deliver the Plentiful Mentorship Leadership Program.
 - The second cohort of this program is currently being gathered and will commence in June 2022.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

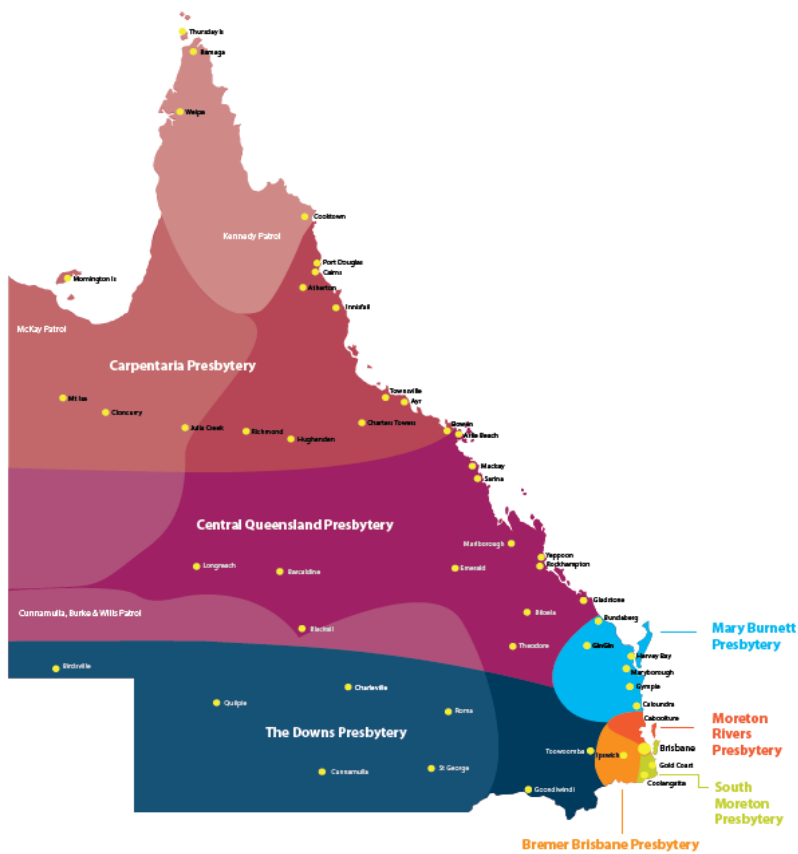
Contact for report questions

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SYNOD 36

Report from

Advisory Committee on Ministerial Placements



Report

The Placement Committee has sought to do the following since the 35th Synod:

- Support the “call” process within the life of the church;
- Streamline and make this process more transparent and efficient;
- Update our database and documentation supporting the placements process.

About our Committee

The Placements Committee (Advisory Committee on Ministerial Placements) is responsible for the oversight of the processes that enable the placement of ministers, ministers from other denominations and laypeople in particular specified ministries.

Membership includes the Moderator (chairperson), a delegate of the General Secretary, each presbytery minister, a delegate of the CEO of UnitingCare Queensland, and the Director of Christian Formation or their delegate. This diverse membership brings together a collective story about what is happening across the life of the church and what resources are best able to meet the needs of particular ministry contexts.

Please see below the current statistics for Placements within the Qld Synod:

Statistics @ 01/03/2022 for the period 01/01/2021 - 01/03/2022

Total number of approved placements including vacancies	300
Bremer Brisbane	30
Carpentaria	26
Central Queensland	12
Mary Burnett	30
Moreton Rivers	60
Queensland Synod	35
South Moreton	38
The Downs	14
UnitingCare Queensland	55
Number of approved placements less than 1.0 FTE	144
Number of ministry agents in approved placements	300
Ordained	201
Lay	99
Male	190
Female	110

Shared Life, Flourishing Communities

Focus since the last Synod

The impact of COVID cannot be underestimated in the impact on placements across the Synod. We have seen a significant transition from face to face worship gatherings to multi-modal forms of worship delivery. In addition, in some spaces, there has been a reluctance to return to face to face gatherings by some people. This has meant that the way we gather together in Christian community has been significantly altered in both the way we gather and the financial support and sustainability of these ministries.

The face of ministry is changing, and the Placement's committee continues to grapple with the matching of people available for placements and the nature of the placements themselves. The number of lay people in placements reflects the growing trend, as does the high but steady state of part-time placements. While often this is a matter for Presbyteries to solve, the whole of church approach provided by Project Plenty and its focus on discipleship should allow for flexibility as we imagine a church for the future.

We have been delighted to interview exiting candidates for ministry and have welcomed several as they presented their vision for ministry to us. They are Delma Lovell, Jason Grimsey, Paula Hukehuke, Rebecca Bell, Malia Ma'u, Garry Jennings and Emma Nicholls.

The role of the placements committee is to be the Synod body that oversees the creation and filling of ministry placements across the life of the Synod, but also to ask the big questions about the role and sustainability of the placement's process and how this fits with the vision and mission of the church. We will do this more intentionally over the next period as the implications of Shared Life; Flourishing Communities impacts the way we organise ourselves as a church.

Challenges/risks as we progress

- The impact of Covid-19 on the gathered life of our congregations and what this continues to mean for the skillset required of people in these placements.
- The impact of Covid-19 on our chaplaincy placements, especially in settings requiring health and community services and the skill set required of people in these placements.
- Our ability to resource the church's witness in locations of missional importance geographically, organisationally, and demographically with suitably skilled ministry agents. This is particularly relevant in light of the strategic plans of the Presbyteries, the BCF and the Chaplaincy Commission.
- The high number of part-time placements demands the need to rethink the nature of ministry. When placements reduce from full time, history shows that without significant, purposeful intervention, the fraction of the placement continues to decrease. We believe that the work of the Presbyteries is essential in developing the robust thinking required about planning for the future needs of ministry across the state, and the Discipleship and Fit for Purpose focus of Plenty supports this approach.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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Position Secretary of the Placements Committee

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Phone 0418 883422

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HOPE
SYNOD 36

Report from

**FINANCE INVESTMENT AND
PROPERTY BOARD**

Report

Context

Give us a description of your part of the church. Who are you and what are you called to do?

We are a group of people appointed by the Synod (or the Synod Standing Committee) all of whom are committed to the mission and ministry of the Uniting Church. The members of Finance Investment and Property Board (FIPB) are chosen because of the skills, experience and professional background that we bring in the areas of finance, investment, property, strategy, legal, accounting and community services.

Because of the role of the FIPB we are privileged to hear and see the diversity of our Church and its people seeking: to move towards our ambition of shared life and flourishing communities; growing in our capacity to make disciples and transform our communities and engaging in a rich life together. We hear and see this: through our personal involvement in our own local Church context; when we consider the wide diversity of mission and business proposals that come before us for consideration/approval; when we meet with others in our Church seeking to fulfill their missional role and when we have the privilege of visiting local congregations and hearing of their mission plans in their local communities.

Along with other Councils of the Church our role is to help facilitate the wise stewardship of the resources God has entrusted us with for mission. A lot of our work focusses on considering the business of the Church – but at the forefront of this is how the plans, strategies, investment decisions, property purchase/sale transactions, processes enable the people of God to be at mission.

The FIPB assists and advises the Synod Standing Committee (SSC) in fulfilling its financial responsibilities to exercise due care, diligence, and skill in:

- performing functions of the Synod Property Board under Regulation 4.2.1
- exercising oversight of activities conducted under Regulation 3.7.4.6 (Financial Transactions and Investments Body)
- perform such other functions delegated by Synod.

Its responsibilities are summarised clearly in its Charter which can be found [here](#).

Members during the last term were:

- Geoff Batkin AM - The Gap UC (Moreton Rivers) (Chair)
- Dr Geoff Ericksson - Coopers Plains UC (South Moreton)
- Hayden Gaffel - Wynnum Baptist Church
- Justin Greenway - Newlife Brisbane (South Moreton) (resigned 23 July 2021)
- Dr Natalie Smith - Newlife (South Moreton) (resigned 31 March 2022)
- Andrew McBryde Centenary UC (Bremer Brisbane) (appointed from 28 October 2021)
- Samantha Storey (nee Henderson) Newlife Brisbane (South Moreton) (appointed from 28 October 2021)
- Reg Gulley (appointed from 25 February 2022)

- Chris Townend (appointed from 25 February 2022)
- Rev Heather den Houting - General Secretary (ex Officio) - Chapel Hill UC (Bremer Brisbane)
- Peter Cranna - Synod Property Officer (ex Officio) - Emmanuel Enoggera UC (Moreton Rivers)

Tell us what your key priorities since the last Synod have been.

Oversight

The FIP Board is required to consider all property transactions, though it has well established delegations to allow business functions to proceed smoothly. Once the FIP Board has deliberated, instructions can be passed to The Property Trust (the legal entity of the whole church) for approval and action.

Presentations / briefings were provided to the FIP Board to enable the Board members to understand the mission planning and context in which our Church is operating. These included:

- Property Trust schools presented to communicate development and financing plans
- Uniting Care Queensland presented on a number of occasions – strategic briefing on their 2030 directions and proposed 10-year capital plan, Annual Statement of Missional Intent (ASMI) detailing their priorities for the following 12 months, investment strategy for assets, property disposal plan for properties that no longer fit the strategy, and a number of business cases to develop / refurbish sites to expand / improve service delivery
- Wesley Mission Queensland who briefed us on their proposed service delivery model for the next 12 months and on a significant business case to redevelop new independent living apartments at Sinnamon Village – Rosemount Estate - consisting of a mixture of 1-, 2- and 3-bedroom apartments
- Some Presbyteries have presented – highlighting current and proposed Mission projects and church plants / church mergers
- Technical presentations have been received from our bankers, ANZ on the state of the markets as it pertains to the church
- Our Equities managed fund organisations, Warrakiri Funds Management, Perpetual and Beta Shares presented on the state of the equities market and addressed specifically our investment strategies and performance with them. These presentations and other analysis led to withdrawal of funds from Perpetual and adding funds to another Beta Shares managed fund
- We have been kept up to date on the operations of Raymont Residential College and Alexandra Park Conference centre – Mission Support Enterprises operated by the Synod office. COVID-19 significantly impacted Alex Park, which was required to cease direct service delivery for a period and operate using a skeleton staff, focussing on maintenance, and developing marketing strategies when operations were allowed to commence. It is pleasing to report demand for the services that Alex Park provides is still high. Raymont has retained occupancy at over 80% of capacity, which is a significant achievement in these times, with no overseas students able to reside
- A number of separate presentations were made by UC Insurance staff to inform the FIP Board of the state of the insurance market and the response by the church to keep insurance premium increases to a reasonable level for all church entities. This was achieved by taking a larger 'self-insurance' component

- Also, the Shared Life, Flourishing Communities Team shared progress of how the Church is embracing our call to be one church active in every community, bearers of Christ's offer of life in all its fullness.

Good News / Matters that have provided encouragement to the Board

In amongst the restrictions and lockdowns over the synodical term, the FIP Board held meetings at sites other than the Synod office. Where possible, the FIP Board tries to meet where the Church is active in planning or undertaking mission initiatives. This is central to the FIP Board's desire to build and strengthen relationships within our Church.

The FIP Board held its May 21 meeting at the **Flagstone Community Centre** – site of a South Moreton Presbytery ministry initiative.

The purpose of the visit to the Flagstone Community centre was to experience the operations and to hear a submission to increase the presence at the Community Centre from a coordinator to coordinator plus a missional leader (part time) – to respond to missional opportunities as the community grows.

The members of the FIP Board engaged with members from Presbytery and through a collaborative process it was determined that the resourcing should be reviewed, and business capability embedded to ensure the operations are made sustainable into the future. This could involve shifting locations and expanding the service offerings in the future.

All representatives - FIP Board, Presbytery, and community centre coordinator - were excited about this approach and FIP Board will see a business case for the revised plan and resourcing at a later meeting.

The **Redcliffe Hub project** has been approved to proceed to construction subject to the builder agreeing to a particular price and scope. This is a good news story of people within a local Church engaging with the community around them over many years.

The FIP Board were very impressed by the community engagement with active involvement on the Project Control Group through the concept and planning phases and subsequently the detailed project development phase. The professionalism of the work of this collaborative group leading to this point in the project delivery was seen as a model for future projects. This Hub concept has captured the interest and commitment from people within the congregation and others in the wider community.

The November 21 meeting was held at the **Yeronga Centre** (part of the Southside UC collective). Rev Jock Dunbar – Community Minister Southside UC - presented an update on a mission initiative – Mission Engagement Group, being funded in part by MDF funds.

Lunch and meeting with Presbytery Synod Interface – 17 November 2021

This was a significant time of meeting each other and sharing stories and experiences. Challenges, opportunities and resourcing were all discussed. It is hoped that the FIP Board will be able to continue a program of face-to-face meetings during 2022 for FIP to understand issues faced at Presbytery level and how FIP can support/collaborate with Congregations on resourcing mission.

Process

A number of Principles were implemented to assist the FIP Board's assessment of significant property proposals and address the key issues that need to be considered for the FIP Board to make a decision. The principles include:

- What is the risk to the Church?

- What are the strategic elements? / Where does it sit? / Look at context.
- Does the strategic intent of the proposal align with the Synod wide agreed strategic intent?
- Has the church entity gone through the proper processes? Evidence?
- What options have been considered?
- How much background does FIP Board need?
- Does the proposal need a specific presentation at FIP?

Other Significant Property Transactions

The FIP Board assesses many property proposals. A **sample** of significant proposals approved / endorsed are included below to give an appreciation of the diversity of service provision that our church is involved in:

- The Redcliffe Hub project (proposed \$5M development funded largely from a bequest) was approved to proceed to the detailed design phase and later, the construction phase
- A \$2M + GST grant agreement was approved to allow The Lakes College to construct a 25m swimming pool
- A power purchase agreement and purchase of solar panels were approved between The Lakes College and the Office of the Synod. It is expected that more similar agreements with other parts of the church will be negotiated by the Business Development Unit (BDU) in the future
- The Lakes College (TLC) – Multipurpose hall project was submitted to the Schools and Residential College Commission (SRCC) who assessed it and recommended it to the FIP Board for approval. The concept was developed in early 2020 but was withdrawn due to the uncertainties re COVID.
- This proposed infrastructure adds significantly to the offering of TLC in a competitive environment, as well as increases the general learning areas (GLAs) that will support the 4th education stream recently introduced.
- It is a \$7M+ development, funded by Block Grant Authority capital grants, TLC reserves and debt from UCIS. The debt/student ratio meets the requirements set by the SRCC in 2020 and the debt remains under the set ratio for the duration of the loan term, based on the reasonable assumptions underpinning the business model.
- This is an exciting project and the FIP Board took comfort from the quality of the business proposal prepared by the senior staff and TLC Board and subsequently reviewed by SRCC.
- Purchase of land and building at Caboolture proposed by UCQ for \$6.75M.
- Various sales of churches that have closed e.g., Haigslea and Gowrie Flat (north of Crows Nest).
- The Shalom Elders Village proposal (sewerage pipe needs to be built to service the whole site before we obtain title) has been delayed – waiting on Carinity (purchasers of the Shalom school site) to work with us to come to an affordable solution – may take years)
- Southside UC sold its Holland Park UC site – which has some heavy council overlays
- UnitingCare Qld completed a comprehensive business case to develop Sunrise Beach residential aged care. As the proposed cost of this development was more than the delegated \$30M to the UCQ Board, the FIP Board was asked to approve this project. The FIP Board appreciated the high standard of the business case received and the thoroughness of the UCQ Board review and consequently the project was approved.

Financial Reports and Matters

- The FIP Board is the Property Board under the Regulations. It also acts as the Finance sub-committee to the Synod Standing Committee (SSC)
- One of the areas of focus for the FIP Board is seeking to establish opportunities to develop additional income for the wider mission of the Church
- It reviews the Synod office annual budget and Synod office annual audited financial statements before these documents are approved by SSC
- It receives financial reports and treasury reports regarding the operations of the Synod office, on a regular basis
- The Uniting Church is structured such that other Boards / Committees in the church prepare and approve budgets and annual audited financial statements
- The FIP Board, in conjunction with SSC, oversight the financial statements, but don't approve these documents for other church bodies (e.g., Uniting Care Queensland, Wesley Mission Queensland, Property Trust schools, Presbyteries, congregations)
- The FIP Board oversights the operations of The Uniting Church Investment Service (UCIS), which operates the centralised treasury services of the Synod. How do we optimise the investment returns, while remaining within agreed risk levels and ensuring the availability of cash for wider Church operations when required
- During the COVID-19 period, the levels of cash liquidity in the church were very closely monitored due to the potentially unpredictable cash flow requirements of Church entities

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

- While this isn't in the direct responsibility of the FIP Board:
- the FIP Board deliberately takes all opportunities to further its understanding on the developing mission of the church and seeking to support the wider Church in 'making disciples'

In what ways have you been drawn into Transforming your Community?

- The FIP Board plays its part to enable the Church to do this
- Refer to the sample of property proposals and good news stories above

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you:

The FIP Board has a significant role in the Fit for Purpose priority. It has been entrusted to oversee significant Church assets. One of the questions we focus on is how we optimise the return (for mission) on these assets having regard to risk within a portfolio approach.

The Key Priorities section above details examples of how the FIP Board has worked within the Church to progress and achieve better stewardship outcomes. The Process section above demonstrates the FIP Board seeks to support the Church in its mission and strategy development while ensuring appropriate due diligence and strategic proposal review processes. The notes below highlight some specific highlights re stewardship:

Equities

- The FIP Board, as part of a prudent longer term investment approach determined to invest \$30M in a managed investment portfolio of equities during 2018. At the time of allocation, the \$30M represented less than 10% of the funds under management within UCIS.
- The FIP Board regularly reviews the performance of the managed fund to ensure it is achieving the investment objectives.
- The managed fund portfolio is behaving as expected with the trend being up over the longer term, but with anticipated levels of volatility. The FIP Board has considered the question that the SSC raised during the annual budget presentation – which was what is the FIP Board doing to maintain the value in the equity portfolio held within UCIS?
- The FIP Board noted that the equity portfolio had been active for less than 4 years. The significant UCIS investments at the time were in cash/term deposits, loans to other church entities and property holdings. Frontier Advisors advised the FIP Board (before investment) that an equity portfolio should be invested for the long term (at least 7 years) and that our proposed portfolio had been constructed so that capital value losses may be experienced 1 year in 4. This means that, due to share market volatility and cycles, we should expect to experience ‘paper losses’ on average once every 4 years. As expected, the Church has benefited from dividends from the equity portfolio. While there has been capital value volatility overall there has been significant capital growth with the current market value of the portfolio at the end of February 2022 being \$46M.
- As the portfolio is less than 7 years old, the FIP Board is of the view that the longer-term stewardship strategy to hold and reinvest dividends should be maintained noting that further volatility is expected.

Treasury enhancement offering

The FIP Board has agreed to offer congregational and presbytery clients an extra 1% above the cash rate on a term deposit placed with UCIS post 19 July 2021. It is understood that there are funds that are invested with financial institutions other than UCIS (contrary to existing Synod policy). The FIP Board would like to understand how much is ‘out there’. It is thought that this strategy may encourage additional funds back into UCIS. While, this will have a financial interest cost to UCIS (estimated at \$200k p.a.) it will have a corresponding benefit to multiple congregations.

JobKeeper

- This Federal Government initiative was accessed by the Synod office after the rules that applied to charities were clarified
- This provided a significant benefit to the Synod office operating income – almost \$2M for the period of the scheme
- In addition, ministry agents paid by the Synod office payroll were also eligible and benefits were passed on to the relevant church entities

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together?

Refer to Good News stories above.

Uniting Education Early Learning

In 2019, Synod Standing Committee (SSC) approved a review of childcare operations in the Synod. As a result of this review, in April 2020, SSC confirmed the continuing involvement of the Synod in childcare mission; and supported the establishment of Uniting Education – Early Learning to

consolidate childcare activities. The Early Learning Project Board was established to oversee the project of consolidating Uniting Church early learning operations to Uniting Education – Early Learning. The SSC delegated FIP Board to have governing body oversight.

These governance arrangements dovetailed into the requirement under the national law that the Approved Provider of early learning services (The Property Trust) needed to have direct management and control of early learning services. In our church, the FIP Board is the governance body that enables the Property Trust to operate effectively, given how our Church is structured under an Act of the Qld Parliament.

Direct management and control of 24 early learning centres from across the church was transferred to the Property Trust by 30 September 2021. Work continues between Uniting Early Learning management, the church entities that operated the early learning centres previously and the FIP Board/Property Trust to ensure that:

- Relationships with Congregations and their local communities are enhanced
- The quality of services is optimised to provide education and care outcomes for the children attending
- Mission objectives are progressed / achieved
- Reasonable financial outcomes are progressively achieved

While services have been in transition (and will continue to be so for some time), the quality of education and care remains high. Centres are assessed under the National Quality Framework and the current ratings are:

Exceeding	7
Meeting	12
Working Towards	1

Some of the services that we provide (e.g., In home care) are not assessed under this framework.

Threats and opportunities as we step into the future together

The Basis of Union recognises that the Uniting Church must “look for continuing renewal” and “remain open to constant reform” – we are a pilgrim people on the way expressing our faith in Jesus as Lord and empowered by the Spirit to be part of God’s mission in the world.

The FIP Board is committed to its role in the journey and priorities expressed in Shared Life Flourishing Communities.

The opportunities are significant if we recognise our context (with all its challenge and uncertainty), remain open (led by the Spirit) to continual renewal and reform as we pursue God’s mission. This requires us to anticipate, plan, pray, be excellent stewards and be open to new ways of being and doing Church. It requires us to be courageous and sometimes make hard well-informed decisions.

One of our challenges/threats as a Church is that the path to change/renewal can be painful. How much time do we have to make the changes that are necessary to pursue our mission?

The Uniting Church in Qld has significant assets some of which are underutilised. Do we generate enough benefit/outcome from these assets – whether it be missional outcomes or income for mission. Do we maintain the assets appropriately?

The issues of stewardship and sustainability are matters for the whole church to engage in and the FIP Board is and will continue to make its contribution and add its expertise in proactive ways.

The FIP Board sees that it will take a key role is analysing the data available and informing the Synod Standing Committee of issues and trends in addition to promoting and encouraging other church bodies to further initiatives in:

- Property optimisation and development – suggested frameworks will be developed to make this easier – especially at congregation and presbytery level
- Property utilisation – there are a number of tactical improvements that can be made to increase the utilisation of property already owned. The FIP Board will encourage Responsible Bodies to implement these
- Land banking / sales approach – the FIP Board wants to critically assess whether all proposals that it receives for property sales should be put to the open market at the time of the proposal being submitted. Land banking of some property will be actively considered when the future missional analysis justifies it
- Improving income generation from our business operations and services. Small percentage increases in income (relative to assets) will make a significant difference in income for mission.

The good news for the FIP Board is that we are seeing many proposals, plans and concepts of new ways of being Church coming before us! How can we learn these new expressions of mission across the Church? We are seeing Congregations sharing their resources and properties – not holding on to property if it is not being used effectively. Our agencies, schools and missions are growing, collaborating, sharing and changing as they pursue their mission in the community.

Let us all be part of God's mission in the world as together we 'live a creative, adventurous life of faith, characterised by openness and flexibility, hope and joy.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

Name **Mr Geoff Batkin**

Position Chair – Finance Investment and Property Board

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Phone (07) 3377 9777

The Uniting Church In Australia - Queensland Synod Office
Annual Report
For The Financial Year Ended 30 June 2021

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The Uniting Church In Australia - Queensland Synod Office
Statement of Profit or Loss and other Comprehensive Income
For The Financial Year Ended 30 June 2021

	Note	<u>2021</u> \$	<u>2020</u> \$
Continuing Operations			
Revenues	2a	43,935,489	45,188,168
Other Gains	2b	11,580,753	-
Total Revenues		<u>55,516,242</u>	<u>45,188,168</u>
Expenditure			
Employee benefits expense	3a	13,036,985	15,395,795
Depreciation and amortisation expense	3b	914,840	909,734
Finance costs	3c	111,214	118,756
Gifts, donations and grants	3d	3,460,257	3,789,252
Discretionary claims expenditure	3e	11,433,411	16,628,530
Property expenses	3f	275,603	294,252
Interest paid	3h	1,609,609	4,338,691
Other expenses	3i	6,915,020	5,078,914
		<u>37,756,939</u>	<u>46,553,924</u>
Other Losses			
Loss on disposal of property, plant and equipment	3j	-	236,635
Loss on revaluation of investment properties	3j	-	5,502,875
Loss on revaluation of financial assets	3j	-	1,162,141
		<u>-</u>	<u>6,901,651</u>
Total Expenditure		<u>37,756,939</u>	<u>53,455,575</u>
Surplus/(Deficit) for the year from continuing operations		<u>17,759,303</u>	<u>(8,267,407)</u>
Other comprehensive income			
Revaluation of land & buildings	22a	-	1,913,455
Total Comprehensive Income for the year		<u>17,759,303</u>	<u>(6,353,952)</u>

The above Statement of Profit or Loss and other Comprehensive Income should be read in conjunction with the accompanying notes.

The Uniting Church In Australia - Queensland Synod Office
Statement of Financial Position
As at 30 June 2021

	Note	<u>2021</u> \$	<u>2020</u> \$
ASSETS			
Current Assets			
Cash and Cash Equivalents	5	189,097,967	177,169,439
Trade and other receivables	6	3,127,309	4,502,212
Reimbursement Asset - Redress Scheme		4,043,788	1,891,573
Loans to congregation and church bodies	7a	4,379,779	1,400,062
Inventories	8	16,921	14,511
Other Assets	9	3,671,386	2,991,582
Loans and Advances	10a	408,191	3,217
Other financial assets	11	121,305,513	69,011,401
Total Current Assets		<u>326,050,854</u>	<u>256,983,997</u>
Non Current Assets			
Loans to congregation and church bodies	7b	51,278,549	85,634,914
Loans and Advances	10b	1,479,443	2,700,422
Property Plant & Equipment	12	34,364,926	34,174,092
Right of Use Asset	12.5	49,949	46,158
Intangibles	13	782,637	1,026,869
Investment Properties	14	22,469,409	21,159,728
Total Non Current Assets		<u>110,424,913</u>	<u>144,742,183</u>
Total Assets		<u>436,475,767</u>	<u>401,726,180</u>
LIABILITIES			
Current Liabilities			
Trade and other Payables	15a	8,927,841	8,516,700
Lease Liability	26a	85,659	82,601
Rental received in advance	16a	139,601	139,601
Customer investments	17a	315,996,015	296,948,618
Outstanding Claims	18a	10,053,148	9,669,949
Specific purpose funds	19	1,403,726	1,046,741
Provisions	20a	3,171,912	2,948,774
Total Current Liabilities		<u>339,777,902</u>	<u>319,352,984</u>
Non Current Liabilities			
Trade and other Payables	15b	21,438,682	22,935,560
Lease Liability	26b	52,926	96,195
Rental received in Advance	16b	3,629,632	3,769,233
Customer investments	17b	-	1,808,424
Outstanding Claims	18b	6,133,102	6,131,092
Specific purpose funds	21	8,544,059	8,655,033
Provisions	20b	692,803	704,118
Total Non Current Liabilities		<u>40,491,204</u>	<u>44,099,655</u>
Total Liabilities		<u>380,269,106</u>	<u>363,452,639</u>
Net Assets		<u>56,206,661</u>	<u>38,273,541</u>
EQUITY			
Reserves	22	10,771,054	10,597,237
Accumulated Funds	23	45,435,607	27,676,304
Total Equity		<u>56,206,661</u>	<u>38,273,541</u>

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

The Uniting Church In Australia - Queensland Synod Office
Statement of Changes in Equity
For The Financial Year Ended 30 June 2021

		Asset Revaluation Reserve	Accumulated Funds	Common Control Reserve	Total
At 1 July 2019		8,974,597	35,652,896	-	44,627,493
Deficit for the year		-	(8,267,407)	-	(8,267,407)
Transfer from Asset Revaluation Reserve from sale of Property	22a	(290,815)	290,815	-	-
Revaluation of Land & Buildings	22a	1,913,455	-	-	1,913,455
At 30 June 2020		10,597,237	27,676,304	-	38,273,541
At 1 July 2020		10,597,237	27,676,304	-	38,273,541
Surplus for the year		-	17,759,303	-	17,759,303
Revaluation of Land & Buildings	22a	-	-	-	-
Transfer from Childcare Acquisition	22b			173,817	173,817
At 30 June 2021		10,597,237	45,435,607	173,817	56,206,661

The above Statement of changes in equity should be read in conjunction with the accompanying notes.

The Uniting Church In Australia - Queensland Synod Office
Statement of Cash Flows
For The Financial Year Ended 30 June 2021

	Note	<u>2021</u> \$	<u>2020</u> \$
Cash flows from operating activities			
Receipts from customers		44,263,991	45,105,999
Payments to suppliers and employees		(44,271,311)	(38,152,880)
Interest paid		(1,893,664)	(4,916,788)
Interest received		3,988,919	8,279,395
Net Cash flows from operating activities		<u>2,087,935</u>	<u>10,315,726</u>
Cash flows from investing activities			
Proceeds from sale of investments		35,450,000	110,450,000
Payment for financial assets		(74,742,345)	(35,450,000)
Proceeds from sale of property, plant & equipment		365,521	631,083
Payment for property, plant & equipment		(865,235)	(905,138)
Payment for intangibles		-	(816,986)
Net loans received		32,192,651	14,542,197
Proceeds from transfer of childcare		201,030	-
Net cash flows (used in)/from investing activities		<u>(7,398,379)</u>	<u>88,451,156</u>
Cash flows from financing activities			
Net customer investments		17,238,972	18,538,321
Net cash flows from financing activities		<u>17,238,972</u>	<u>18,538,321</u>
Net increase in cash held		11,928,528	117,305,203
Cash at beginning of period		177,169,439	59,864,236
Cash at end of period	5	<u>189,097,967</u>	<u>177,169,439</u>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

NOTE 1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The Uniting Church in Australia, Queensland Synod is an unincorporated body established in accordance with the Basis of Union and the Constitution and Regulations of the Uniting Church in Australia. Legal title to all property referred to in this financial report is held in trust for the Queensland Synod Office by The Uniting Church in Australia Property Trust (Q.), a body incorporated by statute and domiciled in Australia.

Statement of Compliance and Financial Reporting Framework

The financial report is a General Purpose Financial Report prepared in accordance with the Australian Accounting Standards Reduced Disclosure Regime, adopted by the Australian Accounting Standards Board (AASB). In some circumstances, where permitted under the the Accounting Standards, the entity has elected to apply certain exemptions available to not-for-profit entities.

The financial statements have been prepared in accordance with the disclosure requirements of 'Tier 2 : Australian Accounting Standards - Reduced Disclosure Requirements' as set out in AASB 1053 'Application of Tiers of Australian Accounting Standards' and the associated amendments to all other Australian Accounting Standards. For the purposes of preparing the financial statements the entity is a not-for-profit entity.

The financial statements were authorised for issue by the members of the Synod Standing Committee on the 04 of November 2021.

Basis Of Preparation

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless otherwise stated.

The following is a summary of the material accounting policies adopted by the Synod in the preparation of the financial report. They are consistent with the financial reporting requirements of the By-Laws and are, in the opinion of the members of the Synod Standing Committee, appropriate to meet the needs of the Synod.

The financial statements have been prepared on the basis of historical cost, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

A controlled activity is any activity controlled by the Queensland Synod Office. Control exists where the Queensland Synod Office has the capacity to direct the decision-making in relation to the financial and operating policies of another activity so that the other activity operates with the Queensland Synod Office to achieve the objectives of the Queensland Synod. The report excludes the activities of congregations, presbyteries, schools, hospitals and community services activities which are not considered to be controlled by the Queensland Synod Office. The controlled activities of the Queensland Synod Office which have been included in the financial statements are set out in Note 33.

All inter-activity balances and transactions between activities in the economic entity, including unrealised profits arising from intragroup transactions have been eliminated. Unrealised losses are also eliminated, unless costs cannot be recovered.

New accounting standards and interpretations adopted

During the year, the Synod Office revised its accounting policy in relation to upfront configuration and customisation costs incurred in implementing Software-as-a-Service ("SaaS") arrangements in response to the IFRIC agenda decision clarifying its interpretation of how current accounting standards apply to these types of arrangements. The new accounting policy is presented below.

SaaS arrangements are service contracts providing the entity with the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customise, and the ongoing fees to obtain access to the cloud provider's application software, are recognised as operating expenses when the services are received.

Standards and Interpretations in issue not yet adopted

AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities - effective 1 July 2021

AASB1060 introduces a separate disclosure Standard applied in the preparation of general purpose financial statements prepared in accordance with 'Tier 2' of the differential reporting framework in AASB 1053 Application of Tiers of Australian Accounting Standards.

Entities preparing general purpose financial statements in accordance with this Standard are not required to comply with the disclosure requirements of other Australian Accounting Standards. However, the recognition and measurement requirements of all Australian Accounting Standards must be applied.

The disclosure requirements in AASB 1060 replace those required under 'Reduced Disclosure Requirements' (RDR) which shaded those disclosure requirements of Australian Accounting Standards that were not applicable to Tier 2 entities. The number of disclosures required by this Standard are generally less than RDR.

Management are yet to finalise the impact of the adoption of this standard.

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

The accounting policies set out below have been consistently applied to all years presented.

Accounting Policies

(b) Frequency of reporting

The reporting date of the Queensland Synod Office is the financial year commencing 1 July and ending 30 June.

(c) Revenue Recognition

The Synod Office recognises revenue from the following major sources:

- Grants & Contributions
- Fees from other Uniting Church bodies
- Income from Indemnity & Insurance
- Treasury Functions
- Rendering of other services such as accommodation

Where an agreement is enforceable and contains sufficiently specific performance obligations for the Synod Office to transfer goods or services to a third-party, the transaction is accounted for under AASB 15. For those contracts within the scope of AASB 15, revenue is recognised when (or as) performance obligations are satisfied, being on the transfer of control of the good or service to the customer. Predominately, the Synod Office's contracts are recorded based on period of service or term of the agreement.

Where the agreement does not contain sufficiently specific performance obligations, the grant or contribution is accounted for under AASB 1058, whereby revenue is recognised upon receipt.

Revenue is measured at the fair value of the consideration received or receivable.

All revenue is stated net of the amount of goods and services tax (GST).

Income from Indemnity & Insurance

Income from indemnity and insurance has been brought to account as income from the date of attachment of the policy. The earned portion of contribution revenue received and receivable is recognised as revenue from ordinary activities.

Contributions are earned based on the term of the risk, which closely approximates the pattern of the risks underwritten. Unearned contributions represent contribution revenue attributable to future accounting periods.

Contribution revenue is recognised over-time based on the term of the insurance contract.

Interest

Revenue is recognised as interest accrues using the effective interest method. The effective interest method uses the effective interest rate which is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial asset.

Loan interest is calculated on the daily loan balance outstanding and is charged in arrears to the customer's loan account on the last day of each month.

Dividends

Dividends are recognised when the Synod Office's right to receive payment is established.

Loan Origination Fees Revenue

Loan origination fees are deferred and amortised as a component of the calculation of the effective interest rate in relation to originated loans. They therefore reduce the interest recognised in relation to this portfolio of loans.

The average life and interest recognition pattern of loans in the originated loan portfolio is reviewed annually to ensure the amortisation methodology is appropriate.

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

(d) Income Tax

No provision for income tax has been made in the financial report as the Synod Office is part of The Uniting Church in Australia Property Trust (Q.). The Trust is exempt from income tax under section 50-5 and section 11-5 of the Income Tax Assessment Act 1997 as it is a religious and charitable institution.

(e) Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand and at bank, deposits held at call with financial institutions, other short term, highly liquid investments with maturities of three months or less, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(f) Trade and Other Receivables

The average credit period on sales of goods is between 30 and 90 days. No interest is charged on outstanding trade receivables. The Entity always measures the loss allowance for trade receivables at an amount equal to lifetime "Expected Credit Loss" (ECL).

(g) Investments and Other Financial Assets

The Church has created numerous "Funds" for specific purposes. The total of these funds balances are shown in Notes 19 and 21 and are represented by investments with Uniting Church Investment Service.

Financial instruments

Financial assets and financial liabilities are recognised in the Entity's statement of financial position when the Entity becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- o the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- o the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are measured subsequently at "Fair Value Through Other Comprehensive Income" (FVTOCI):

- o the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- o the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are measured subsequently at "Fair Value Through Profit or Loss" (FVTPL). Despite the foregoing, the Entity may make the following irrevocable election/designation at initial recognition of a financial asset:

- o the Entity may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and
- o the Entity may irrevocably designate a debt investment that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

The entity has deposits greater than 90 days that are subsequently recorded at amortised cost, and the entity has investments in Listed Unit Trusts that are subsequently measured at FVTPL (refer Note 11).

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

(i) Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. For financial assets other than purchased or originated credit impaired financial assets (i.e. assets that are credit impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit impaired financial assets, a credit adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at FVTOCI. For financial assets other than purchased or originated credit impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit impaired (see below). For financial assets that have subsequently become credit impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit impaired financial instrument improves so that the financial asset is no longer credit impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

For purchased or originated credit impaired financial assets, the Entity recognises interest income by applying the credit adjusted effective interest rate to the amortised cost of the financial asset from initial recognition. The calculation does not revert to the gross basis even if the credit risk of the financial asset subsequently improves so that the financial asset is no longer credit impaired. Interest income is recognised in profit or loss and is included in the "finance income" line item.

(ii) Financial assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI are measured at FVTPL. Specifically:

- o Investments in equity instruments are classified as at FVTPL, unless the Entity designates an equity investment that is neither held for trading nor a contingent consideration arising from a business combination as at FVTOCI on initial recognition.
- o Debt instruments that do not meet the amortised cost criteria or the FVTOCI criteria are classified as at FVTPL.

In addition, debt instruments that meet either the amortised cost criteria or the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency (so called 'accounting mismatch') that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Entity has not designated any debt instruments as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss to the extent they are not part of a designated hedging relationship. The net gain or loss recognised in profit or loss includes any dividend or interest earned on the financial asset and is included in the 'other gains' / 'other losses' line item.

Impairment of financial assets

The Entity recognises a loss allowance for expected credit losses on investments in debt instruments that are measured at amortised cost or at FVTOCI, lease receivables, trade receivables and contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Entity always recognises lifetime ECL for trade receivables, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Entity's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate. For all other financial instruments, the Entity recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Entity measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

The Entity recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in other comprehensive income and accumulated in the investment revaluation reserve, and does not reduce the carrying amount of the financial asset in the statement of financial position.

Financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL. However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, and financial guarantee contracts issued by the Entity, are measured in accordance with the specific accounting policies set out below.

The entity has customer investments that are recorded at amortised cost using the effective interest method, refer to Note 17.

Financial liabilities at Fair Value Through Profit or Loss (FVTPL)

Financial liabilities are classified as at FVTPL when the financial liability is (i) contingent consideration of an acquirer in a business combination, (ii) held for trading or (iii) it is designated as at FVTPL.

The Uniting Church In Australia - Queensland Synod Office
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Financial liabilities measured subsequently at amortised cost

Financial liabilities that are not (i) contingent consideration of an acquirer in a business combination, (ii) held-for-trading, or (iii) designated as at FVTPL, are measured subsequently at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Derecognition of financial liabilities

The Entity derecognises financial liabilities when, and only when, the Entity's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

(h) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

Land & Buildings

Freehold land and buildings are measured at fair value (being the amount for which an asset could be exchanged between knowledgeable willing parties in an arm's length transaction) in accordance with the Revaluation model in AASB 116 Property, Plant & Equipment. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period. The Synod Office has a policy of engaging external independent valuers on a periodic three to five yearly basis to support the annual assessment performed. Any accumulated depreciation at revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated as the revalued amount of the asset.

A revaluation surplus is credited to the asset revaluation reserve included within equity unless it reverses a revaluation decrease on the same asset class previously recognised in the statement of comprehensive income. A revaluation deficit is recognised in the statement of comprehensive income unless it directly offsets a previous revaluation surplus on the same asset class in the asset revaluation reserve.

Plant & Equipment

All other plant and equipment is stated at historical cost, including costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, less depreciation and any impairments losses.

The carrying amount of plant & equipment is reviewed annually by the Synod Standing Committee to ensure it is not in excess of the recoverable amount from these assets. If an impairment indicator exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed in the statement of comprehensive income as an impairment expense.

The cost of fixed assets constructed within the Synod Office includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Synod Office and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Where the future economic benefits of an assets are not primarily dependent on the asset's ability to generate net cash inflows and where the Synod Office would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the current replacement cost of the asset.

Right of Use Asset

All leased assets are recognised in the balance sheet as right of use asset and lease liability at the net present value in accordance with AASB 16. The asset is depreciated on an straight line basis whilst the lease liability is reduced by the monthly lease payment less interest expense.

Depreciation

Land is not depreciated. Depreciation on other assets is calculated on a straight-line basis over the estimated useful life of the asset as follows:

Buildings	40 years
Vehicles	5 years
Furniture, fittings and equipment	5 - 15 years
Computer hardware	3 years

The assets' residual values and useful lives are reviewed annually and are adjusted, if appropriate, at each balance date.

An asset's carrying amount is written down immediately to its recoverable amount, if the asset's carrying value is greater than its estimated recoverable amount.

Gains and losses on disposals are calculated as the difference between the net disposal proceeds and the asset's carrying amount and are included in the statement of comprehensive income in the year that the item is derecognised.

(i) Intangibles

Computer Software

All computer software is stated at historical cost, including costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management, less amortisation and any impairments losses.

The carrying amount of computer software is reviewed annually by the Synod Standing Committee to ensure it is not in excess of the recoverable amount from these assets.

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Amortisation

Amortisation on computer software is calculated on a straight-line basis over the estimated useful life of the asset, being 3 - 10 years. The assets' residual values and useful lives are reviewed annually and are adjusted, if appropriate, at each balance date.

An asset's carrying amount is written down immediately to its recoverable amount, if the asset's carrying value is greater than its estimated recoverable amount.

Gains and losses on disposals are calculated as the difference between the net disposal proceeds and the asset's carrying amount and are included in the statement of comprehensive income in the year that the item is derecognised.

(j) Impairment of Non Current Assets

At each reporting date the Synod Office assesses whether there is any indication that individual non current assets are impaired. Where impairment indicators exist, recoverable amount is determined and impairment losses are recognised in the Statement of Profit or Loss and other Comprehensive Income where the asset's carrying value exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Where the future economic benefits of an assets are not primarily dependent on the asset's ability to generate net cash inflows and where the Synod Office would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the current replacement cost of the asset.

(k) Investment Properties

Investment properties are properties held to earn rentals and/or for capital appreciation (including property under construction for such purposes). Investment properties are measured initially at cost, including transaction costs. Where an investment property is acquired at no cost or for nominal cost, its cost is deemed to be its fair value as at the date of acquisition. Subsequent to initial recognition, investment properties are measured at fair value.

Property interests held under leases to earn rentals or for capital appreciation purposes are accounted for as investment properties and are measured using the fair value model. Fair value is determined based on periodic valuations performed by external independent valuers, where possible, and adjusted to reflect current lease arrangements that a market participant would use when pricing the investment property under current market conditions.

Gains and losses arising from changes in the fair value of investment properties are included in profit or loss in the period in which they arise. An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from the disposal. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

(l) Leases

The Synod Office as Lessee

All leased assets are recognised in the balance sheet as right of use asset and lease liability at the net present value.

The asset is depreciated on a straight line basis whilst the lease liability is reduced by the monthly lease payment less interest expense.

The Synod Office as Lessor

The Synod Office enters into lease agreements as a lessor with respect to some of its investment properties. Leases for which the Synod Office is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term. Amounts due from lessees under finance leases are recognised as receivables at the amount of the Synod Office's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Synod Office's net investment outstanding in respect of the leases.

(m) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Synod Office prior to the year end and which are unpaid. These amounts are unsecured and have a range of payment terms.

(n) Employee Benefit Provisions

Wages and salaries, and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be settled within 12 months of balance sheet date are recognised in respect of employees' services rendered up to balance sheet date and measured at amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognised when leave is taken and measured at the actual rates paid or payable. Liabilities for wages and salaries, annual leave and sick leave are included as part of Other Payables.

Long service leave

Liabilities for long service leave are recognised as part of the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees to the balance sheet date. Consideration is given to expected future salaries and wages levels, experience of employee departures and periods of service. Expected future payments are discounted using national government bond rates at balance sheet date with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(o) Borrowing Costs

Borrowing costs incurred for the construction of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed when incurred.

(p) Inventories

Inventories are measured at the lower of cost and net realisable value.

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(q) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

(r) Outstanding Claims

Claims are recognised unless the Synod Standing Committee exercise their discretion not to accept a claim. The outstanding claim liability can cover claims incurred but not yet paid, claims incurred but not reported and the anticipated indirect costs of settling those claims.

The outstanding claims for Medical Malpractice and Industrial Special Risks / Crime are considered current as Medical Malpractice claims are recognised in the year that the claim is reported and Industrial Special Risks / Crime Risk patterns indicate that all claims will be settled within twelve months. The risk patterns for public liability indicate that 80% of claims are non-current whilst 20% are considered current.

The liability for outstanding discretionary claims are measured as the value of the expected future payments. The expected future payments have not been discounted to present value.

(s) Reimbursement Asset – Redress Scheme

The entity recognises reimbursement assets when it is virtually certain that the reimbursement will be received if the entity settles the provision. The entity assesses the amounts recoverable from Uniting Church Bodies as a reimbursement asset, disclosed as 'Reimbursement Asset - Redress Scheme'. This is based on the Synod Standing Committee approved policy and procedures and the amounts invoiced for 2021/2022. It is estimated that the amount will be received during the next 12 months.

(t) Responsible Body

Legal title to all property utilised by the Queensland Synod Office (as responsible body) and all other activities of the Uniting Church in Australia, Queensland Synod are held in trust by The Uniting Church in Australia Property Trust (Q.).

(u) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current final year.

(v) Critical Accounting Estimates and Judgments

The Synod Standing Committee evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the entity.

Key estimates - Impairment of Non Current Assets

The entity assesses impairment at each reporting date by evaluating conditions specific to the entity that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined. Value-in-use or fair value less costs to sell calculations are performed in assessing recoverable amounts incorporate a number of key estimates.

Key judgments - Provision for impairment

Included in trade and other receivables at 30th June 2021, an allowance for expected credit loss has been made for the following outstanding debts and loans:

Loans to Congregations \$991,672 (2020 \$1,039,425), Congregational Arrears \$100,361 (2020 \$100,361)
Trade Debtors \$Nil (2020 \$Nil).

Key judgements - Fair value of land & building assets

Land and buildings referred to in Note 1(i) are accounted for in accordance with AASB 116 'Property, Plant and Equipment' under the Revaluation Model. The fair value adopted in relation to land and buildings assets takes into account a range of judgements associated with the nature of the underlying assets and movements in market values for similar assets.

Key judgments - Estimate of Redress for Abuse settlements

The entity assesses the quantum of potential Redress settlements and other related legal claims based upon the Redress Scheme settlements to date and estimated settlement costs for legal claims. An Outstanding Claims amount of \$8.4m has been provided for at 30 June 2021.

(w) Going Concern

The entity is in a net working capital deficit position as at 30 June 2021 of \$13.7m (2020 \$62.4m) as customer investments on call of \$316.0m (2020 \$296.9m) are recognised as current liabilities. The significant majority of the investments held and loans issued are with other Uniting Church bodies and liquidity is managed to meet the needs of the Uniting Church across Queensland. An external loan facility of \$34.5m (\$34.5m undrawn) is also available to manage liquidity requirements.

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

			<u>2021</u>	<u>2020</u>
			\$	\$
NOTE 2	REVENUE	Note		
a.	Other operating activities			
	Grants received - Congregation contributions		3,187,764	3,388,746
	Grants received - Other		2,639,166	1,318,863
	Fees received - UnitingCare Queensland		9,176,520	9,176,520
	Income from Indemnity & Insurance		15,921,096	15,121,400
	Finance & Interest income		3,635,861	7,200,946
	Workcover premiums received		132,483	137,051
	Accommodation		4,347,828	3,942,812
	Fees & commissions		749,326	653,386
	Bequests, gifts & donations		587,929	77,190
	Bad debts recovered		-	89,444
	Dividends		1,920,016	2,798,645
	Revenue from business operations		517,621	52,711
	Recoveries		188,196	205,584
	Rental income		931,683	1,024,870
			<u>43,935,489</u>	<u>45,188,168</u>
b.	Other Gains			
	Profit on disposal of property, plant and equipment		365,521	-
	Profit on revaluation of financial assets		9,905,551	-
	Profit on revaluation of investment properties		1,309,681	-
			<u>11,580,753</u>	<u>-</u>
	Total revenue		<u>55,516,242</u>	<u>45,188,168</u>
NOTE 3	EXPENDITURE			
a.	Employee benefits expense			
	Salaries, wages & stipends		10,362,516	10,149,576
	Personnel oncosts		2,674,469	5,246,219
	Total employee benefits expense		<u>13,036,985</u>	<u>15,395,795</u>
b.	Depreciation / Amortisation of non-current assets			
	Buildings	12c	276,830	315,502
	Plant and equipment	12c & 12.5b	393,779	393,973
	Computer software	13b	244,231	200,259
	Total depreciation / amortisation		<u>914,840</u>	<u>909,734</u>
c.	Finance costs expense			
	Finance charges		111,214	118,756
	Total Finance costs expense		<u>111,214</u>	<u>118,756</u>
d.	Gifts, donations and grants			
	Grants to Assembly, Presbyteries and Congregations		2,982,646	3,493,009
	General grants & donations		101,757	132,553
	Transfer to specific purpose funds		375,854	163,690
	Total Gifts, donations and grants		<u>3,460,257</u>	<u>3,789,252</u>
e.	Discretionary claims expenditure - Indemnity			
	Indemnity		12,533,984	14,218,045
	Redress For Abuse claims		2,943,215	4,302,060
	Less: Redress for Abuse recoveries		(4,043,788)	(1,891,575)
	Total Discretionary claims expenditure - Indemnity		<u>11,433,411</u>	<u>16,628,530</u>
f.	Property expenses			
	Property expenses		275,603	294,252
	Total Property expenses		<u>275,603</u>	<u>294,252</u>
h.	Interest Paid			
	Interest paid - Lease		6,755	7,198
	Interest paid - Customer investments		1,602,854	4,331,493
			<u>1,609,609</u>	<u>4,338,691</u>

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

			<u>2021</u>	<u>2020</u>
			\$	\$
NOTE 3	EXPENDITURE	Note		
i.	Other expenses			
	Operating activities			
	Administration & office expenses		558,685	509,804
	Advertising & promotion		240,615	199,760
	Computer expenses		701,794	655,414
	Cleaning & kitchen supplies		1,017,079	893,966
	Fees & charges		2,701,646	1,197,752
	Remuneration of auditor - Deloitte Touche Tohmatsu		115,008	110,500
	Hire costs		5,439	13,411
	Insurance		9,200	9,779
	Legal Expenses		584,335	540,955
	Library & reference material		21,498	26,038
	Motor vehicle expenses		45,998	43,796
	Cost of sales from business operations		104,689	84,047
	Repairs & maintenance		496,813	322,946
	Student expenses		63,167	85,369
	Training		120,310	203,842
	Travel		128,291	181,535
	Other expenditure		453	-
			<u>6,915,020</u>	<u>5,078,914</u>
	Total expenses from operating activities		<u>37,756,939</u>	<u>46,553,924</u>
j.	Other Losses			
	Loss on disposal of property, plant and equipment		-	236,635
	Loss on revaluation of investment properties		-	5,502,875
	Loss on revaluation of financial assets		-	1,162,141
			<u>-</u>	<u>6,901,651</u>
	Total expenditure		<u>37,756,939</u>	<u>53,455,575</u>
NOTE 4	OPERATING RESULT			
	Operating result has been determined after:			
a.	Revenue and Net Gains / (Losses):			
	Profit on disposal of property, plant and equipment	2b	365,521	-
	Loss on disposal of property, plant and equipment	3j	-	(236,635)
	Net gain		<u>365,521</u>	<u>(236,635)</u>
b.	Gain/(Loss) on revaluation of financial assets and investment properties	2b & 3j	11,215,232	(6,665,016)
	Net (loss) / gain		<u>11,580,753</u>	<u>(6,901,651)</u>
NOTE 5	CASH AND CASH EQUIVALENTS			
	Cash at bank and in hand		616,885	3,552,457
	Deposits at call		188,481,082	173,616,982
			<u>189,097,967</u>	<u>177,169,439</u>

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

		<u>2021</u> \$	<u>2020</u> \$
NOTE 6	<u>TRADE AND OTHER RECEIVABLES</u>		
	<u>Current</u>		
	Trade receivables	1,232,101	483,261
	Less allowance for expected credit loss	(100,361)	(100,361)
	Net trade receivables	1,131,740	382,900
	Interest receivable	45,590	398,648
	Other receivables	1,949,979	3,720,664
		<u>3,127,309</u>	<u>4,502,212</u>
	 Movement in the allowance for expected credit loss		
	Balance at beginning of the year	100,361	100,361
	Impairment losses (reversed)/recognised on receivables	-	-
	Balance at end of the year	<u>100,361</u>	<u>100,361</u>
NOTE 7	<u>LOANS TO CONGREGATIONS AND CHURCH BODIES</u>		
a.	<u>Current</u>		
	Overdraft to Congregations & Church bodies	5,371,451	2,439,487
	Less Allowance for Expected Credit Loss	(991,672)	(1,039,425)
		<u>4,379,779</u>	<u>1,400,062</u>
b.	<u>Non Current</u>		
	Secured loans to Congregations & Church bodies	51,278,549	85,634,914
		<u>51,278,549</u>	<u>85,634,914</u>
NOTE 8	<u>INVENTORIES</u>		
	Inventories at cost	16,921	14,511
NOTE 9	<u>OTHER ASSETS</u>		
	Prepayments	3,660,206	2,979,762
	Security Deposits	11,180	11,820
		<u>3,671,386</u>	<u>2,991,582</u>
NOTE 10	<u>LOANS & ADVANCES</u>		
a.	<u>Current</u>		
	Term Loans	408,191	3,643
		408,191	3,643
	Unamortised loan fees	-	(426)
		408,191	3,217
	Provision for impairment	-	-
		<u>408,191</u>	<u>3,217</u>
b.	<u>Non Current</u>		
	Term Loans	1,479,443	2,700,422
		<u>1,479,443</u>	<u>2,700,422</u>
NOTE 11	<u>OTHER FINANCIAL ASSETS</u>		
a.	<u>Financial assets subsequently measured at amortised cost</u>		
	Deposits held greater than 90 days	75,450,000	35,450,000
b.	<u>Financial assets subsequently measured at fair value through profit or loss</u>		
	Listed Unit Trusts	45,855,513	33,561,401
		<u>121,305,513</u>	<u>69,011,401</u>

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

	<u>2021</u>	<u>2020</u>
	\$	\$
NOTE 12 PROPERTY, PLANT & EQUIPMENT		
a. LAND & BUILDINGS		
Fair value	32,216,213	32,026,868
Less accumulated depreciation	(279,667)	(2,837)
	<u>31,936,546</u>	<u>32,024,031</u>
Capital work in progress	524,257	257,549
	<u>32,460,803</u>	<u>32,281,580</u>
The Synod Office's land and buildings, were revalued at 30 March 2020. Valuations were made by independent valuers, Savills Australia to provide a fair valuation of these assets as defined by AASB 13 Fair Value Measurement.		
b. PLANT & EQUIPMENT		
Plant and equipment at cost	3,416,859	3,040,879
Less accumulated depreciation	(1,512,736)	(1,148,367)
Total Plant and Equipment	<u>1,904,123</u>	<u>1,892,512</u>
Total Property, Plant and Equipment	<u>34,364,926</u>	<u>34,174,092</u>

c. PROPERTY, PLANT & EQUIPMENT

Movements in Carrying Amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and end of the current financial year.

	Freehold Land and Buildings at fair value	Plant and Equipment at cost	Total
	\$	\$	\$
Balance at 1 July 2019	31,121,045	1,811,647	32,932,692
Capital Work in Progress transfers	(270,481)	-	(270,481)
Additions	215,579	689,559	905,138
Revaluations	1,913,455	-	1,913,455
Disposals	(382,517)	(248,161)	(630,678)
Depreciation expense	(315,502)	(360,533)	(676,035)
Balance at 30 June 2020	<u>32,281,580</u>	<u>1,892,512</u>	<u>34,174,092</u>
Balance at 1 July 2020	32,281,580	1,892,512	34,174,092
Capital Work in Progress transfers	266,708	-	266,708
Additions	189,345	375,980	565,325
Depreciation expense	(276,830)	(364,369)	(641,199)
Balance at 30 June 2021	<u>32,460,803</u>	<u>1,904,123</u>	<u>34,364,926</u>

NOTE 12.5 RIGHT OF USE ASSETS

a.	Plant & Equipment	112,799	79,597
	Less Depreciation	(62,850)	(33,439)
	Total Plant & Equipment	<u>49,949</u>	<u>46,158</u>

b. Movements in Carrying Amounts

Movement in the carrying amounts for right of use assets between the beginning and end of the current financial year.

	Total
	\$
Balance at 1 July 2019	-
Additions	93,634
Disposals	(14,037)
Depreciation expense	(33,439)
Balance at 30 June 2020	<u>46,158</u>
Balance at 1 July 2020	46,158
Additions	33,201
Disposals	-
Amortisation expense	(29,410)
Balance at 30 June 2021	<u>49,949</u>

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

	<u>2021</u>	<u>2020</u>
	\$	\$
NOTE 13 INTANGIBLES		
a. Computer Software		
Computer Software at cost	1,649,937	1,649,937
Less accumulated amortisation	(867,299)	(623,068)
Total Computer Software	<u>782,637</u>	<u>1,026,869</u>
b. Movements in Carrying Amounts		
Movement in the carrying amounts for computer software between the beginning and end of the current financial year.		
	Total	
	\$	
Balance at 1 July 2019	410,142	
Additions	816,986	
Amortisation expense	(200,259)	
Balance at 30 June 2020	<u>1,026,869</u>	
Balance at 1 July 2020	1,026,869	
Amortisation expense	(244,231)	
Balance at 30 June 2021	<u>782,637</u>	
NOTE 14 INVESTMENT PROPERTIES		
Investment properties measured at fair value	22,469,409	21,159,728
Total Investment Properties	<u>22,469,409</u>	<u>21,159,728</u>
In March 2018, the Synod Standing Committee approved a Debt for Asset swap agreement for the Lakes College. This resulted in the transfer of assets to the value of \$25.7m determined based on fair market value less the differential between market rent indexed by 2% CPI and the rental income expected under the lease agreement. A rental in advance liability has been recognised reflective of the lease agreement, refer to note 16. No gain or loss was recorded on this non-cash transaction.		
NOTE 15 TRADE AND OTHER PAYABLES	Note	
a. Current		
Trade payables	1,986,033	2,952,805
Deferred income	5,150,084	4,163,572
Deposits in advance	925,900	216,036
Interest payable	51,456	335,511
Sundry payables & accrued expenses	814,368	848,776
Total Current	<u>8,927,841</u>	<u>8,516,700</u>
b. Non Current		
Investors' funds from sale of congregational property	21,438,682	22,935,560

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

		<u>2021</u> \$	<u>2020</u> \$
NOTE 16	<u>RENTAL RECEIVED IN ADVANCE</u>		
a.	<u>Current</u>		
	Rental received in advance	139,601	139,601
b.	<u>Non Current</u>		
	Rental received in advance	3,629,632	3,769,233
		<u>3,769,233</u>	<u>3,908,834</u>
	Refer to Note 14 regarding the Debt for Asset swap for the Lakes College and the rental in advance to be reflected.		
NOTE 17	<u>CUSTOMER INVESTMENTS</u>		
a.	<u>Current</u>		
	Term investments	315,996,015	296,948,618
		<u>315,996,015</u>	<u>296,948,618</u>
b.	<u>Non Current</u>		
	Term investments	-	1,808,424
		<u>-</u>	<u>1,808,424</u>
NOTE 18	<u>OUTSTANDING CLAIMS</u>		
a.	<u>Current</u>		
	Redress for Abuse	8,423,067	8,132,919
	Outstanding loss reserves	855,867	897,454
	Incurred but not reported reserve	774,214	639,576
		<u>10,053,148</u>	<u>9,669,949</u>
b.	<u>Non Current</u>		
	Outstanding loss reserves	3,062,487	3,523,420
	Incurred but not reported reserve	3,070,615	2,607,672
		<u>6,133,102</u>	<u>6,131,092</u>
NOTE 19	<u>SPECIFIC PURPOSE FUNDS</u>		
	<u>Current</u>		
	The following funds have been contributed for specific purposes.		
	Applicable to QLD Synod Office	1,403,726	1,046,741
	Total Specified purpose funds	<u>1,403,726</u>	<u>1,046,741</u>
NOTE 20	<u>PROVISIONS</u>		
a.	<u>Current</u>		
	Annual leave entitlements	805,041	684,186
	Provision for long service leave - lay staff	35,795	111,720
	Provision for long service leave -ministers	2,331,076	2,152,868
		<u>3,171,912</u>	<u>2,948,774</u>
b.	<u>Non Current</u>		
	Provision for long service leave - lay staff	173,160	155,335
	Provision for long service leave -ministers	519,643	548,783
		<u>692,803</u>	<u>704,118</u>
c.	Aggregate employee entitlement liability	<u>3,864,715</u>	<u>3,652,892</u>
	The Synod Office implemented long service leave arrangement for Ministers as at 30 June 2020 which resulted in a one off provision of \$2,701,651.		
d.	Reconciliation of provisions		
	Reconciliation of Annual Leave Entitlements		
	Provision carried forward	684,186	569,614
	Annual leave entitlements accrued during year	620,910	538,214
	Annual leave paid during year	(500,055)	(423,641)
	Current Provision for holiday pay held	805,041	684,186
		<u>805,041</u>	<u>684,186</u>
	Provision for Long Service Leave		
	Provision carried forward	2,968,706	314,297
	LSL entitlements accrued during year including oncosts	480,196	2,732,747
	LSL paid during year	(389,228)	(78,338)
	Current Provision for Long service leave	<u>3,059,674</u>	<u>2,968,706</u>

20a

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

	<u>2021</u>	<u>2020</u>
	\$	\$
NOTE 21		
<u>SPECIFIC PURPOSE FUNDS</u>		
Non Current		
<u>Bequest and Specific Funds Managed:</u>		
WR Black Endowment Fund	580,873	577,946
DC Smith-McPherson	537,849	535,139
Millard-Smith Bequest	388,599	409,496
Estate GM Elver	56,933	56,889
The Vic Davis Memorial Fund	3,310	3,307
Estate of AF Brooks	2,033	2,023
Estate GH Nelson	16,041	16,029
Yeronga Uniting Church Fund	-	7,460
Ethel and John Richardson Fund	262,471	261,706
Arthur Preston Memorial Fund BNS Brisbane Central No 1 Account	86,594	86,158
Arthur Preston Memorial Fund BNS Brisbane Central No 2 Account	1,181,163	1,175,209
Ivan and Iris Alcorn Benefit Fund	147,864	147,109
Estate - Beth Myrta Nathan	297,335	295,836
Bamabas Community - Jane & Steven Fox Memorial Fund	210,658	209,596
The Home Mission Support Fund	3,036	3,021
Calvary Presbytery - Foundation	5,468	5,441
Uniting Church Foundation Hospital and Prison Chaplaincy	39,167	39,136
Sir Douglas Forbes Foundation Fund	650,957	650,449
UnitingCare Foundation	69,164	68,815
Jim Smallbone Remembrance Fund	183	178
J A Hulme Trust Fund - Agency	76,854	76,703
Burnett Trust	42,035	42,002
Norm & Mary Millar Memorial Trust	75,631	75,249
Margaret Kerr Fund	52,720	52,679
Friends of the Redland Bay UC Bequest Society	20,967	20,862
Albert Street Uniting Church Heritage Foundation	574,048	571,155
John & Dorothy Brooks Family Fund	102,482	102,402
McKay Patrol Aircraft Engine Fund	86,908	44,609
Caboolture Regional UC Permanent Future Fund	93,906	93,432
Victoria Point UC Permanent Future Fund	49,754	49,504
The DR Supple Memorial Fund	322,242	323,612
Ministerial Assistance Fund	324,459	324,564
EF Patterson - Trinity Ministerial Education	316,629	315,033
Etta Joyce White Bequest Fund	77,727	77,667
Disaster Relief Fund	221,331	217,429
DM & LB Reid Fund - Albert St UC	30,696	30,672
Calico Creek - Beattie Estate	237,063	235,868
Jocelyn Baillie Bursary Fund	2,054	2,044
Ex-Services Hospital Fund	47,782	47,745
Trinity Theological College - The Rollie Busch Lecture Fund	5,428	5,401
Indigenous Education Fundraising	9,598	9,549
Coorparoo Uniting Church Development Fund	17,342	17,329
Faith and Families Fundraising	1,080	21,078
Estate Sheila Waldock - Community Welfare	40,828	40,622
Estate Reginald Eric Schuster	52,966	52,699
Estate of Rev Douglas Fredrick Kirkup	43,037	42,821
Aurukun Manse Project	-	410,360
The Lynn and Wayne James Memorial Fund	800,625	800,000
The Alan and Wendy Grummitt Fund	1,004	1,000
Glasshouse Country UCA Parish	226,928	-
Tracona Bequest	50,237	-
Total Bequest Funds Managed	8,544,059	8,655,033

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

	<u>2021</u>	<u>2020</u>
	\$	\$
NOTE 22 RESERVES		
Asset revaluation reserve	10,597,237	10,597,237
<i>(This reserve is for the revaluation of Land & Buildings)</i>		
a. Asset revaluation reserve		
Movements during the year:		
Opening balance	10,597,237	8,974,597
Sale of revalued Land and Buildings	-	(290,815)
Revaluation of Land and Buildings	-	1,913,455
Closing balance	<u>10,597,237</u>	<u>10,597,237</u>
b. Common Control Reserve		
From Childcare Acquisition	173,817	-
Total Reserve Balance	<u>10,771,054</u>	<u>10,597,237</u>
NOTE 23 ACCUMULATED FUNDS		
Accumulated surplus at the beginning of the year	27,676,304	35,652,896
Surplus/(Deficit) for the period	17,759,303	(8,267,407)
Transfer from Asset Revaluation Reserve from sale of Property	-	290,815
Accumulated surplus at the end of the year	<u>45,435,607</u>	<u>27,676,304</u>
NOTE 24 COMMITMENTS		
Outstanding Loan Commitments		
Loan in advance and available for redraw	5,117,702	2,020,345
	<u>5,117,702</u>	<u>2,020,345</u>
NOTE 25 STANDBY BORROWING FACILITIES		
The Queensland Synod Office accounts reflect the gross borrowing facility between The Uniting Church in Australia Property Trust (Q.) and the ANZ Bank of:		
	Approved Facility \$	Current Borrowing \$
		Net Available \$
2020		
Pre-approved loan facility - ANZ	5,000,000	-
Bank guarantee facility - ANZ	11,000,000	171,050
	<u>16,000,000</u>	<u>171,050</u>
2021		
Pre-approved loan facility - ANZ	34,500,000	-
Bank guarantee facility - ANZ	11,000,000	6,171,050
	<u>45,500,000</u>	<u>6,171,050</u>
The bank debt is secured by a real property mortgage over certain freehold properties owned by The Uniting Church in Australia Property Trust (Q.). The beneficial use of these assets are held by UnitingCare Queensland.		
If the Facility is drawn on at 31 December or 30 June, a financial report of these activities is required by the ANZ Bank to satisfy the facility agreement and to calculate covenants imposed by the bank.		
The loan facility has not been drawn down at any time during the year, whereas the bank guarantee facility was partially drawn down in May 2018 and further drawn by \$6.0m in September 2020. The facility expires 31 October 2023.		
NOTE 26 LEASE LIABILITY	2021	2020
a. Not later than 1 year- Lease	85,659	82,601
b. Later than 1 year but not later than 5 years	52,926	96,195
	<u>138,585</u>	<u>178,796</u>

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

NOTE 27 FINANCIAL INSTRUMENTS	Note	2021	2020
Categories of Financial Instruments		\$	\$
Financial Assets			
Cash and bank balances	5	189,097,967	177,169,439
Loans and receivables	6, 7, 10	60,673,272	94,240,826
Financial assets subsequently measured at amortised cost	11	75,450,000	35,450,000
Financial assets subsequently measured at fair value through profit or loss	11	45,855,513	33,561,401
Financial Liabilities			
Customer investments	17	315,996,015	298,757,042
Financial guarantee contracts	25	11,000,000	11,000,000
Trade and other payables	15, 20	34,231,238	35,105,151
Specific purpose funds	19, 21	9,947,785	9,701,774

NOTE 28 (a) Credit Risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at 30 June 2021 to recognised financial assets is the carrying amount of those assets, net of any provisions for impairment, as disclosed in the Balance Sheet and in the notes to the financial statements.

(b) Net Fair Values

At 30 June 2021 there were no financial assets where the carrying amount exceeded net fair values.

The aggregate net fair values and carrying amounts of financial assets and financial liabilities are disclosed in the balance sheet and in the notes to the financial statements.

NOTE 29 CONTINGENT LIABILITIES

The entity has potential future exposure to claims and costs associated with its response to abuse claims and the Royal Commission into Institutional Responses to Child Sex Abuse.

Following the closure of the Queensland Synod Interim Redress Scheme effective 30 June 2018, the Uniting Church in Australia has established a new public company limited by guarantee, UCA Redress Ltd. The purpose of the company, of which the Queensland Synod is a member, is "to be the national body for the Uniting Church in Australia to respond and provide support for children and vulnerable persons who have suffered abuse at the hand of the Church, including by participation in a nationally consistent equitable redress scheme".

In response to the costs associated with redress and civil litigation relating to the various Royal Commissions, the Queensland Synod has issued a policy which provides the framework by which all responsible bodies within the Uniting Church in Australia Property Trust (Q.) will contribute. The responsible bodies include: UCQ, WMQ, Schools, Congregations, Faith Communities, Child Care Entities, Presbyteries, Synod Office (including Alexandra Park Conference Centre, Trinity Theological College and Raymont Residential College).

A redress for abuse reserve has been established and administered by the Synod Office for all payments (net of insurance cover) relating to redress and civil litigation. Each responsible body will contribute annually to the redress for abuse reserve. The methodology used by the Synod Office in determining the annual contributions may include but is not limited to factors such as the insured value of building and contents and revenue from responsible bodies.

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

NOTE 29 CONTINGENT LIABILITIES (continued)

The nature and extent of any claims in any period are not predictable and therefore any amounts levied across various responsible bodies may vary from year to year. It is not possible at the date of this report to reliably estimate all additional costs of this nature which might emerge in the future. The entity remains committed to redressing past abuse and responding by offering genuine and effective redress.

During the financial year Redress settlements and other related legal claims amounted to \$2,653,066. A further estimate of likely known claims to settle under Redress is \$3,558,674 and other legal claims amounting to \$4,864,393 have been recognised in the financial statements. Please refer to note 18 above.

There are no other known contingent liabilities at the date of this report.

NOTE 30 EVENTS AFTER THE BALANCE DATE

By 30th September 2021, the Uniting Church in Australia Property Trust (Q.) (UCAPTQ) represented by Uniting Education Early Learning (a division of the Synod Office) assumed management and control of all its early learning associated entities, in accordance with statutory requirements. For accounting purposes, this transaction has been deemed a business combination of entities under common control and as such, is outside the scope of AASB 3 Business Combinations. The company is currently in the process of finalising the treatment of the transactions including the acquisition date accounting. As such, further disclosure in relation to the transactions is currently impracticable.

NOTE 31 TRUST DETAILS

The registered office of the Queensland Synod Office is:

Uniting Church in Australia, Queensland Synod
60 Bayliss Street
Auchenflower QLD 4066

NOTE 32 RELATED PARTY DISCLOSURES

(a) Related Parties

The Queensland Synod Office operates as an activity of the legal entity, The Uniting Church in Australia Property Trust (Q.) ("the Trust"). Other activities operating under the Trust include UnitingCare Queensland Wesley Mission Queensland, congregations, presbyteries and schools.

In light of the Church governance and reporting structures applicable to those activities of the Uniting Church in Australia which operate under the Trust, and the definition of 'Related Party' in AASB 124 Related Party Disclosures, management and the Synod Standing Committee have assessed that UnitingCare Queensland and Wesley Mission Queensland, being the other activities of the Uniting Church in Australia operating under the Trust which are controlled under the same Church governance and reporting structures as the Queensland Synod Office, are the only activities operating under the Trust which are Related Party of the Queensland Synod Office.

Other activities operating under the Trust which are not 'controlled' under the same Church governance and reporting structures as the Queensland Synod Office, are not considered to meet the definition of Related Party under AASB 124.

As noted above, The Uniting Church in Australia Property Trust (Q.) (the Trust), is the legal entity under which all activities of the Queensland Synod Office are conducted. Certain transactions of activities/entities operating under the Trust require the designated authority of the Trust to be completed.

For UnitingCare Queensland, these services are covered by the Stewardship fee. Insurance, investment and financing services are also provided to activities/entities operating under the Trust and are provided through the Queensland Synod Office. As noted above, other than UnitingCare Queensland and Wesley Mission Queensland, these activities/entities are not considered Related Parties of the Queensland Synod Office.

The Uniting Church In Australia - Queensland Synod Office
Notes to Financial Statements
For The Financial Year Ended 30 June 2021

NOTE 32 RELATED PARTY DISCLOSURES (continued)

(b) Transactions and Balances with Related Parties

Transactions with related parties are priced on an arms length basis. Related party transactions and balances are:

	2021	2020
	\$	\$
UnitingCare Queensland		
Profit & Loss related		
Interest Expenses	(1,504,001)	(3,481,889)
Stewardship Fees	9,146,520	9,146,520
Insurance premiums received	10,665,839	9,158,046
Redress For Abuse Recovery Received	2,589,125	2,305,155
Chaplains Fee Received	3,058,199	3,045,000
Other Fees Received	149,305	155,000
Balance Sheet related		
Cash held on deposit as at balance date	(291,881,322)	(277,337,653)
Funds Held in Trust	(2,305,481)	(2,229,226)
Other Net receivable as at balance date	(283,000)	(214,991)
 Wesley Mission Queensland	 \$	 \$
Profit & Loss related		
Interest paid	(7,170)	(35,391)
Interest received	1,615,592	3,286,281
Insurance premiums received	2,016,469	1,659,606
Chaplains Fee Received	867,985	840,531
Mission and Service contributions received	43,111	52,076
Other Fees Received	1,083,615	335,711
Balance Sheet related		
Cash held on deposit as at balance date	(5,267,928)	(4,629,499)
Current interest bearing loan receivable	1,110,681	1,070,492
Non current interest bearing loan receivable	34,016,304	67,128,225
Loan Disbursed During the Year	(32,000,000)	-
Principal Repayments Received	65,071,733	17,514,197

NOTE 33 CONTROLLED ACTIVITIES

The Financial Statements of the Queensland Synod include:

Synod Support Services
Ministerial Support
Raymont Residential College
Alexandra Park Conference Centre
Chaplaincy Commission
Combined Presbyteries Mission Pool
The Board for Christian Formation / Trinity College Queensland
The Synod Reserve Fund including The Future Development Fund
The Mission Development Fund
The Uniting Church Foundation
The Uniting Church Investment Service

**THE UNITING CHURCH IN AUSTRALIA, QUEENSLAND SYNOD OFFICE
MEMBERS' DECLARATION**

The members of the Synod Standing Committee declare that:

- 1 In the members' opinion, the attached financial statements and notes thereto, as set out on pages 1 to 22, comply with Australian Accounting Standards - Reduced Disclosure Requirements (including the Australian Accounting Interpretations), the Australian Charities and Not-for-profits Commission Act 2012 (C'th) and are consistent with the financial reporting requirements of the Constitution and appropriate to meet the needs of the Queensland Synod Office; and give a true and fair view of the financial position at 30 June 2021 and performance of the entity for the year thus ended.
- 2 In the members' opinion, there are reasonable grounds to believe that the Queensland Synod Office will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Synod Standing Committee.

Chair


.....
Rev Andrew Gunton

Member


.....
Rev Heather den Houting

Dated this 04 of November 2021

Synod Standing Committee
Uniting Church in Australia – Queensland Synod Office
GPO Box 675
Brisbane QLD 4001

4 November 2021

Dear Standing Committee Members,

Auditor's Independence Declaration to The Uniting Church in Australia – Queensland Synod Office

In accordance with Subdivision 60C of the Australian Charities and Not-for profits Commission Act 2012, I am pleased to provide the following declaration of independence to the Synod Standing Committee of The Uniting Church in Australia – Queensland Synod Office.

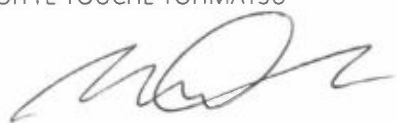
As lead audit partner for the audit of the financial statements of The Uniting Church in Australia – Queensland Synod Office for the financial year ended 30 June 2021, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements as set out in the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

Yours sincerely



DELOITTE TOUCHE TOHMATSU



Matthew Donaldson
Partner
Chartered Accountants

Independent Auditor's Report to the Synod Standing Committee of The Uniting Church in Australia – Queensland Synod Office

Opinion

We have audited the financial report of The Uniting Church in Australia – Queensland Synod Office (the "Synod Office") (the "Entity") which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the declaration by the Synod Standing Committee as set out on pages 1 to 23.

In our opinion, the accompanying financial report of the Synod Office is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the "ACNC Act"), including:

- (i) giving a true and fair view of the Synod Office's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Entity in accordance with the auditor independence requirements of the ACNC Act and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the "Code") that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Synod Standing Committee for the Financial Report

The Synod Standing Committee is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the ACNC Act and for such internal control as the Synod Standing Committee determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Synod Standing Committee is responsible for assessing the ability of the Synod Office to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Synod Standing Committee either intend to liquidate the Synod Office or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Synod Standing Committee.
- Conclude on the appropriateness of the Synod Standing Committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Synod Standing Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



DELOITTE TOUCHE TOHMATSU



Matthew Donaldson
Partner

Chartered Accountants

Brisbane, 4 November 2021

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Synod Office Audited Financial Statements for the year ended 30 June 2021

Brief overview

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Purpose of this Powerpoint

This Powerpoint provides a high level explanation of some of the questions that may arise from the review of the annual audited financial statements of the Synod office – for the year ended 30 June 2021

Questions that remain unanswered can be put through the Questions From Reports process



The Uniting Church in Australia
QUEENSLAND SYNOD

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Basis of Preparation

The Uniting Church in Australia – Queensland Synod is an unincorporated body established in accordance with the Basis of Union and the Constitution and Regulations of the Uniting Church in Australia. Legal title to all property referred in the Financial Statements is held in the name of The Uniting Church in Australia Property Trust (Q).

The requirement to prepare audited financial statements are due to:

- In accordance with the Australian Charities and Not for Profit Commission requirements, the Synod is deemed as a large charitable organisation and requires an annual audit.
- The existing debt facility with the ANZ Bank, requires the Synod to prepare audited financial statements as part of the facility compliance
- Regulation 3.8.7 - Audit

These financial statements represent accounting figures. If you are interested in the cash position – please refer to the Statement of Cash Flows.



Summary - Synod Office Financials to 30 June 2021 (Audited)

Result for year (Accounting)

	2021	2020
• Revenue	\$55.5M	\$45.1M
• Expenditure	\$37.8M	\$46.5M
• Other Losses	\$ 0M	\$ 6.9M
• Other Income	<u>\$ 0M</u>	<u>\$ 1.9M</u>
• Surplus/Deficit	<u>\$17.7M</u>	<u>(\$6.4M)</u>



The Uniting Church in Australia
QUEENSLAND SYNOD

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Synod Office Financials to 30 June 2021 (Audited)

Why was there such a variation in results between years?

The Synod office accounts for transactions that are performed collectively across the Synod – for example:

- Overall redress for abuse provisioning
- Overall operations of the Uniting Church Investment Service (UCIS)
- Overall operations of the Insurance program

Synod Office Financials to 30 June 2021 (Audited)

Why was there such a variation in results between years? (cont)

The main difference is that the Managed Fund share portfolio that the Synod office invested in was down as at 30 June 2020 and went up by 30 June 2021. Accounting rules means that we have to book the current value as at the end of each financial year – even though the profits or losses are only ‘on paper’ – ie they haven’t been realised as the investments have not been ‘cashed out’.

- Decrease in value of investments at 30 June 2020 \$1.2M
- Increase in the value of investments at 30 June 2021 \$9.9M



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QUEENSLAND SYNOD

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Synod Office Financials to 30 June 2021 (Audited)

Why was there such a variation in results between years? (cont)

There were other variations in relation to technical accounting treatment for Investment Properties on the Synod office balance sheet

- Decrease in value at 30 June 2020 \$5.5M
- Increase in the value at 30 June 2021 \$1.3M

Again, these are 'paper' adjustments. The properties are still held on the balance sheet.



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SYNOD 36

Synod Office Financials to 30 June 2021 (Audited)

Why was there such a variation in results between years? (cont)

The Employee Benefit Expense line decreased from 2020 to 2021. The main reason is that the 2020 figure was inflated by the adjustment to 'bring in' the initial provision for long service leave for ministers (\$2.7M) – a decision by the Standing Committee in that year.

As noted earlier, the Synod office financials 'pick up' these types of costs from a statutory accounting view point.

Synod Office Financials to 30 June 2021 (Audited)

Audit Report

The financial statements have been audited and we have received a 'clean' audit report.

No qualifications.

In the view of the Standing Committee, management and the auditors we are solvent – we can pay our debts as and when they fall due.



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Report from Board for Christian Formation



Report

Context

The Board for Christian Formation (the BCF) assists and advises the Synod Standing Committee (SSC) in fulfilling its responsibilities to provide for the effective supervision of theological and ministerial education and Christian formation for lay and ordained within the bounds of the Queensland Synod of the Uniting Church (the church).

For Regulation 3.1.5(i)(vi), the BCF is designated as the appropriate body to exercise the Ministerial Education Board's responsibilities.

- The **Responsibilities** of the Board of Christian Formation are as follows –
- The BCF performs an advisory role and acts with delegated authority of the SSC as detailed in this Charter in carrying out its functions, authorities and powers.
- The BCF must fulfil its responsibilities, as stated in Regulation 3.7.4.3(c).
- The BCF is the body for the purposes of Regulation 2.4.4(a).
- The BCF shall have responsibility to:
 - (a) make recommendations to the SSC regarding the appointment, or termination of appointment, of the candidate educators of Trinity College Queensland (the College)
 - (b) ensure annual performance reviews of the College's academic staff members are conducted
 - (c) support the College in the fulfilment of its responsibilities under Regulation 3.7.4.3(c)
 - (d) promote the College as a resource for:
 - theological teaching and scholarship
 - continuing education for ministry
 - lay education and education in biblical studies
 - (e) oversee the relationship of the College with any universities, colleges and other educational institutions affiliated with the College
 - (f) create and resource a network of learning in theology and ministry for the Church and community within the bounds of Synod
 - (g) develop strategies for theological, ministerial and lay education within the bounds of Synod;
 - (h) ensure adequate staff, facilities and other resources for education and formation for the lay and ordained ministries of the Church, including continuing education for ministry
 - (i) maintain a roll of candidates, and as required by the Assembly, provide information contained in the roll to the Assembly
 - (j) consult with presbyteries on the ongoing needs for continuing education for ministry of persons involved in the lay and ordained ministries of the Church
 - (k) ensure the theological, ministerial and lay education provided by the College meets any standards prescribed by, or requirements of, the Assembly
 - (l) approve a policy about the granting of study leave to staff members of the College designated by the SSC to provide theological education to candidates
 - (m) at each ordinary meeting of Synod, provide a report on how it is fulfilling its responsibilities;

- (n) provide reports about any aspect of its responsibilities as required by the SSC.
- In carrying out its responsibilities, the BCF shall:
 - (a) oversee, and be responsible to the SSC for, the College's finances
 - (b) ensure an annual budget is prepared for the College in accordance with Synod budget processes
 - (c) comply with Synod's financial and accounting policies and requirements.

The Board of Christian Formation serves the formation and educational needs of the mission of the church through offering governance and strategic leadership that is responsive, innovative and diligent. The Board continues to mature its capacity and functions to be more able to serve the church. The Board's integration and ways of working with Project Plenty, the Mission Engagement Team, Synod Office staff and Trinity College Queensland is slowly being matured, bringing capacity and better outcomes.

These are challenging times with significant disruptions but also emerging innovations. I have been proud of the way Trinity College Queensland has navigated these challenges.

The future is inviting further innovations and partnerships across the Synod with congregations, presbyteries, agencies and schools.

I wish to take this opportunity to give thanks to God's faithfulness and provision of people with the gifts and graces to serve on the Board, Committees and through our College. Thank you to all who have served the purpose of the Board of Christian Formation in the Queensland Synod.

Key priorities since the last Synod - Strategic Priorities 2021-2023

1. Focus on the full breadth of Charter - Christian Formation across church (Discipleship / Leadership)
 - a. Resourcing the teaching and formation life of the Church
 - i. Create and resource a network of learning in theology and ministry for the whole church
 - ii. Develop strategies for theological, ministerial and lay education for the whole church
 - iii. Resourcing for education and formation of the specified ministries (Lay and Ordained)
 1. Resources for Presbyteries (POD and Selection Panel)
 2. POD resource – completed
 3. Phrase 2 Handbook – completed
 4. Ministry of Pastor Handbook (Ministry Location & Placements) – Completed
 5. Lay Preacher Handbook – completed
 - iv. Oversight of Assembly processes and standards for all phases of ministry formation for specified ministries (Lay and Ordained)
 - v. Improving the governance capacities of the BCF
 - b. Resourcing of the BCF to fulfil its Charter
2. Develop ways of working between BCF, Project Plenty, wider Synod office and networking whole church
 - a. The BCF has invited Scott Guyatt (Project Plenty – Discipleship), Steven Drinkall (Manager – Mission Engagement Team), Liz Henderson (Consultant to the Synod Office), Jennifer Mundt and Alan Hewson (Policy Writers), Natalie Smith (Chairperson Synod Remuneration Nomination Committee) to join meetings to improve

understanding, engagement and outcomes for the ways of working between the BCF and the wider Synod Office. The Chair met with Multi-Cross Cultural Committee of the Synod and participated in two meetings of the Chairs of Boards, Councils and Committees of the Synod.

- b. The integration of BCF into the Synod Office work and our interface with presbyteries is vital
- c. The possibilities of BCF engaging with our agencies and schools is still before us and is yet unrealised. Resourcing the BCF will support this engagement.

3. Stewardship of Trinity College

Specific Actions for 2022:

1. Develop Non-HEP Pathways for Ordination (currently underway)
2. Develop Lay education and mapping (mapping the educational needs to be completed first)
3. Develop training, communication and coordination of training and education (discipleship/leadership)

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

Trinity College Queensland

Trinity's activities and strategic priorities are shaped by four overarching goals, each of which has a part to play in reinvigorating the church through theological education. These four broad goals are to:

1. Equip the Whole Church for Discipleship
2. Develop Missional Leaders
3. Train UCA Ministry Agents
4. Promote Trinity's Identity and Reputation

Each of these has key activities:

1. Equip the Whole Church for Discipleship
 - events, short courses & conferences
 - increase biblical literacy (intensives, Trinity on Tap)
 - assist in defining a culture of discipleship
 - develop community experiences

Develop

2. Missional Leaders
 - train Christian leaders for vocations in secular marketplace & in UCA schools & residential colleges
 - accessible & relevant evening units and short courses
 - strategic use of adjuncts to draw new students
 - purposeful integration & networking among postgrad's
3. Train UCA Ministry Agents

- sustain positive relationships (trust) with Presbyteries
- provide tools and resources for minister/pastor training
- high quality formation program
- develop culture of training local trainers
- 4. Promote Trinity's Identity and Reputation
 - develop platform as think-tank for QLD Synod
 - avoidance of jargon; intentional use of language
 - clarify ecumenical and denominational ethos
 - retain close connections with congregations with
 - practical and relevant outputs

Specific courses offered by Trinity College Queensland in missional and transformational discipleship include:

Christian Spirituality / Ministry Formation / Missional Discipleship / Principles of Evangelism / Youth Ministry / Preaching 1 / Pastoral Skills and Methods / Chaplaincy Skills 1 / Church Planting / Missional Hermeneutics / Missional Leadership in the 21st Century

In what ways have you been drawn into Transforming your Community:

The strategies and outcomes of the BCF's, through Trinity College Queensland and partnerships with the wider church aims to responded to the rising challenge of wellbeing and mental health support, supports the commitment to the Uniting Church's ongoing work of covenanting with First Peoples, builds a deeper understanding about what is possible as a church, called to care for all of God's, and seeks to listen and respond to the needs of our communities.

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you?

Trinity College Queensland

Level One at Bayliss Street has been redesigned and re-developed to be more fir for purpose to the current and emerging teaching and training needs of Trinity College.

The staffing model has become more lean and adaptable with a smaller faculty core and more teaching adjuncts.

Candidate Process Review

Purpose

- Review whole process by which the Church selects candidates for Ordained Ministry
- Implement a renewed process by which the Synod selects candidates for Ministry

Outcomes

- Stakeholders engaged
- Lessons from history learned
- Contextual-Cultural issues identified
- Issues addressed through appropriate means e.g. policy, procedures, resources, etc

- Improved Candidate process plan for implementation

Process

1. Scope the Review
2. Map out the review plan and timeline
3. Conduct the Review
4. Identify issues and way for these to be addressed
5. Receive approvals
6. Implement the improvements

The Stakeholders of the Review:

- Presbytery Ministers
- Synod Placements Committee
- Synod Selection Secretariat
- Trinity College
- Presbytery Pastoral Relations Committees
- Candidates and recently ordained (since 2017)
- Synod Multi-Cross-Cultural Committee

Issues and actions

Item	Outcome Area	Issues/Changes	Who
1. Policy on Ordination process	Policy work – Ordination HEP and Non-HEP pathways	English Language Requirements Residency and Citizenship Requirements Age guidelines Non-HEP pathways – including innovative pedagogies (e.g. apprenticeship, inter-cultural)	Synod Office - Policy Writer BCF Synod Consultation
2. Policy & Procedural documentation around Synod Selection Panel (SSP)	SSP – practice improvement, once policy in place SSP Secretariat to align process and operations with policies	Documentation Role of Dean of Formation with SSP	Rev Nigel Rogers, Mr Trent Wheeler, Rev Paul Yarrow, Rev Leonie Gaffel, Ms Jill Bow
3. Ordination and Specified Ministries resources	Resource on Ordination for Presbyteries	Resource for Presbyteries / Church Councils / Ministry Agents	Rev Nigel Rogers Rev Dr David Rankin, Rev Lyn Burden, Dr Paul Jones
4. Discernment for Ordination Resource	Discernment on Ordination Resource	TCQ Short Course offering 2021 / 2022	Rev Nigel Rogers and Dr Paul Jones

6. Handbook – from POD to Synod Selection Panel	Working document from POD to SSP. Candidature and Selection Panel – journey, map process flow.	Dean of Formation working SSP Secretariat for updated documents	Rev Nigel Rogers and SSP Secretariat
7. Handbook on Pathway through Phase 2	Pathway from phase 2 handwork (working document)	Phase 2 Handbook up to date – some offerings for Non-HEP pathway	Rev Nigel Rogers

Policy Work undertaken

Out of the review of the Candidate process we identified the following issues to be addressed, firstly at a policy level. These are currently in a consultative process

- Age Considerations
- Citizenship

This is in a development stage

- Flexible Educational Pathways (Non- Higher Education)

Project Plenty

The Plenty process reached a significant milestone in October 2021 in delivering its 'Project Report' to the Synod Standing Committee. This report captured the thinking of the 10 working groups that had been meeting over the last 6 months and included over 115 initiatives and actions that were recommended to progress the church in Discipleship, Transforming Communities, being Fit for Purpose and doing Life Together.

The Standing committee received this report well and endorsed the recommendations which:-

- Affirm the project to this point and allow the working groups to continue
- Give affirmation of the general direction of all projects and permission to get on and implement many of the smaller initiatives
- Ask the Plenty Governance Board to now shift to an implementation phase which will require further prioritization, workshopping around initiatives that involve several large areas of the church, and the development of business cases for larger projects.

The 'Progress Report' mentions the BCF in 2 main places and each of these will require further discussion in to 2022.

The Leadership Development Working group developed a document which seeks to give clarity as to what kind of leaders we are seeking to produce within the UCAQ over the next decade. It includes a grounding statement and a set of Leadership Practices which they proposed could become a standard around which the BCF could align and steer the building of a consistent leadership culture across the UCAQ. The actual wording of the proposal in the report reads as follows:

Strengthen and resource the existing governance role of the Board for Christian Formation (BCF) in its responsibility to develop and form leaders across all entities within the synod.

- The BCF will adopt the Leadership Culture Framework outlined above as the foundational standard to align all Leadership Programs within the Uniting Church. It is not proposed that the BCF will conduct leadership training but rather that they provide a level of accountability,

governance and strategy to enable networking and coaching around how leaders are developed and formed in this consistent Uniting Church way.

The Discipleship working group proposed that the BCF takes a lead (and oversight) of the development of training for ministers in the understanding and skills of disciple making as part of their ongoing training. The actual wording of the report is as follows:-

D5. Foster a deeper understanding of what it means to be a disciple of the way of Jesus and to 'reproduce/nurture' that in others.

- Re-examine the role of the BCF as the focal point and champion of all Christian formation throughout the Synod.
- Commission the BCF to implement a greater emphasis on discipleship and the skills needed for forming discipling relationships within the current educational and formational processes including theological training, ministerial formation, code of ethics training and lay leadership training.
- BCF will also oversee the creation of a discipleship refresher training unit for ministry agents to be undertaken on a regular basis and used by presbytery ministers as part of their annual review.
- BCF will prioritise continued work with both Trinity College Queensland (TCQ) and other key stakeholders to identify and promote additional educational resources and partnership opportunities for growth and development in discipleship.

Tell us about the pain points you identified in your operations that need to be addressed in the next season

To fulfil the potential that the Charter requires, there is a need for a specific Executive Officer to operationalise the work flowing from the Board in an integrative way with TCQ, the Synod Office, Presbyteries and Agencies. At this stage this is managed through the General Secretary and relevant Synod Office staff in a project approach. There is a need for a coordinated and collaborative approach through strategic leadership.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together?

The BCF has held forums and engagement processes with the wider church in a variety of ways. The Charter of the Board of Christian Formation provides a clear mandate for collaboration. We cannot do our work and reach outcomes without the Synod Office and TCQ and the working with Presbyteries. The proposed MC3 is another step in better collaboration.

Tell us about where you see relational tensions that need to be addressed over the next season

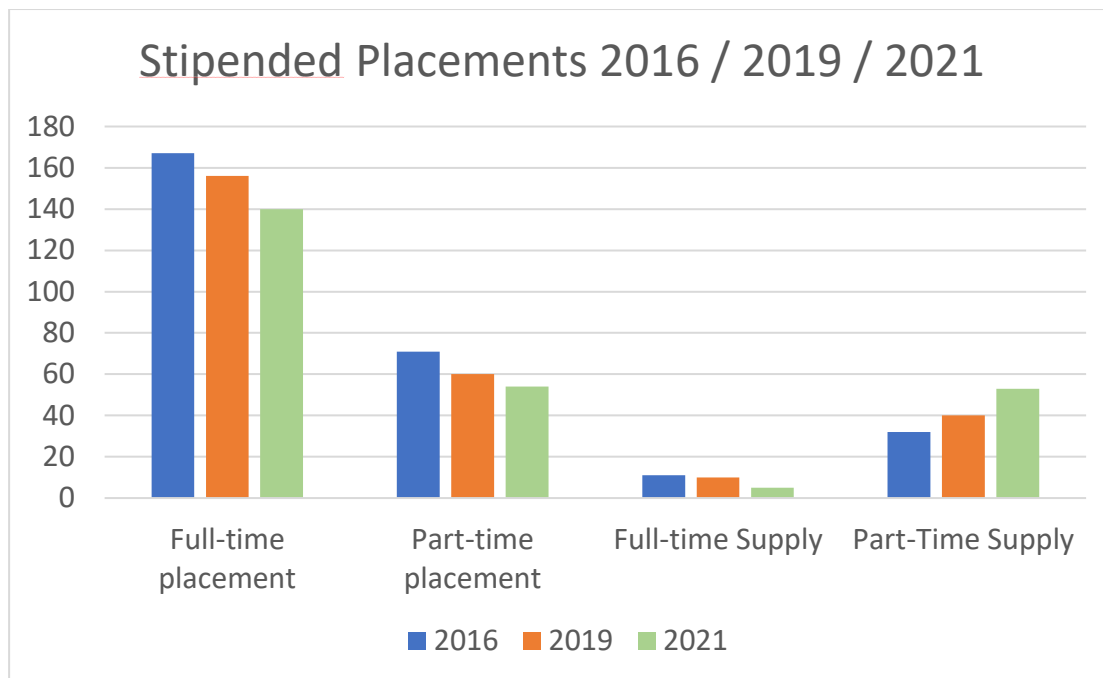
There is tension due to ongoing constant changes in the Synod Office which need to be managed through communication and consultation as the integration of BCF, Project Plenty, PSI, MET and emerging initiatives (e.g. MC3 and MMU)

Threats and opportunities as we step into the future together

Threats:

An un-resourced and disconnected Board is a threat to fulfilling its charter.

A changing ministry (placements) workforce needs to be understood and adapted for, see table below: (Data Source-Synod Payroll)



Some questions worth exploring are:

- What are the projections of the current rate of decline for 2030? Do we assume a similar trajectory as we think ahead to 2030?
- What's the implications for ministry in terms of bi-vocational and other models?
- Do we have a regeneration strategy up until 2030 or do we assume the same decline trajectory?
- What is the shape of the future church that we need to start a pathway for now?
- What assumptions does our current training and model have about the shape of ministry in 5-10 years?
- If a Regeneration approach was our assumption, and we had a different set of projections, what would we need to do differently in our training, equipping and resourcing of lay and ordained leaders?
- What will be the role of full-time ordained ministers in the future – is the time of a minister for a congregation over? And what does this mean for both formation and culture change across the synod
- Given house prices do we need to re-invest in manses to make part-time ministry a viable option?

- How do we engage and develop ministers who are struggling to find placements?
- When many of our available placements are also not attractive to 'missionally innovative' ministry agents what does this mean?

Opportunities:

The above questions lead to opportunities.

As the Board's work becomes resourced, connected, communicated and increasingly collaborative, the outcomes of Project Plenty can be addressed.

Membership

The BCF notes the conclusion of terms for the following members:

Rev Peter Armstrong (Chairperson)

Rev Peter Armstrong joined the Board for Christian Formation (BCF) in 2014 and as Chair in 2019. During his time as Chair, the BCF has undergone transformational change.

As Chair, Peter worked closely with Trinity College Qld and the Principal as the college joined in partnership with the Australian College of Theology. Peter supported the wide-ranging changes that took place at Trinity College Queensland in the last couple of years while managing the diversity of relationships in this role.

Peter also was Chair of the Specified Ministry Education Formation (SMEF) subcommittee of BCF.

The Synod gives thanks to God for the work of Rev Peter Armstrong as the Chair of the Board for Christian Formation.

Rev Lyn Burden

Rev Lynette (Lyn) Burden was elected to the Board for Christian Formation (BCF) at the 30th Synod in May 2013 and her contribution to the Board has been highly regarded with her depth of knowledge and experience in the ministerial and educational areas. In this time Lyn taught as a casual lecturer at Trinity College. Lyn served for many years on sub committees of BCF; the Synod Selection Panel (SSP) Secretariat and the Specified Ministry Education and Formation Sub Committee (SMEF) as well as many other Synod Committees. Lyn is currently fulfilling an Intentional Interim Placement at Southside Uniting Church. The Synod gives thanks to God for the work of Rev Lyn Burden as a member of the Board for Christian Formation over the past 9 years.

Rev Neil Story

Rev Neil Storey joined the Board for Christian Formation (BCF) in 2019 and his contribution to the Board has been highly regarded in the ministerial and educational areas.

Neil is currently the Minister and Church Council member at the Faith Works Uniting Community.

The Synod gives thanks to God for the work of Rev Neil Storey as a member of the Board for Christian Formation.

Mr Peter James

Peter joined the Board for Christian Formation (BCF) in 2019 and his contribution to the Board has been highly regarded in the governance, leadership and ministry areas. Peter is currently the CEO of Scripture Union and member at the Emmanuel Uniting Church Community. The Synod gives thanks to God for the work of Mr Peter James as a member of the Board for Christian Formation.

Mr Trent Wheeley (re-nominating)

Mr Simon Gomersall — Lecturer in Historical and Contemporary Mission

We are most grateful to Simon for playing a significant role in the shaping of Trinity's culture and ethos over the past five years. Simon developed our Activate program (2017-2019) and has taught a range of units relating to church history, pastoral care and evangelism. His prayerful and wise counsel has been much appreciated by students and colleagues alike, and his contributions to working groups for Project Plenty have also been of high quality. We wish him well as he moves into another educational space (Somerville House) for the next chapter.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

Name	Rev Peter Armstrong
Position	Chair – Board of Christian Formation
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Report from Multi Cross Cultural Reference Group



Report

Context

Give us a description of your part of the church. Who are you and what are you called to do?

Multi-Cross-Cultural Reference Group (MCCRG) is a Reference Group of the Uniting Church in Queensland which consists of a small group of ministry agents and lay leaders who are called to encourage, inform and resource the Queensland Synod, its congregations, presbyteries and Synod agencies and to incorporate into their life and mission the UCA's commitment to 'being a multicultural church'.

Cultural diversity is increasingly an important feature of the church's life and the Australian community in which we witness and serve. MCCRG's mission is to assist congregations, presbyteries and Synod to seek and embrace the gift and challenge of fulfilling our stated calling to be a truly multicultural church.

Currently the Reference Group comprises seven members, five ordained and two lay members (including ex-officio) drawn from seven different cultural backgrounds. Details of current MCCRG membership can be found in **Attachment A**

Tell us what your key priorities since the last Synod have been.

Our three key focuses since the 35th Synod have been:

UCA Enabling: Helping to develop stronger links between CALD faith communities/ congregations and the Uniting Church (primarily through presbyteries), to enhance the mission of the church; Foster awareness of biblical, theological and ministry resources from different cultural perspectives, and encourage greater reflection of cultural diversity in congregational worship and study.

UCA Equipping: Build on the established Synod-wide young adults CALD leaders network and development program – Next Gen Arise (NGA); Information sharing on leadership and ministry training pathways that are available for all CALD community leaders, e.g. information from Trinity College Queensland and Plenty Leadership Program.

Events and worship gatherings in 2021:

NextGen Arise (NGA)'s first face-to-face Worship Gathering since the COVID-19 pandemic took place at Logan Central Multi-cultural Uniting Church on 30 May, 2021. Around 110 young adults, plus some older adult MCCRG members and some CALD community leaders participated. Participants welcomed revival into their hearts, into their families, churches, communities and the nations.

Some photos can be viewed from below links to the NGA's Facebook posts:

<https://www.facebook.com/1849186981978862/posts/3036835503213998/?d=n> (worship)

<https://www.facebook.com/1849186981978862/posts/3037587066472175/?d=n> (small groups)

Wildfire - Prayer and Worship Night at Kangaroo Point Uniting Church was held in June 2021 and Disciple Makers Workshop was held in TCQ in September. The NGA team is seeking ways to strengthen a connection with local congregations and to reflect on the perspectives and voices of their younger leaders in the life of the Church.

MCCRG delegates will continue to meet with Va (leader) and Simon (mentor) for networking and strategic planning purposes.

MCCRG hope to ensure the continuation and vitality of the NextGen Arise ministry, for NGA to continue to be a safe space where young people from CALD backgrounds build networks with each other; are resourced for leadership in their own communities; encouraged to find their passion; test and practice their leadership skills, and also discover their God-given callings.

UCA Connecting: Establish effective platforms of communication to connect people across cultural groups and encourage wider Uniting Church cross-cultural engagement; Create cross-cultural experiences of worship and fellowship which foster and showcase the leadership and gifts of young people and women in our CALD communities.

One of the annual events MCCRG organises is the Multi-Cross Cultural Pentecost Service, which was held at Logan Central Multicultural UC on Pentecost Sunday, 23 May 2021. This attracted around 90 people from different congregations and faith communities. General Secretary Rev Heather den Houting preached an inspirational sermon and led Holy Communion. Many ethnic group leaders led different parts of the service. It was a great afternoon celebrating the diversity of cultures and gifted people within the Queensland Synod, worshipping in different languages and fellowshiping over food (whilst following COVID restrictions). Most MCCRG members attended the service and supported by contributing food and assistance in pre-service preparations. The Zimbabwean community in West End UC participated in a Synod Pentecost Service for the first time and had meaningful engagement with the broader community in the Synod. *Some photos can be viewed from this link to the MCCRG Facebook post:

<https://www.facebook.com/590349721175912/posts/1661876194023254/?d=n>

Given the challenging contexts due to the pandemic and the developing Project Plenty Priorities of the Queensland Synod, MCCRG has shifted our key focusses in response.

Newly adapted focuses since mid-2021 have been:

1. Reflecting on MCCRG's calling and missional purposes to be in line with those of the Synod Leadership Team.
2. Strengthening 'Multi Cross Cultural' Networks amongst presbyteries and committees
3. Building collegial relationship with the Synod Leadership and Communications Teams
4. Recruiting the Next Generations leaders from CALD communities
5. Planning, coordinating and implementing Multi Cross Cultural annual services and events

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus:

Tell us about how you are building a discipling culture

Through 1-on-1 conversations and small group meetings, MCCRG members sought to support CALD leaders and candidates through peer support, ministry mentoring and mutual prayer support. Mentoring conversations in the last year or so focused on identifying young leaders and providing opportunities for them to grow in ministry skills and experiences and giving encouragement and prayer support for them to shine for Jesus.

Tell us about how you are engaging children, youth, young adults and families

MCCRG members were encouraged to connect with CALD community leaders periodically to encourage and resource them to engage children, youth, young adults and families in their ministry, e.g. intergenerational congregational ministries and NextGen Arise which focuses on youth and young adults

Tell us how you are reimagining the identity and posture of the church, in your community, in a changing world

MCCRG completed our annual Charter Review in January 2021, clarified and identified our roles, structure and responsibilities.

MCCRG members also reflected on how the group and each member coped with the challenges of the COVID pandemic at the end of 2021 and agreed to engage a consultant to assist us to review and strategically plan for a possible post-pandemic world in 2023.

A strategic planning day was held on 10th February 2022, and written submissions were invited and included from members of the Reference Group who could not attend the planning day due to ministry needs. The Reference Group believe that these are necessary first steps to move forward with the divine calling within the church.

In what ways have you been drawn into Transforming your Community:

Tell us about how you have responded to the rising challenge of wellbeing and mental health support

ECCQ Health Workshops

Partnering with the Ethnic Communities Council of Queensland (ECCQ), MCCRG co-hosted a pilot *My Health For Life* workshop at Kangaroo Point Uniting Church on Saturday, 5 June 2021. Eleven leaders attended, and interests generated from other community leaders who could not attend on that day. The importance of keeping active and connections between physical well-being and mental health was emphasised. *Some photos can be viewed from this link to the MCCRG Facebook post:

<https://www.facebook.com/590349721175912/posts/1671188096425397/?d=n>

Tell us about your commitment to the Uniting Church's ongoing work of covenanting with First Peoples

MCCRG is committed to the ongoing work of covenanting with the First Peoples. One of the Reference Group's main focuses is gathering CALD communities' stories and testimonies and requests, and that their voices may be heard throughout the Synod. Hence, the Reference Group has always been on the lookout for opportunities to build relationships with the First Peoples' groups. Efforts included:

The Reference Group delegated Ps. Levon Kardashian to continue to have conversations with Trinity College Qld to explore opportunities for CALD students, candidates and ministry agents to join Walk on Country. Chairperson Rev. Louisa Yu has also been extending invitations to key leaders of the Synod Reconciliation Working Group and National Aboriginal Congress leaders who are based in Zillmere Uniting Church to plan collaborative or learning opportunities for CALD communities. E.g. MCCRG Chairperson has approached Transforming Communities Working Group Lead at Transforming Community Launch to explore the opportunity of organising a Bush Tucker meal and fellowship for CALD communities. The MCCRG hopes some fruitful connections can be established between First People Leaders and MCCRG and learning opportunities can take place with COVID-19 restrictions ease.

Tell us about your how you are building a deeper understanding about what is possible as a church, called to care for all of God's creation

CLAD communities are concerned about climate change issues as many of their home countries are under threat of raised sea levels and increased damage from cyclones and adverse weather conditions. CALD learners need to be encouraged to get engaged in environmental issues. The Reference Group is paying close attention to the development of Á Flourishing Creation: Qld Synod Action and Advocacy Plan to 2030 and is happy to offer our assistance on making related resources available to CALD communities, including written and AV recorded materials.

Tell us about any other ways you have sought to listen and respond to the needs of your community

Mostly through 1-on-1 catch-ups and small group meetings, MCCRG sought to listen to concerns and needs of individual CALD group leader(s) and the communities they represent. On behalf of these communities, in general, the Reference Group makes collective responses and requests to Synod related boards and services, and reports to Synod Standing Committee.

Natural Disasters: As the disaster relief efforts unfolded following the volcano eruption and tsunami in Tonga in January 2022, pastoral care and prayer support have been provided to Ministry Agents who are from Tonga and the wider Pacific. Appeals for prayer support and donations to the Uniting World Tongan Tsunami Appeal is shared via MCCRG Facebook page.

MCCRG has also kept track on the devastation and the emotional toll on the Tongan communities and ministry agents and has monitored the need for continuing support and the potential need for a Pastoral Service.

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you:

Tell us about changes you have made (to systems, policies, technologies, governance) that has brought life and freedom into processes that had become stuck or burdensome.

Synod Board SharePoint site: MCCRG meeting papers, minutes and associated papers both current and historical, were transferred to Synod Board SharePoint (a network drive on the Queensland Synod computer network) to ensure records are retained in a coordinated and consistent approach, and that the risk of confidential and sensitive information being circulated to the wrong email address are reduced. The advice and instruction to Reference Group members on the access and use of the Synod Board SharePoint site were communicated in February 2021; transfers were completed in April 2021; and SharePoint has gone live since May 2021.

CALD Networks Contact List: The Chairperson of the Reference Group has initiated the collating of a current CALD networks and leaders Contact List for effective communication, networking and event coordination purposes in April 2021. The Secretary, Jill Bow (who also assists with other Boards and Committees), worked with Reference Group members and Presbytery Admins to update and consolidate the contact details for all CALD congregations, leaders and MCCRG ministry related contacts put into a new Excel spreadsheet. The process took place around June to July 2021.

The Reference Group has been working on clarifying its role and position within the Synod through its annual Charter Review (December 2020 to January 2021) and Governance Body Performance Review (August 2021). The latest strategic planning meeting (February 2022) was helpful to identify strategic focus areas for the Reference Group moving forward during and in the post-pandemic context.

Tell us about the pain points you identified in your operations that need to be addressed in the next season

Fluctuations of membership and current members being preoccupied with full-time and increased ministry needs due to pandemic and natural disasters has been limiting the reference group's consistency and membership longevity. Recruiting and interviewing potential new members have been an ongoing task for the Chairperson throughout the last 18 months. Building up commitment within the reference group is one of main key issues. The MCCRG hopes to invite new members who have more availability and are committed to support the vision and mission of the MCCRG.

Tell us about how you have stewarded your property and assets to best facilitate healthy and vital mission in your part of the Synod

Tell us about how you have sought to identify, develop and release leaders to participate in the ongoing work of the church

MCCRG has identified several key leaders in their 20's and 30's, especially from the NextGen Arise networks. The Reference Group continues to invite them to join the reference group to plan and implement upcoming and contemporary programs and activities.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together:

Tell us about a part of the Uniting Church's history, DNA, story and culture that has come alive for you

MCCRG has always been committed to the ONE CHURCH and 'Together On the Way' DNA of the Uniting Church. One of the key efforts after the 35th Synod was connecting with **Presbyteries:**

Rev. Louisa Yu and Rev. David Kim met with Presbytery-Synod-Interface (PSI) on 17 March 2021 and presented the work of the MCCRG and NextGen Arise to the PSI members. A discussion and a survey were conducted during the meet-up. Some valued feedback on what kind of support the various presbyteries would appreciate the most from the MCCRG were noted. Follow-up communications are on-going. E.g. some presbyteries expressed interest in inviting MCCRG delegates to present at one of their presbytery meetings in future, and some warm contacts were made. A few presbyteries responded to the question about who their multicultural ministry champions are (a follow-up question for the appeal in MCCRG's Report to the 35th Synod). David Kim also assisted Mary Burnett

Presbytery with their request made at the PSI meeting to support the Maroochydhore Korean Fellowship merging with the hosting congregation.

In subsequent months, MCCRG supported the Carpentaria Presbytery with board membership and Charter details as they establish a new sub-committee in their presbytery - Carpentaria Multi-Cross-Cultural Committee (MCCC). Louisa Yu and David Kim represented the MCCRG and participated as Members-in-Association at their inauguration meeting on 26 June 2021, and Louisa joined their later meetings in July, August and October, and provided resources for a Multicultural Worship Service.

At presbytery level, MCCRG members support presbyteries in Congregational Consultations for CALD congregations and in Vitality of Call reviews for leaders and candidates from CALD backgrounds. Pastoral support has also been provided to CALD ministry agents and candidates in response to referrals from Presbytery Ministers.

The MCCRG members also connected with various bodies at National Assembly level, such as the Assembly Resourcing Unit and various National Conferences: Unga with the Tongan National Conference, Levon with the Niuean National Conference; Faye with the Samoan National Leaders Conference; David with the Korean National Conference; Louisa with the Chinese National Conference.

Tell us about ways in which you have both benefited from and contributed to other parts of the Church

MCCRG-BCF-Presbytery Collaborations

MCCRG task group met with BCF (Peter Armstrong and Paul Jones from TCQ) early 2021 and continued the conversations with Rev. Mark Cornford (MRP Pre Min) and Peter Armstrong (Chairperson of BCF) with regards to supporting presbytery training courses including CoE, SCM and Blue Card updates for CALD leaders and candidates. MCCRG resolves to explore collaborative efforts in following initiatives:

- Resolution 1. Video Introduction for these trainings
- Resolution 2. Inter-Presbytery CoE, SCM training sessions for CALD leaders
- Resolution 3. MCCRG to explore the possibility of organising an open session for POD inquirers
- Resolution 4. Collegial work with Trinity College to support CALD candidates
- MCCRG welcomes Presbytery staff and volunteers to join effort in this exciting space for the Reference Group to carry out practical work within the life of QLD Synod.

MCCRG Chairperson was invited to join the Methodist Conference Zimbabwe (MCZ)'s Australia-New Zealand Fellowship Business Conference (virtual) held at the end of October 2020 and again in 2021, and met key leaders of the Zimbabwean communities from Melbourne, Sydney, Brisbane, Toowoomba, Adelaide, New Zealand and Zimbabwe. MCZ is seeking to have a national committee established in Australia. Reference Group member Peggy is their National Secretary and will continue to build connection and meaningful relationships between MCCRG and the MCZ ANZ Fellowship.

Tell us about where you see relational tensions that need to be addressed over the next season

The Queensland Synod has transitioned from having one Multicultural Ministry agent in placement in South Moreton Presbytery to none. MCCRG is seeking to establish a connection with Assembly's

Resourcing Unit and its Being a Multicultural Church Panel in order to strengthen Synod-wide collaboration with our Assembly counterparts. MCCRG also seeks to address the unmatched expectations of Synod and individual community leaders on the roles and responsibilities of Reference Group members. E.g. the boundaries and limitations of Reference Group members not being able to interfere with presbytery matters, and the limitation on availability because all Reference Group members are serving in full time ministry and are on Reference Group roles on a voluntary basis.

Threats and opportunities as we step into the future together

- Threat #1: Less CALD congregations to host 1st generation migrant groups; e.g. LOTE speaking churches. (LOTE - Language other than English)
- Threat #2: Candidates in Formation for Specific Ministries who hold a New Zealand passport need to meet certain income thresholds as per immigration regulations. Various presbyteries are working with BCF, TCQ and the Assembly to address this. MCCRG is providing spiritual guidance and pastoral support to CALD candidates as per requests made by relevant presbyteries.
- Threat #3: COVID-19 and community outbreaks continue to affect and hinder communities organising joint worship and events together to build relationships and to do meaningful ministries together. MCCRG members also prefer to meet face-to-face and Synod Centre is supportive in finding ways to facilitate this. *Remarks: CALD communities in general prefer gathering in worship and meet face-to-face because of cultural traditions and preferences, not simply because of technological issues).
- Threat #4: Marginalised and disengaged CALD community due to SSM issues and lack of consultation and understanding in Synod directions.
- Opportunity #1: Significant numbers of ministerial candidates from CALD backgrounds are in training, and more young leaders are emerging. MCCRG believes that English speaking multi-cultural congregations led by young and culturally diverse leaders are on the way if they are given the opportunities to grow and hone their skills.
- Opportunity #2: New ways of doing Church are explored and accepted due to COVID.
- Opportunity #3: Acceptance of UCA brand (social services like residential aged care and Blue Care) as reliable.
- Opportunity #4: Strong intergenerational DNA in CALD congregations can become good learning models for declining mainstream congregations.
- Opportunity #5: Increasing children ministry in CALD churches is an opportunity for leadership pathways.



Photos and artworks credit: Assembly Facebook post for Harmony Week 2022

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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a daring **HOPE** SYNOD 36



Report from UnitingCare Queensland



Who we are and what we are called to do

UnitingCare Queensland (UnitingCare) provides health and community services to thousands of people every day of the year through its hospitals, aged care, disability, and community services as part of the mission of the Uniting Church in Queensland. [View our video trailer here.](#)

Our mission arises from Christ's purpose that all people might have "life in all its fullness" (John 10:10). The role of UnitingCare is to be an agent of God's healing power to the whole person, not just for individual ailment or disability, but to enable each individual to play their part within the wider human family and live life their way.

UnitingCare brings together over 100 years of legacy story of "Daring Hope", where the church, through its congregations and agency, has reached out to meet needs in society by serving others through pioneering health and community care services. At the heart of what we do is the belief that the work of healing, growth, renewal and reconciliation is part of the Mission of Christ.

The organisation has faced several significant challenges over the past year. However, what has shone through is the passion, skill and determination of the people who make UnitingCare what it is.

In recent times UnitingCare has been operating within the peak of the COVID-19 pandemic while dealing with a global outage of our time and attendance system, which impacted our ability to accurately pay our people to then cope with the devastating floods that impacted parts of South East Queensland. Throughout it all, due to the strength and determination of all our people, we demonstrated our unwavering ability to overcome enormous challenges and disruptions and continued to deliver the compassionate, high-quality and trusted services for which UnitingCare is renowned.

UnitingCare's people have embodied the theme of Synod 36, depicting faith, hope and determination in the face of adversity, to stay the course set by our *Taking Care Further* strategy and keep moving toward our 2030 vision.

UnitingCare's key priorities

Key priority	Response
Workforce challenges	- Due to many external impacts, there are serious labour shortages across some of our sectors. This has been amplified by compounding regulatory constraints and pandemic-related impacts which has led to an escalation of staffing shortages across our services, in the south-east and across regional and remote areas. - Recognising the need to retain, recruit and engage our people, our teams have implemented several projects across a '12-week sprint' campaign to counteract some of the external issues challenging our workforce, including:

Key priority	Response
	– Piloting a new Graduate Nurse Transition to Practice Program in Aged Care and Community Services Partnering with three registered training organisations to strengthen our pipeline of personal carers and uplift the capabilities of our existing employees – Recognising and showcasing our people through an extensive social media campaign across all internal and external platforms.
Pandemic-related impacts	• The reality is, we will now be working and operating in environments that are and will continue to be exposed to COVID-19. • While this is and has been challenging, our patients, residents, and clients continue to receive the highest level of compassion and care due to our incredible people. • They have been tireless in their ability to adapt, overcome and implement solutions in ever-changing and constantly challenging circumstances. • Importantly, their passion and skills have positioned UnitingCare to continue delivering our services now and into the future when faced with further COVID-19 implications. • An example of this dedication has been the successful implementation of the requirement for all UnitingCare employees and volunteers to receive two doses of a COVID-19 vaccine by Friday, December 10, 2021. Recently, we extended the requirement to include a third dose in line with ATAGI guidelines. • In addition to dealing with and overcoming the daily challenges COVID-19 presented through changing regulations and health public health directives, our hospital teams have supported the public health system and accommodated public patients to ease the strain on the health system. This support has contributed to the health and safety of our broader community.
Regulatory environment	• We continue to monitor and manage changes resulting from the Royal Commission into Aged Care Quality and Safety and prepare for hearings of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. • The Critical Infrastructure legislation has increased the focus on hospitals with Intensive Care Units and cybersecurity. This will impact 3 of our 4 hospitals in the coming months.

Key priority	Response
	Our ability to advocate for our residents, patients and clients is stronger than ever, with our newly established Advocacy and Government Relations function. This increased capacity will allow us to grow our strategic stakeholder engagement and generate more traction in reform consultations by making submissions directly to governments.
Care quality, governance and research	- To elevate the voice and needs of those we serve, we are implementing stronger governance and systems to increase consumer engagement and involvement through all our services. - Our hospitals are implementing a comprehensive clinical analytics program to review patient outcomes and improve practice even further. - And we are partnering with the Wesley Medical Research, to increase research in health services, particularly in Hospitals and Aged Care

Shared Life, Flourishing Communities

Focus area	Activities
Building a discipling culture	- At UnitingCare, we recognise the benefits of a strong missional leadership. - Our Mission Shaped Leadership Formation program is one of our key foundations for building a discipling culture. Focussed on Senior Leaders, it is about forming people for missional leadership at UnitingCare.
Engaging children, youth, young adults and families	- We have engaged all presbyteries with Connect 100 to work in partnership to support them with our Child and Parenting, Foster and Kinship Care and other programs and services. - In 2020-21 calls to our Elder Abuse Prevention Unit by 31.8%. There were 2,022 abuse notification calls over the period— the highest yearly total recorded since data collation commenced two decades ago. - Based on the information and calls received, our teams have created a range of recommendations for areas of future focus to help prevent instances of elder abuse in the future.

Focus area	Activities
	• Our Family and Disability Services are continuing to create and implement a range of innovative services, with strong social impact outcomes including: – Cooking with Courage and Culture - This is a life skills development program designed for young people who are in residential out of home care. The program, administered through hands-on learning via video demonstrations and an App, enables young people to learn practical cooking skills and awareness of the benefits of healthy food choices. – Lifeline Loneliness Project - The Loneliness Project is addressing the issue of Loneliness. Using referrals from the Senior's Enquiry Line, it is providing individualised and predicted telephone support to those who need it. – Men Sustaining Change – A continuation of our Men Choosing Change program, aims to keep reducing instances of domestic violence by supporting participants to continue changing their behaviour.
Reimagining the identity and posture of the church, in your community, in a changing world	• UnitingCare has led various initiatives with congregations in developing new ways of being at mission together. This includes exploring new forms of community chaplaincy, building connections between UnitingCare staff and congregations, strengthening partnerships in serving in the community. Chaplains are also exploring ways of creating space to explore spirituality for our staff. This may be through chapel, creating meditation spaces, spaces to explore various spiritual practices, and a range of rituals in various UnitingCare services.
Promoting wellbeing and mental health	• Across Queensland, our Lifeline Crisis Supporters were already responding to a surge in demand due to the ongoing certainty created by COVID-19. The recent floods escalated the need for our services, and our teams continue to exceed expectations. Taking on extra shifts where possible, they have been on the line to answer as many calls as possible. • To help ensure our Lifeline Crisis Support Services can continue meeting the needs of the community, we launched our Lifeline Flood Appeal. Funds raised through this appeal will enable thoroughly trained and accredited Crisis Supporters to be there now and well into the future. • Our Community Recovery teams were amongst the first responders when the floods hit, providing crucial

Focus area	Activities
	psychological first-aid. However, recovery from natural disasters is ongoing. • In addition to this immediate support, they will continue being present in many high-risk communities as they continue on the long road to recovery, providing compassionate listening to anyone who needs it. • Our Hospitals have implemented and continue to utilise an internationally recognised “Speaking up for Safety” program, encouraging staff to speak up if they see unsafe practices.
Covenanting with First Peoples	• UnitingCare’s strong commitment to the Church’s covenant relationship with First Peoples is evident in the implementation of our 4th Reconciliation Action Plan. We celebrate this year UnitingCare’s 10-year anniversary in partnership with Reconciliation Australia. • In recognition of our commitment to creating a safe and welcoming environment for all Aboriginal and Torres Strait Islander people, UnitingCare has initiated the requirement for all employees to complete four Cultural Appreciation eLearning modules by all staff this financial year. • We have launched an Indigenous Crisis Support Line and established a Reconciliation Scorecard. • A scholarship program is being developed (commencing July 2022) for indigenous students to support health care studies and create career opportunities
Listening and responding to those we serve	• To ensure our services are meeting and representing those we serve, an extensive Brand Awareness, Corporate Reputation and Voice of the Customer research program is in place. The information gained through this process is utilised by our services to inform what we do. • Additionally, we are establishing Customer Advisory Groups (CAGs) to provide a mechanism for the customer's voice to be heard and addressed at the highest levels of the organisation – the UnitingCare Board, Quality & Care Governance Committee and the Executive Leadership team – in order to ensure better outcomes for the people and communities that UnitingCare serves, helping them to live “life in all its fullness” (John 10:10).
Managing the resources entrusted to us	• UnitingCare is on-track to achieve the FY22 consolidated EBT budget target; however, carefully managing significant risks presented by workforce challenges, COVID-19 lockdowns and closure and supply chain issues.

Focus area	Activities
	• Embarking on Horizon 2 of our <i>Taking Care Further</i> strategy, we remain focused on increasing our social impact and financial sustainability while placing our clients firmly at the centre of what we do. • UnitingCare has implemented a framework for measuring the social impact of priority initiatives to ensure our focus remains on reducing vulnerability while working towards realising our vision. • Horizon 2 marks the commencement of the pivot to Community Care which requires significant investment in refreshing our technology, upgrading our property assets and optimising and growing community services and delivery. • This includes significant investment in our property assets with several aged care and hospital facility renewal projects, including at Toowoomba and Alexandra Hills and a new aged care and retirement living precinct development at Sunrise Beach designed to operate like a small household, offering residents a greater quality of care and lifestyle.
Fostering mission-shaped leadership	• UnitingCare's Mission Shaped Leadership Formation Program connects our leaders to the mission practices and enables them to demonstrate their commitment in how they approach their work day-to-day. The program was successfully piloted, and we are now in the operational phase of UnitingCare-wide implementation.

Threats and opportunities

UnitingCare is facing a number of challenges which are reflected in our key priorities above and broadly described below:

- Increased costs caused by rising fuel costs, increased demand, and limited supplies of goods, particularly those sourced internationally
- Growing and ageing population with an increasing life expectancy
- Workforce shortages in our sectors
- Increasing salary expectations of the community in markets that have constrained revenue growth opportunities to meet these expectations
- Increasing prevalence of chronic diseases /lifestyle illnesses
- Changing customer expectations – driven by increased adoption of technology and a preference for home care
- Deregulation and changes to funding models in aged care and disability resulting in more consumer-oriented markets

- Price and cost pressures in hospitals due to the pressure on private health insurance costs
- Intensifying competition across all our sectors.

Our *Taking Care Further* strategy responds to these challenges while enabling the organisation to stay true to our mission to ensure the people we serve and the people who work with us experience 'life in all its fullness' (John 10:10).

We have made good progress in the first half of FY22, working towards our aims, which are to:

- become a leading community care provider
- transition to being a truly customer-centric and innovative organisation
- pioneer the shift in care settings in our hospitals and aged care services
- start the asset refresh journey in our Residential Aged Care facilities, Hospitals and technology

We are re-prioritising our timeframes to implement the strategy and ensure the amount of change and transformation is achievable in light of the unprecedented challenges we have faced and unexpected impacts on our people. We aim to continue delivering our strategy, but in a way that allows our people to flourish in the face of further disruption we may encounter in FY23.

The evaluation of initiatives under the Social Impact Framework will continue to drive the prioritisation of changes to ensure responsible financial stewardship of the resources and to maintain safe and high-quality holistic care to the one in ten Queenslanders who use our services.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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Report from

Wesley Mission Queensland



Jude Emmer, WMQ Chief Executive Officer
Paul Newman, WMQ Board Chair

Context

Who we are

Since 1907, Wesley Mission Queensland (WMQ) has been helping people across Queensland build stronger and more inclusive communities. We're an innovative and responsive not-for-profit community service provider that is called to offer community support, mental health services, respite and palliative care, aged care and retirement living. Supporting more than 100,000 people and their families in Queensland each year, as well as 3,500 members of the Deaf community across Australia through our National Auslan Interpreter Booking Service, we engage with people from all walks of life to encourage choice and independence. **Micah 6:8** reminds us that we are called to “*act justly, love mercy and walk humbly before God.*” This calling has guided the work of our mission since its inception.

The purpose of WMQ is centred in the Christian doctrine of ***Missio Dei: the Mission of God.*** In other words, our very reason for existing as a non-for-profit faith-based service provider recognises that we are active participants, collaborators, servants and partners, responding to a divine call. The work we are called to has a divine purpose and is of cosmic proportions, the scope of which is well beyond our comprehension. And yet, for the part that we do play, we are also called to be faithful to the Christian traditions we have inherited through Albert Street Uniting Church, generous and creative in the way we imagine the future we are walking into, and courageous and agile in our missional engagement with the world. With all of this in mind, it is then helpful to acknowledge that whereas the context and content of our work may change, the people we work with and those we work for may differ, and our work practices and effectiveness will improve and evolve – ***our purpose, the reason we do what we do, remains the same. To participate in the mission of God towards reconciliation, transformation, justice and hope for all people.***

There are many ways to work towards reconciliation. But it nearly always begins with listening. We pray we will take the time to listen to one another – in particular, our First Nations People. And we pray we will learn to listen well.

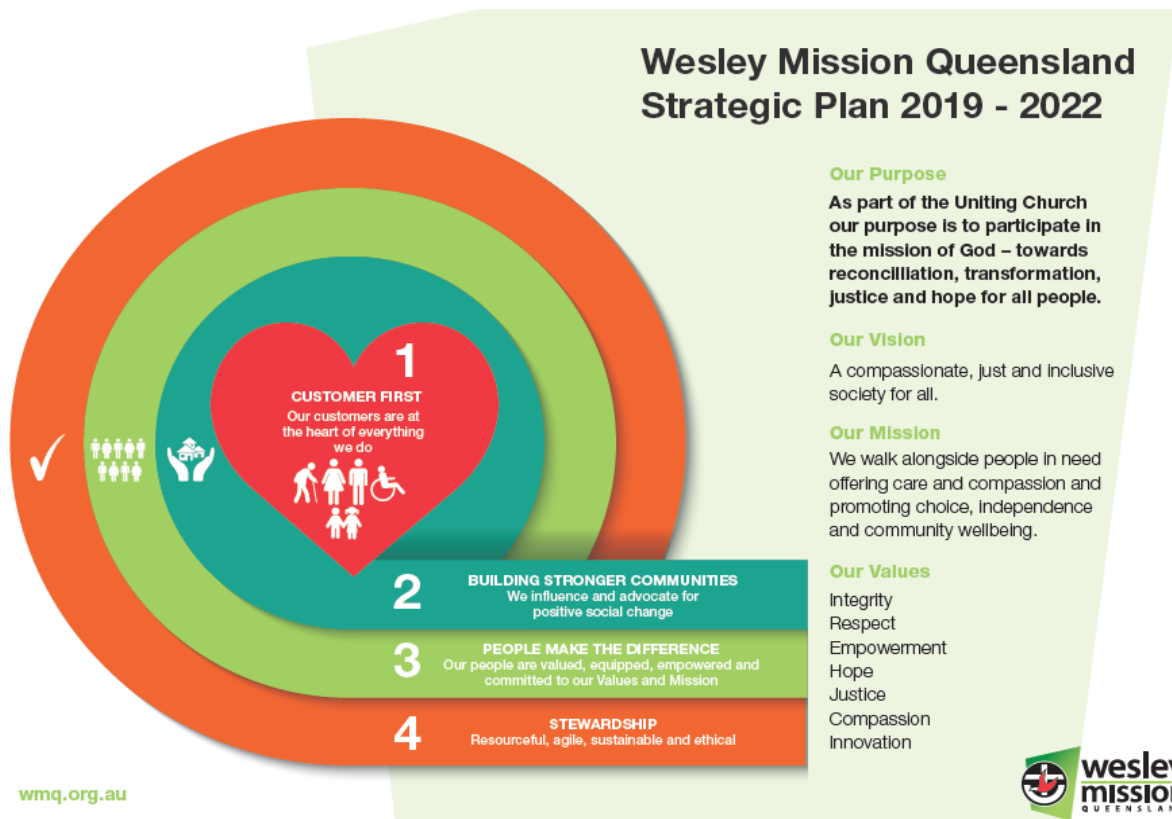
There are many ways to work towards transformation in our communities. But transformation nearly always begins with humility and recognising that things need to change. We pray we will give attention to the transformations that need to happen in our own lives as we work towards enabling transformation in the lives of others.

There are many ways to work towards justice. But it nearly always requires courage – courage to confront injustice, courage to advocate for those who have no voice. We pray that we will find the courage to overcome all forms of prejudice and inequality in our community.

There are many ways to work towards hope. But it nearly always requires conviction. A conviction that tomorrow does not need to have the same brokenness as today. That healing and wholeness can come that we are in this for the long haul.

The terminology of ***reconciliation, transformation, justice, and hope*** in our WMQ purpose statement arises from the gospel tradition that provides the foundation for [The Wesley Charter](#) – as does the inclusive mandate that *all people* will benefit from God's mission in the world. This is a big ask. And to be clear, well beyond our capacity to imagine, let alone achieve. We can't do everything. But we can trust that God's mission will also invite others to participate in ways that we cannot – and that their faithfulness will be able to achieve that which is beyond our resources and abilities.

And we can also commit to the undertaking that the things that we will do will be to the best of our ability as we continue to deliver on our four key strategic focus areas within our Strategic Plan.



- ***Our customers are at the heart of everything we do*** because the command of Christ is that we should love our neighbour – no matter who they are – and love is seen through concrete action. (Mark 12:31 Love your neighbour as yourself, there is no commandment great than these.)
- ***Our people are valued, equipped, empowered and committed to our values and mission*** because we can achieve together what we cannot do alone. (Heb 10:24 Let us consider how we may spur one another towards love and good deeds. Not giving up meeting together...)
- ***We influence and advocate for positive social change*** because the Christian gospel compels us to proclaim the coming Kingdom of God where there is good news for the poor, sight for the blind, and liberty for all who are oppressed. (Luke 4:18-19, the Spirit of the Lord is upon me because he has anointed me to proclaim good news to the poor... to set at liberty those who are oppressed, to proclaim the year of the Lord's favour.)
- ***We are resourceful, agile, sustainable and ethical*** in our stewardship because the gifts and resources we have are for the benefit of others and not ourselves (1 Peter 4:10 Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms.)

Our focus over the past 18 months

As the COVID-19 pandemic continued to disrupt all areas of life worldwide, WMQ remained focused on the safety and care of some of the most vulnerable in our society. The passion and commitment of our team have inspired us all. They have gone above and beyond to help protect WMQ residents and customers to provide some kind of 'normal' in what has been anything but normal circumstances. We see compassion and loyalty demonstrated at Wesley Mission Queensland across our services every day. That is not to say it has been an easy 18 months; in fact, it probably has been one of the most challenging times WMQ has faced. Working under ever-changing conditions and restrictions trying to protect our staff, customers, and residents from COVID-19 and the flow-on effects of workforce shortages and fatigue have been challenging for senior leadership and our employees. But when looking back at this time, the organisation has banded together, in the truest sense of the word 'team'. They have truly embraced this once in a lifetime challenge and used it as an opportunity to innovate.

The challenges from the pandemic were accompanied by a period of transformation for our organisation as we farewelled a stalwart of WMQ, CEO Geoff Batkin AM. Geoff led WMQ for 23 years, and under his leadership, the organisation expanded from its primary focus on residential aged care to delivering a wide range of services to those in need in our community.

With change comes opportunity, and in November 2020, WMQ welcomed Jude Emmer to the role of CEO. With a passion for providing outstanding care and outcomes and enhancing workplace culture, Jude is committed to Wesley Mission Queensland's mission and values and is driven by a strong sense of social justice and compassion. Jude embodies every quality the organisation stands for as she has led our staff through the past 15 months with grace and integrity.

Our approach of working together is better reflected in our new organisational structure endorsed by the WMQ Board and WMQ Council in June 2021, which has been refreshed under our OneWMQ project. Our goal through this project has been to build on the valued foundations at WMQ and enhance them through improved governance, data-backed decision making, a consistent 'customer first' approach, an engaged and productive workforce and effective stewardship of our resources. While this has required some changes for our people, our mission to deliver exceptional service and a seamless experience for the people we serve has remained the same.

In March 2021, the findings and recommendations of the Royal Commission into Aged Care Quality and Safety were released. What the Commission found was at times quite unsettling to read, but it was important that these issues were put in the spotlight. WMQ and the industry welcomed the federal government's response of an immediate one-off funding boost of \$17.7 billion to residential aged care in the May budget, centred around a five-year, five-pillar reform plan. The Government's response is the most extensive funding package since 2013. There is still much detail to be worked through, but the narrative of reform is encouraging. We are actively looking at our systems and models of care to ensure we continue to meet and exceed our care standards. We are following the progress of the Royal Commission closely into Violence, Abuse, Neglect and Exploitation of People with Disability and look forward to the recommendations that will inform positive changes for this marginalised and vulnerable group.

Our Response to COVID-19

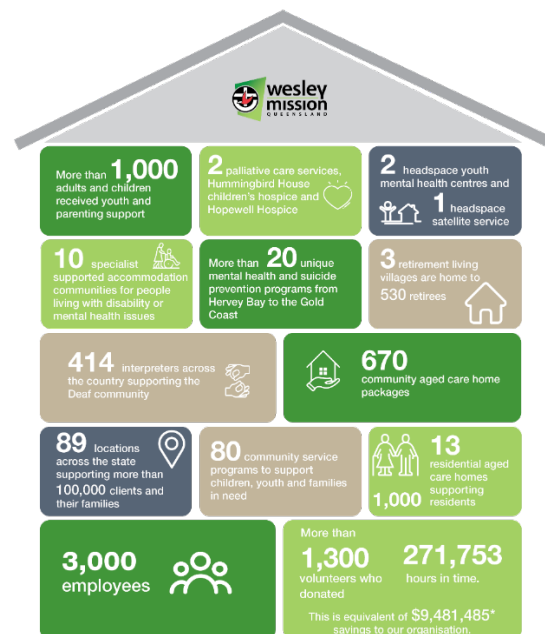
COVID-19 continued to present ongoing and new challenges to how Wesley Mission Queensland delivered its services and kept residents and clients connected with the families and loved ones. Our frontline staff did an incredible job in challenging circumstances, always keeping the care and safety of residents and clients as their priority. Continuing to work with increased PPE in a heightened risk

environment, they had a significant role in reducing the risk of COVID-19. We acknowledge the additional mental and physical load working under these conditions had on our staff and thank them wholeheartedly for their dedication and resilience. While many in the community were able to work from the relative safety of their own homes, our clinical and care, and support staff continued to go into their workplaces to help protect some of the most vulnerable to COVID-19. During times of lockdowns and frequent visitor restrictions when residents and clients were isolated from their families and friends, frontline staff took on even more responsibility for the wellbeing of those in their care and maintaining their social connections. Due to the vulnerable nature of our client groups and the instability caused by snap lockdowns and restrictions, we have supported our workforce that can work from home (WFH) and are currently implementing a formalised hybrid working arrangement for these staff.

At least two-thirds of our WFH workforce have embraced the new arrangements and flexibility it brings to their lives; however, we are mindful this does not work for everyone. Individual preferences and needs are taken into consideration alongside consultation with managers. It has been pleasing to note our productivity has not suffered from people working from home; on the contrary, our people have demonstrated their commitment and integrity.

The WMQ COVID-19 Response Team meet regularly to respond to new cases of community transmission and associated restrictions. One of our ongoing strengths has been to ensure clear and swift communications to our employees, clients, residents and families in a constantly changing environment. The need to communicate often has increased our engagement with both our workforce and customers. Over the past 18 months, there were hundreds of communications sent to staff, residents and families to keep them up-to-date with the ever-changing situation. The team kept up-to-date with health advice, regularly reviewed and updated COVID-19 response plans, ensured PPE stock levels were adequate, and performed risk assessments to ensure a safe environment and preparedness should an outbreak occur. WMQ will continue to plan and prepare for all COVID-19 related scenarios, keeping the safety and wellbeing of our clients, residents and staff as our main concern.

2020/21 Highlights



Shared Life, Flourishing Communities

Disciples of Jesus:

In 2021 Albert Street Uniting Church engaged in the process of appreciative inquiry to help develop its new strategic plan 2022-2025. This process included people from our worshipping community, political and community leaders, and friends and neighbours from the CBD. After a year of questioning, listening, collecting data, and theological reflection, the Albert Street Church has highlighted four Mission Focus Areas: attendance growth, Young People and Families with Young Children, Music Ministry and Mission Engagement in the CBD.

Albert Street Church has developed a thriving online ministry that includes live-streaming worship services, Baptisms, weddings and funerals, Zoom worship services, online prayer groups and life groups, providing access to recorded services, bible studies and other resources, and online church meetings for staff, leaders, congregation members. We now have active members of our church community who live in different states within Australia and internationally.

In 2022, Albert Street is developing three video-based Bible Study resources to be used with Life Groups or faith communities. These resources have been developed by the Ministry Team and include a six-week liturgy and preaching plan, a video resource to be used with Life Groups (either in-person or online) and a written Bible Study booklet.

Invitation: a six-week introduction to the Christian Faith.

Oikos: a six-week introduction to Albert Street Uniting Church.

Followship: a six-week guide to faithful Christian discipleship

The new strategic plan for Albert Street Uniting Church is very intentional about growing and strengthening our discipleship. We hope our **Followship** resource will be available to the wider church in time for Synod in Session in May.

Albert Street Uniting Church is also developing **Praxis Teams** to create opportunities for congregation members to provide spiritual and pastoral support alongside the service delivery of WMQ. Praxis Teams spend time in theological reflection, prayer and peer support and also receive specific training in relation to the mission and ministry areas where they are serving. The Praxis Team approach is encouraging the Albert Street congregation to see participation with WMQ service delivery as integral to Jesus' call to discipleship and the Mission of God.

YAAS (Young Adults at Albert Street) is a ministry area that has grown considerably over the last couple of years. Albert Street Uniting Church now has a committed group of young adults who regularly participate in social activities, Bible Study and theological reflection. YAAS meets in-person and online and offers opportunities for young adults to engage in meaningful conversations about faith and life and explore the Christian faith in their contemporary context.

WMQ Strategic Priority 1 Customer First – Our customers are at the heart of everything we do – Achievements over the past 18 months

Hummingbird House – Queensland's only Children's Hospice made significant advancements in becoming a truly state-wide service, which will increase its ability to reach the estimated 5,700 Queensland families caring for a child with a life-limiting condition. In 2020, Hummingbird House's regional reach extended from northern New South Wales up to the Cape York Peninsula, spanning Kuranda, Ayr, Emerald, Townsville, Rockhampton, Ipswich and Nimbin. The service also saw a 28 per cent increase in the number of regional families it supports.

Hummingbird House @ Home, the community arm of this service, is currently piloting the delivery of NDIS services to families across the greater Brisbane area, covering Moreton Bay, Ipswich, Brisbane, and Logan. This will allow them to develop a best practice model for the delivery of paediatric palliative care services in a family's home or community, with a focus on clinical safety and quality of care. Once the pilot phase of this project is complete, the service will look to expand it to the Gold Coast and Sunshine Coast before rolling it out across regional Queensland.

Hummingbird House also provides end of life care and after death care to families across the state, which is a rapidly growing part of the service. This increase has seen their Family and Community Support team almost triple capacity, as they provide ongoing grief and bereavement support to families for as long as they need it.

Matthew's story

Matthew was one of the kindest boys I've ever met.... He basically lived for football." This is how Matthew's dad, Roland, remembers his funny, caring and determined son, whose love of soccer was a regular source of family banter. Matthew's parents, Emma and Roland, were connected with Hummingbird House soon after his diagnosis of a rare brain tumour, and it was there that they said their final goodbye to their son, who lit up a room with his wicked sense of humour.

Watch [Matthew's Story](#)



The community meal offered through WMQ's Emergency Relief Hub in Fortitude Valley continued to offer three meals a week across the entire year, including all lockdowns and was the only service that offered an official Christmas Day lunch in 2020. All community meal programs switched to COVID-safe takeaway and Wednesday night introduced a focus on healthcare and mental health clinics. Sourcing of food supply and food rescue became problematic as the supply chain broke down; staff responded by finding alternative suppliers, including WMQ kitchens, as well as partnering with local restaurants and cafes for food rescue. In 2020, COVID-safe dine-in began on Wednesday night for a limited number of people, with takeaway offered for a much larger group at the same time.

Emergency Relief (ER) in Fortitude Valley created COVID-safe interview spaces for clients with physical distancing and COVID sanitation and offered alternative interview processes at lockdown or Stage 2 restrictions that included phone-based, contactless interviews and video interviews via Facetime. ER offered home deliveries at the peak of Stage 1 restrictions. In addition, COVID-safe food packs were developed that included prepared snack packs. Over the 20/21 period, ER saw an increase in the supply of hampers from 4 per year per client to 10 per year and increased the size of the hamper. COVID sanitation packs were developed for clients and staff, including masks, hand sanitiser, wipes, moisturiser, and steriliser spray. ER operated throughout all lockdowns providing face-to-face contact and services.

Stellar Arts launched its new film and television workshop program, Stellar Cast. In this NDIS-funded workshop, participants are a part of the production team - learning the skills to write, direct, present, edit and aspects of lighting, sound and production design. This has meant some weeks are focused on generating content, learning how to improvise, building each voice and working collaboratively. Other weeks are more hands-on, experimenting with camera angles, effects and lighting. So far, the Stellar Cast team have completed two videos inspired by their interests. The first one focuses on the Broncos (including an interview with former player Petero Cioniceva) and, most recently, a cooking video about how to make apple pies. As they create more content and grow, this program will build into its subscription channel, which aims to create content for and by people living with a disability.

Intergenerational connections with residential aged care (RAC) and local schools. Over many years our RAC communities have developed meaningful connections with external community groups and schools. The joint program with Anam Cara Aged Care Community and Bray Park State School has been growing over the past six years. Relationship building and shared connection for both the students and residents have seen this program succeed and continue (when it could) during the pandemic. [RAC A beautiful friendship](#)

WMQ Strategic Priority 2 Building stronger communities – we influence for positive social change – Achievements over the past 18 months

Specialist Disability Accommodation:

WesleyCare Maroochydore opened its doors to nine new residents in September 2020, providing supported living for people with disabilities. Two different options are available at Maroochydore – one building contains four one-bedroom apartments while the other offers a shared living arrangement. Residents in their own apartments were invited to decorate and furnish their homes according to their taste and interests, allowing them to put their individual touches. The main building is a beautiful five-bedroom share home with large open spaces that all residents share for common activities and socialising. This new accommodation has provided independent living while still giving residents spaces to regularly join with family and friends and host special occasions such as Christmas and Easter celebrations. Residents and staff have also integrated well into the local community, making sure to support local businesses and hosting a sausage sizzle at Bunnings to raise money for recreational equipment.

WesleyCare Asher Apartments – provide five individual apartments for residents with high and complex care needs.

WesleyCare Mt Gravatt and WesleyCare Cannon Hill (in partnership with SDAA) – also opened and provide individualised specialist accommodation for eight residents, all with high and complex care needs.

WMQ continued its advocacy work by joining with QCOSS and 11 other organisations to lobby the Queensland government to commit to building 14,700 social homes across the state so that those in need have a safe place to call home. The campaign, called **The Town of Nowhere**, achieved landmark funding of \$2.9 billion.

WMQ also joined the **It's Time to Care About Aged Care** campaign calling on the Australian Government to commit to a major reform of the aged care system.

Jude Emmer took on the role of Chair of the **UnitingCare Australia Aged Care Network**, where she is contributing to the advocacy of UnitingCare Australia in aged care and any other areas that will enhance the dignity of older people. This includes contributing to the development of national positions and providing a community of practice through which the agencies that form the Aged Care Network can grow and develop their community services work and their contribution to the welfare of older people in Australia. With the reforms anticipated following the findings of the Royal Commission into Aged Care Quality and Safety, it is an exciting time to participate at a national level.

WMQ continues to advocate for people with disability. The majority of WMQ's advocacy undertaken for and with people with disabilities is in relation to the NDIS (National Disability Insurance Scheme).

As the NDIS funding is ‘individualised’, we are supporting more and more families/people with disabilities to seek reviews of inadequate funding levels, particularly in relation to Supported Independent Living, as well as supporting families/primary support networks, to be in the best possible position to submit for funding – which is extremely cumbersome and technical. WMQ also focuses on advocacy via membership on national and state peak bodies representing service providers, disability industry groups and consumer bodies.

Recently WMQ has joined a **State Government Palliative Care Reference Group** as specialists in the provision of paediatric palliative care for children with disabilities, which was a significant gap in the development of policy in Queensland for these children and their families.

WMQ is also the lead agency for the Commonwealth government to engage with in relation to services to **Australia’s Deaf Community**, as we are the only ‘national’ agency that engages over 400 Auslan Interpreters across Australia and provides Interpreting services to 6,000 Deaf Australians.

WMQ also led the engagement with the Queensland Department of Education to establish and fund a **Community Kindergarten program** at Toowong Childcare Centre, which is an Australian first and critical to Deaf children being socially and academically *on par* with their hearing peers when they commence Prep. This has now been transferred to Uniting Early Education and Learning.

The cooperative. After an official launch in mid-2021, Wesley Mission Queensland and Albert Street Uniting Church centre for public theology, the cooperative, launched its official program. This program includes:

- **A biennial public theology project** titled Uncommon Goods, including the inaugural conference to be held from September 2022. More than 25 papers from scholars across the globe have been accepted for the Uncommon Goods Conference, an event promising to be a highlight in Australian theology this year.
- **The Albert Street Lecture Series.** The Albert Street Uniting Lecture series will present quarterly lectures held and recorded from the Albert Street Church. These lectures will serve the Queensland community of the Uniting Church in Australia and allow space for public theological reflection as we think together about the past and future of the UCA and critical issues of our time. In future, lectures will be collated into a publication for distribution within the Synod.
- **Wesley Mission Queensland RAP partnership.** Hosting annual NAIDOC week panels and book clubs and exploring ways to make RAP conversations future quarterly events.
- **Digital Theology** on our website thecooperativehub.com which already contains dozens of articles and reflective theology
- **Inaugural cooperative fellows program** with 9 Australian theologians participating in the work of the cooperative over the next 12 months.
- **A public theology podcast – Big Little Issues** - that launched at the end of 2021 and is available whenever you get your podcasts.
- 2021 also ended with the wonderful news that the cooperative and the Director of the cooperative, Dr Janice McRandal, were announced as part of the 2021-2023 grant winning research project Figuring the Enemy: Socio-Cognitive and Political Theological Approaches to the Question of Enmity. The grant was awarded by The University of Divinity and will bring

some exciting theological conversations to the Australian Christian and theological community.

We are thrilled with the beginnings of the project in public theology and look forward to the surprising ways it will grow and expand into the future.

Transforming our Community:

WMQ Mental Health Services

WMQ Mental Health and Suicide Prevention Services continue to experience steady growth (85% revenue growth over the past 18 months on top of significant growth since 2017) and remain well-positioned to continue to attract some of the record investment/spending expected by both state and federal governments over the coming years, to meet rising rates of mental ill health and distress in our communities.

WMQ currently deliver 17 unique mental health and suicide prevention programs across SE QLD and Wide Bay - each year supporting approximately 10,000 children, young people and adults, delivering over 57,000 occasions of service.

We work within a mental health system in critical need of structural reform and struggling to meet the rising demands of people in distress. Our focus for growth remains on child and youth mental health (via the Wesley Kids brand) and suicide prevention.

Child and Youth Mental Health, in Australia, half of all adult mental health challenges emerge before the age of 14, and more than 50% of children experiencing mental health challenges are not receiving professional help. In response, WMQ launched the **Wesley Kids** brand in 2020, which provides best practice child-focussed child and family mental health support for children under 12.

About [Wesley Kids](#)

WMQ is also the lead agency for three **headspace** centres in Capalaba, Hervey Bay and Maryborough for young people aged 12-25. These centres are all at capacity and struggle to meet the increasing complexity young people are presenting with – COVID has exacerbated mental health difficulties for young people and their caregivers.

Suicide Prevention, WMQ currently operates the two busiest '**Way Back Support Services**' in Australia (Gold Coast and Brisbane South). These teams support people for up to 12 weeks following a suicide attempt.

WMQ has worked closely with both state and federal government to deliver innovative and comprehensive responses to people across the spectrum of suicidality. This includes:

- Early intervention support for people in distress but not yet suicidal (referred by GPs and community organisations on the Gold Coast)
- Mens mentoring program including across regional QLD (**Marcus Mission**)
- Coordination of a '**Safe Space Network**' for community alternatives to emergency department for people in distress (Brisbane North)
- Dedicated suicide prevention officer in schools (role in response to high youth suicide rates in the Fraser Coast)

- Psychological intervention program for people who have attempted or are at risk of suicide or self-harm (Brisbane South)
- State-wide pilot of a carer support program (**Crossing Paths**, Gold Coast)
- Aftercare support via the Way Back Support Services (Gold Coast, Brisbane South)

We remain particularly concerned about the decreasing age for young people presenting with suicidal thoughts (as young as five years old) and the lack of appropriate evidence base, services available and support for staff working with such complexity.

Logan Foyer Project received international accreditation via the FOYER Foundation for the success of this program (90%+) in supporting and linking 18–25-year-olds, who have come from traumatic backgrounds to achieve success to live independently, address a myriad of personal/social issues unique to them, as well as, successfully go on to ‘learn’ or ‘earn’.

Staff Wellbeing – Mental Health First Aid Network, in addition to the extensive staff wellbeing program in place, WMQ also continue to grow our staff volunteer Mental Health First Aid (MHFA) network. Interest and participation in the network continue to grow, with 140 MHFA Officers trained across all WMQ directorates and represented in 60 services and locations delivering over 700 interventions across the past two years.

This program was recognised with a Gold Award from Mental Health First Aid Australia and a finalist nomination for the QLD Mental Health Week achievement awards in 2021.

Mental Health Practice Framework – Striving for organisational excellence, WMQ continues to actively implement our organisational Mental Health Practice Framework developed in 2019 – this is an overarching framework for how WMQ delivers all services in a way that support positive mental wellbeing and has the following objectives:

- Define the consistency and quality in how we respond to the mental health needs of all who interact with WMQ services and programs
- Promote leadership of effective mental health-related practice across work areas
- Support professional reflection and development to improve mental health-related practice
- Guide the development and design of programs and services that better respond to the mental health needs of individuals, whether that be recovering from a mental health concern or promoting optimal wellbeing and resilience
- Foster a culture that enables WMQ to be a leader in mental health practice in the health, social and community services sectors into the future.

Covenanting with First Peoples

2020/2021 was a year of challenges that profoundly impacted how we work and live. Those already facing social and economic disadvantages left us more committed than ever to creating a workplace and world where we all feel a sense of belonging. The legacy of this historical and cultural context is that Aboriginal and Torres Strait Islander people remain inadequately represented in key governance structures across all levels of society – with decisions being made for and not by them. Although improvements have been made, cultural safety has not been consistently integrated into employment practices or standards of healthcare and community services. This is equally true at WMQ. A 2021 milestone was the appointment of a First Nations leader to lead Reconciliation and Diversity & Inclusion, working in partnership with the community as we continue to take historic steps forward and ensure we engage fully and transparently.

The Innovate Wesley Mission Queensland Reconciliation Action Plan demonstrates our collective efforts to ensure equality, equity, recognition and advancement of First Nations People across all aspects of society and in everyday life. WMQ leads through actions, policies and practices that strengthen and support reconciliation both organisational and beyond, and we are committed to reframing the relationship with First Nations Peoples.

Positive change is occurring from our employment and procurement practices to policy development and program delivery. We are committed to improving the career development of First Nations People within WMQ, including the provision of training and employment opportunities. Our workforce includes a minimal number of staff who identify as First Nations People (19 Aboriginal and/or Torres Strait Islander peoples, an increase of 8 people from 30 June 2019). Although a small number, it is an intentional trend towards closing the gap in employment outcomes for First Nations People at WMQ. WMQ is a place of care and a workplace that embodies our mission of compassion, justice and inclusivity; we wish to become industry leaders in the employment and care of First Nations People; strengthen relationships with the local community; and embed self-determination into all that we do. In the coming season, we will be implementing the WMQ First Nations Recruitment and Retention Strategy to ensure WMQ are intentional in offering employment opportunities to our First Nations brothers and sisters.

Participants of the **ORCA Project** – a workforce support program for school leavers with different abilities – created a Welcome to Country video as part of Reconciliation Action Week.

[ORCA Acknowledgement of Country](#)

In 2020-2021 WMQ spent more than \$120,000 in WMQ procurement through the WMQ First Nations Procurement Policy, tripling spending from the previous year.

The second half of this period has seen a strong focus in improving connections with our First Nations employees and further engaging our workforce with our reconciliation activities.

Quarterly Yarning Circles are held with the Executive Leadership Team and First Nations employees. Not only to improve WMQ's social license, the Yarning Circle is about learning from a collective group, building respectful relationships and preserving and pass on knowledge. These narratives reflect First Nations Peoples' experience, affirm identity and provide a safe space to share the significant meanings of life and culture. Through sharing and interweaving our understandings, we may see a way to grow healing spaces with individuals and find healing pathways for groups and communities.

Diversity and Inclusion

WMQ recognises and values the cultural diversity of its workforce. This gives practical expression to our Christian social teaching principles and our belief in the inherent dignity of the human person and the mission towards **reconciliation, transformation, justice and hope for all people**.

Our Diversity and Inclusion Committee has been reinvigorated under the leadership of the new Manager, Reconciliation and Diversity and Inclusion. The team are working cross-functionally across our services and looking to implement tangible actions to better support our diverse workforce and clients.

Fit for Purpose and wise stewards

WMQ Strategic Priority 3 People make the difference – Our people are valued, equipped, empowered, and committed to our values and mission – Achievements over the past 18 months

From early in 2021, the Executive Leadership Team undertook substantial investment in ensuring our organisation is fit-for-purpose and best placed to execute our Strategic Plan. This led to the development of the **'One WMQ' project** to ensure collaboration and effective communication across the organisation. The overarching belief is that we should always align our structures, thinking, and approach to any work or project with 'One WMQ' in mind. Anecdotal and formal feedback has overwhelmingly indicated that this change management work was cost-effective, well-managed and has provided greater clarity internally and externally on "who does what". More importantly, we have seen an increase in cross-functional collaboration. Our focus on a business-partnering model between frontline portfolios and corporate support staff has been a highlight as this work continues to evolve. WMQ has drawn on the Biblical imagery of 1 Corinthians 12 – ***we are one body with many parts*** – called to participate in God's mission in the world.

One of the most significant changes for WMQ under the OneWMQ project was the development of the Governance, Performance and Outcomes (GPO) Directorate. The Governance, Performance and Outcomes directorate was established to best support WMQ's service growth now and into the future with the following focus areas under its remit:

- **Care and clinical practice excellence** – A comprehensive Care and Clinical Excellence Program will be established to enhance organisational performance and quality customer care.
- **Best practice risk management** – A fully automated Risk Profile for all services and programs enables us to manage and mitigate risks across governance, operational and clinical risk indicators.
- **Develop new and continually review existing policies, procedures and processes** to ensure Best Practice, operational effectiveness in practice and operational efficiency in resources.
- **Social impact and Outcome measurements** will be established for the effective measurement of our large programs to assist in our organisational decisions and to optimise funding sources and evidence 'making a difference'.
- **Enhance the WHS program** to generate time and cost savings related to worker injury and absenteeism.
- **Assurance program** tailored to address key organisational and program/service risks to support continuous improvement.
- **Research and Innovation Hub** - We will develop partnerships with universities and participate in **Research** to improve the health and wellbeing of our customers and help solve our most complex problems. **Innovation** helps to drive our Mission and is critical to help achieve financial sustainability. There is a high correlation between innovation with both competitive positioning and financial performance.

Over the past 18 months, a number of initiatives were developed and/or implemented in response to the late 2019 **MyVOICE employee engagement survey**. These included: a new length of service recognition program reward; access for all staff to Office 365 as a tool for better communication and collaboration platforms; a new learning management system implemented with access to more than 70,000 online training modules; and a trial of new iPad technology.

The MyVOICE employee engagement survey was again undertaken in October 2020 with extremely pleasing results.

- Increased response rate from the 2019 survey from 51% to 78% in 2021. Engagement and communication sharing the message of the importance of the employee survey assisted in the increase in Responses.
- Increased eNPS score from +21 in 2019 to +48 in 2021.
- Pleasingly, the highest-ranked question with an average score of 84.7% indicated WMQ employees understand how they contribute to the purpose of the organisation. This strength is also a focus for further actions to build on this organisational strength.

In November 2020, we celebrated “**what we are grateful for**” with individual painted rocks by our employees, residents and clients constructed into a Gratitude Wall at the Wheller Gardens, Chermside campus. A time capsule was buried with messages from residents and staff sharing reflections on the global pandemic. The wall was unveiled with an official Service of Gratitude led by the Rev Dr Peter Hobson. This wall will be a long-lasting reminder of the resilience of WMQ staff and how they pulled together to meet the challenges of COVID-19.



WMQ Wall of Gratitude

In June 2021, WMQ launched the Emerging Leader program with content based on activities to explore self-assessment and how to use timeless principles of creating cohesive teams that will enable us to deliver on our strategic goals. Workshops were rolled out for our middle management leaders, the Senior Leadership Team and departmental teams to explore personality preferences in the form of communication, conflict and problem solving. This is a blended learning program consisting of face-to-face workshops, online learning, work-shadowing and a formal mentoring program. The learning is aligned with our leadership development framework and brings together the principles of leading self, others and the organisation.

In November 2021, WMQ launched the WMQ Mentoring program. This formal mentoring program forms part of our leadership development strategy and is a program aimed to effectively and efficiently increase gains achieved through leadership development initiatives. Mentoring supports individual development whilst building a strong, supportive relationship that increases collaboration within and across the organisation. The mentoring program uses an external facilitator providing training to both mentors and mentees for everyone to feel comfortable not only with their role and expectations but also with the program's structure. The program is managed by our Manager-Organisational Development to ensure alignment with our expected outcomes and return on investment.

Wesley Mission Queensland's volunteers worked under COVID-19 restrictions to support those in need within the community - many in frontline and supporting positions; some are helping in community events; others in a virtual capacity are mentoring, educating, befriending, or visiting our residents, clients and customers online. We also had an influx of community groups offering to give us assistance over the short term where we needed it most. We currently have:

- 76 volunteer programs across all our services
- 1303 rostered volunteers currently active
- 1466 people have registered to be part of our events and projects volunteer pool to help ad hoc when required.

In June 2021, WMQ held its Charter Day, a whole-of-organisation team-building initiative, in a way that was radically different from anything we had done before. COVID-19 restrictions forced us to innovate, and so we were pleased to be able to run Charter Day 2021 from a TV studio in Woolloongabba. We had a record number of participants at live sites at Kedron and Robina and our online audience live streaming from our services and the homes of those working from home. Our Charter Day feedback was excellent, with high levels of engagement and a renewed passion for those we serve. An essential part of Charter Day 2021 was our annual Charter Awards, which saw a record number of nominations and the presentation of awards to the highest possible calibre of nominees.



WMQ Charter Day 2021

WMQ Strategic Priority 4 Stewardship – Resourceful, agile, sustainable and ethical – Achievements over the past 18 months

The WMQ Board Governance Committee was established in September 2021. The newly formed committee of the WMQ Board supports and advises the WMQ Board in relation to WMQ's corporate governance responsibilities and practices. There are now three committees of the WMQ Board, the WMQ Care and Clinical Governance Committee and the Audit Finance and Risk Committee, with each having specific oversight responsibilities.

WMQ repositioned our specialist disability accommodation (SDA) growth strategy away from developing SDAs, which require capital expenditure, to partnering with others to offer service delivery only. Given WMQ's reputation as a leader in the provision of SDA and Supported Independent Living services (SIL) and the interest from other organisations in partnering with us as a service provider, this makes good commercial sense. In 2020/21, we have partnered with SDA Australia Housing to develop an SDA at Mt Gravatt – 4 x 2-bedroom apartments and continue to explore additional opportunities and partnerships. These partnerships will add to our suite of specialist disability services which is a growth focus area for WMQ over the next season.

Wesley Industries strengthened its business relationship with NAK hair products, which increased the amount of work NAK outsources to Wesley Industries. Also gained NAK support of Hummingbird House both financially and as a supplier of welcome packs for Hummingbird House families.

Fundraising responded to the difficulties of COVID-19 with innovative thinking, changing the format of the Cycle for Mental Health to a virtual challenge and hosting WMQ's first Giving Day. Giving Day raised more than \$180,000 for our Emergency Relief Hub through donations that were matched by corporate and philanthropic sponsors. One hundred and one volunteers helped raise more than \$33,000 at Westfield Chermside's Christmas gift wrapping stall for our Emergency Relief Hub, our best result to date. More than 20 volunteers returned for a third year to help wrap more than 6000 gifts. Hummingbird House partnered with Coles stores across Queensland once again and raised \$580,000 for the service. The fundraising and grants teams both exceeded their financial targets in a competitive philanthropic environment.

In 2021 WMQ undertook a **Strategic Asset Review**, which provided a current view of our physical built assets. The review provided WMQ with a summary of the existing status, the key issues facing us, our drivers and challenges and opportunities combined with some appropriate solutions. The Executive Leadership Team and the WMQ Board will consider this review during 2022 Strategic Planning days.

Environmental Stewardship is embedded in the foundations of the Uniting Church in Australia and has a strong alignment to WMQ's mission and Strategic Plan. Furthermore, within the health and aged care sectors, the expectations on corporate environmental sustainability are increasing, and as transparency becomes more prevalent, organisations recognise the need to act. This highlights an opportunity to strengthen our strategy, mission and market alignment by establishing a coordinated environmental sustainability program within WMQ's operations.

As such, WMQ is looking to formalise its Environmental Sustainability strategy, targets and goals. WMQ is working with expert partners from within the Uniting Church network on developing these along with key pillars of focus that will maximise our opportunity to reduce our environmental impact. Over the past 18 months, we have taken small steps to reduce our impact on the environment by activities such as installing solar power at our large production kitchen and one of our large Residential Aged

Care (RAC) homes, as well as a light replacement program moving to LED lighting at many of our sites. Once the Environmental sustainability strategy is finalised and endorsed, we will see a significant uplift in our environmental sustainability activities.

Over the past 12 months, **Digital, Data and Information Security** has been a significant focus to inform data-driven decision making. WMQ has increased its technology offering and introduced telehealth, a remote workforce, innovation to service delivery models and robotic process automation. Digitalisation is at the heart of what we do now, and we will continually evolve this. We have commenced leading with a digital-first and a data-driven mindset in all that we do to ensure we remain competitive and sustainable. We have good digital partnerships and the ability to leverage those to enable and advance our organisation in an agile way. Our wisdom is derived from data, analytics and the predictive analysis of the issues our customers are facing or could face and proactively being ahead of these rather than waiting for these to happen and then responding. The ever-changing landscape of cyber and the continuous risk it poses is a constant focus for WMQ. Much like COVID, it isn't going away. Understanding what it takes to keep our information safe will remain a key focus.

Doing Life Together – collaboration across the life of the church

Project Plenty participation

Representatives from WMQ continue to participate in the various Project Plenty working groups. As we are called ***to participate in the mission of God towards reconciliation, transformation, justice and hope for all people***, collaboration, partnering and sharing in these spaces is providing opportunities for us all to make a positive difference to the people we serve.

WMQ has active membership in the following working groups, which also support WMQ strategic objectives:

- Environment and Sustainability
- Covenant with First Peoples
- Mental Health and Wellbeing
- Mission Partnerships
- Governance Reform
- Plentiful Leadership

WMQ Chaplaincy

The WMQ Pastoral and Spiritual Care (PSC) Team continues to grow and evolve. Over the last 18 months, the PSC Team has learned to minister to residents, clients, staff and families during a global pandemic where mandated lockdowns and restrictions have often resulted in increased fear, stress, confusion and isolation. WMQ has provided wonderful care and support to some of the most vulnerable people in our community, and the PSC Team has been an integral part of this.

The makeup of our team is changing as new positions are created, and new ministry practice is being developed. The core approach to our pastoral care continues to be shaped by the ***Missio Dei*** and [The Eden Alternative](#). Our chaplains record online worship services, use iPads to connect video calls with loved ones in isolation and have become experts in donning and doffing PPE. We are expanding our PSC Team to include a Palliative Care Chaplain (providing specialised care to Hummingbird House and

Hopewell Hospice) and a Chaplain Educator (for staff and volunteers). We hope to provide pastoral care and spiritual support in WMQ Community Services in the future.

Collaboration WMQ, Albert Street Uniting Church, Zillmere Uniting Aboriginal and Islander Christian Congress and Kedron Chermside Uniting Church

Wesley Mission Queensland is intentional in further developing and growing our relationship with the Zillmere Uniting Aboriginal and Islander Christian Congress.

We have been working closely with the Zillmere congregation to support their dreams and goals to provide much needed appropriate, safe, fit- for purpose spaces to serve their community. Zillmere's dream is to create greater cultural, social and wellbeing opportunities in the local community, ensuring self-determination for First Nations People. WMQ's goal is to support Zillmere's self-determination and achieve their goals.

A group made up of members from Zillmere UAICC, WMQ, Albert Street UC, Kedron Chermside UC, and the Moreton Rivers Presbytery are walking together in building stronger relationships to further shared outcomes for their congregations. As these relationships grow, the group expect to experience further collaboration and the bringing together of these three congregations in partnership opportunities.

Threats and opportunities as we step into the future together

Challenges

Workforce is the single most significant challenge for WMQ and other aged care and community services organisations. WMQ is embarking upon significant organisational transformation aimed at better positioning the organisation to continue to deliver high-quality aged care, disability care and community services for Queensland. This will become more critical as the future state of the sector in Queensland is projected to demand the employment of 20,000 more health workers by 2025¹.

How WMQ plans, develops, engages and supports its team members to meet the new challenges and expectations of the transformation will be critical to its success. Our people are critical for our sustained success, and it is essential that we attract, develop and retain our team members to ensure our workforce delivers excellence and is strongly positioned for future challenges.

The COVID-19 Pandemic has proven our new normal is forever evolving. WMQ has demonstrated its flexibility and responsiveness to the impact and challenges of the global pandemic over the past two years. The way we deliver some of our services has had to change; although these changes have come with many challenges, they have also provided opportunities to diversify and increase geographical reach through further introduction of technology-driven services. In the coming months and years, as we journey together through whatever the pandemic brings next, we reflect on ***A Season for Everything, Everything Has Its Time***, Ecclesiastes 3:1-8. It is more evident now than ever before the

¹ Deloitte Access Economics (2016). Forecasting the future: Community Services in Queensland 2025.

need to ensure we inspire and instil **hope** for the customers we serve and our workforce who diligently care for our most vulnerable.

Opportunities and the future

Rosemount Retirement Living Stage 2

WMQ is in the process of finalising a construction build start date for the Rosemount Stage 2 Retirement Community at Sinnamon Park.

The completion of the second stage of the Rosemount Retirement Community at Sinnamon Park has been included in WMQ's forward planning since 2015. The WMQ Strategic Plan supports the intention to continue to enhance integrated communities, providing a range of services to elders, including residential aged care, retirement living options and community care support.

Rosemount Stage 1, consisting of 70 retirement living apartments completed in May 2019, has become a close-knit community of residents who experience the absolute best lifestyle of independence, with security and connection. Rosemount offers a design that promotes security and peace of mind within a supported community. The Rosemount community supports retirement living residents to:

- social connection and counter social isolation
- foster a strong sense of belonging and community
- remove the burden of house and garden maintenance
- provide peace of mind that comes with the ability to age-in-place amongst like-minded friends
- provide a safe and secure environment to call home



Rosemount Retirement Community

The attraction of co-located retirement living and residential aged care is well documented and understood within the industry. Rosemount Stage 2 will see an additional 50 apartments added to the Rosemount and Sinnamon Village community.

The Rosemount Retirement Community offers resort-style amenities including a BBQ pavilion, café, library, gym, heated swimming pool (completed as part of Stage 1), cinema and community garden are all to be completed as part of Stage 2. The Residents' Committee, Gardening Group and Social Committee have all been formed by the current resident body and meet on a regular basis. Rosemount Café has been operating since the village opened.

When completed, the Rosemount Retirement Living development will provide a total of 120 apartments, which we also believe is an appropriate number and of sufficient scale to generate the community connectedness for a successful retirement village.

City Hub strategy

The City Hub, or 'an integrated support network Brisbane City and beyond', is still in its early ideas/strategy phase. With our mission at the heart of our vision for the service, we aim to grow our existing services and build a strong presence for WMQ and Albert Street Church to work together to walk alongside people in need, offering care and compassion and promoting choice, independence and community wellbeing. Key components include 1. a radically inclusive space/place – the Warm Hug; 2. meeting basic needs; 3. building relationships and connecting; 4. servicing the gaps; and 5. building communities. This will include 'place based' and outreach models, bringing our current services (aged care, allied health, mental health, homeless services, disability support, youth and family supports, crisis relief, arts, access and inclusion services) to the city area and seeking funding and partnership to service people in need.

Social / Affordable Housing options

Our vision is that the people we serve have access to a safe, secure and affordable home. Homes that meet their needs enable participation in their social and economic life to live with meaning. WMQ will participate in transforming the way housing assistance is delivered, increasing the supply of social and affordable homes, supporting construction industry jobs and partnering with government and sometimes other service providers to reduce homelessness in Southeast Queensland.

Conclusion

WMQ looks forward to the next 'season' with ***a daring hope*** and anticipation. We hold onto the words of 1 Peter 5:10 '*And after you have suffered for a little while, the God of all grace, who has called you to his eternal glory in Christ, will himself restore, support, strengthen, and establish you.*'

In the coming years, WMQ will continue to seek opportunities to further live out our purpose as ***we walk alongside people in need, offering care and compassion and promoting choice, independence and community wellbeing.***

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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SYNOD 36



Report from

Bremer Brisbane Presbytery



Report

Context

The Presbytery's function is to perform all the acts of oversight necessary to the life and mission of the Church in the area for which it is responsible. It will, in particular, exercise oversight over the congregations within its bounds, encouraging them to strengthen one another's faith, bear one another's burdens, and exhorting them to fulfil their high calling in Christ Jesus.

The Bremer Brisbane Presbytery (BBP) area extends from Toowong, south through Inala, Forest Lake to Boonah; north-west to Gatton and traces its way back along the rim of Wivenhoe and Karana Downs back toward Toowong. It includes Ipswich and its surrounds. (The Ipswich area and its surrounds are estimated to double in size in the next 30 years with Ripley - newer development area – to grow to 150,000 people by 2030)

The Presbytery is the home of many important public and private facilities within the state. Located within Bremer Brisbane are the Wesley, Ipswich and St Andrews Ipswich hospitals, the police academy at Darra, the Amberley RAAF base and seven correctional facilities. Additionally, there are five residential colleges in the University district

There are 29 congregations and faith communities at the time of writing this report, meeting in 33 locations.

Tell us what your key priorities since the last Synod have been.

In November of 2020, the Sustainability and Strategic locations adopted paper in 2019 (<https://bremerbrisbane.org.au/wp-content/uploads/8-Sustainability-and-Strategic-Locations.pdf>), the presbytery created the Mission Resourcing Committee (MRC). The primary responsibilities of the MRC can be summarised as follows:

- Ensuring the Presbytery and Congregations are missional and sustainable.
- Ensuring the Presbytery is locating missional opportunities in strategic areas.
- Ensuring appropriate resourcing for mission are available.
- Mission planning and life and witness consultations.
- Overseeing financial resources.
- Overseeing matters of property

In February 2021, the Presbytery described its purpose as engaging, equipping and encouraging healthy Christian leaders and communities. In November 2021, the Presbytery approved the first steps for Bremer Brisbane Presbytery's missional plan. These include:

- Church Planting: identifying and resourcing, with up to 3 plants in the next five years.
- Presbytery Relations Committee is working afresh on engaging, equipping and encouraging healthy ministry agents and congregations.
- Financial Matters: business planning, including utilising resources (property, people, MDF) to ensure BBP can fulfil its purpose and missional plan.
- Staffing: ensuring human resources are appropriately gathered and managed.

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus:

- The primary expression of disciple-making is found within the congregational life of the Presbytery. When engaging with Church Councils (and in the consultation process), the Presbytery has encouraged several programs to assist congregations.
- In conjunction with Morton Rivers Presbytery (MRP), BBP holds a retreat for Ministry Agents.
- BBP is blessed to have YAYA (Youth and Young Adults), who oversee activities to help congregations and build community and disciples across the Presbytery. YAYA engage in Encounter (Youth Group gatherings), Easter Madness (led by MRP and supported financially and with human resources by BBP), Young Adult gatherings, and connections with congregational holiday programs.

In what ways have you been drawn into Transforming your Community:

- Many congregations are involved in genuine community engagement, often through ministries such as op shops and cafes. These act as a doorway to relationships.
- The Ripley church plant will begin with a model that directly meets the need of the community.
- Through ongoing connection with Aunty Jean and the Christmas gathering, strongly led by Indooroopilly UC.

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you:

- The establishment of MRC and its work.
- Compliance and information flow between the Synod, Presbyteries and Congregations are complex. Engagement with the Synod office with this and implementing a new database system in the Presbytery will help address this. Frustration with systems around SMC and Educate are being worked through.
- As per our Sustainability and Strategic locations paper, properties are being evaluated for best use, with some properties sold and others looking to be repurposed.
- As per our missional plan, financial planning has begun to ensure ongoing sustainability.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together:

- Through the Presbytery Minister cohort, numerous programs, ministry learnings and resources are shared across the Presbyteries. (Special acknowledgement to MRP for healthy ministry resources)
- The Combined Presbytery Mission Pool helps support financially ministry throughout regional Queensland. BBP is a net giver in this.
- BBP has benefited from the work of Uniting Care and Wesley Mission in many of the ministries in the geographical region. While we are yet to obtain a connect 100 connection and grant, the investment in connection from UCQ is outstanding.

- The Presbytery/Synod Interface continues to work towards beneficial outcomes.

Threats and opportunities as we step into the future together

STRENGTHS

- Several growing congregations are willing to resource the Presbytery.
- Willingness to church plant.
- Since Covid-19, a renewed collegiality and sharing of resources.

OPPORTUNITIES

- Expanding Communities (e.g., Ripley).
- Sustainability and Strategic Locations work.
- Entrepreneurial enterprises.
- Multicultural/CALD Ministry.

WEAKNESSES

- UC Ministry Agents trained in Church Planting/Regeneration.
- Communication across the different councils of the church.

THREATS

- A misunderstanding of the responsibilities of the councils of the church and talk of changing structure by Assembly.
- An ongoing need for resource compliance with limited staffing at both Presbytery and Congregational levels.
- Traditionalism trumping mission.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

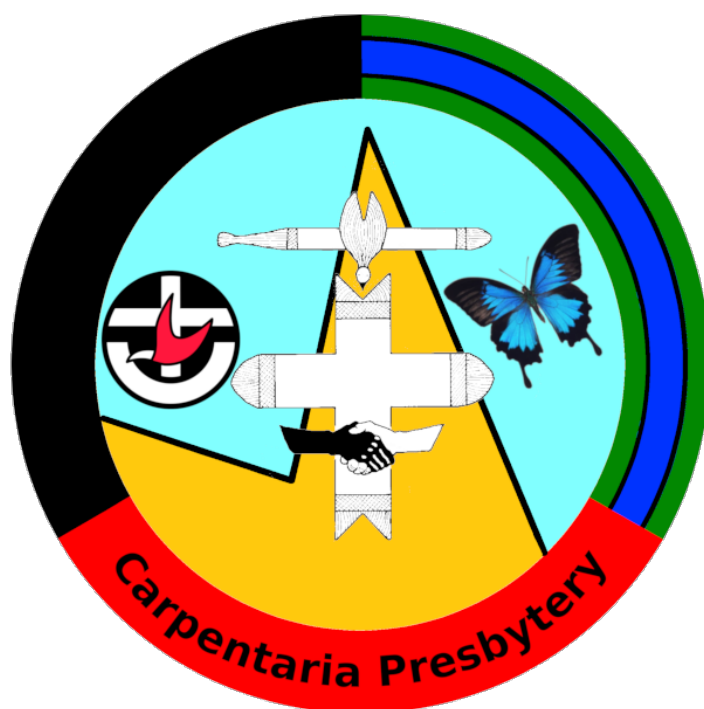
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Report from
Presbytery of Carpentaria



Report

Context

Give us a description of your part of the church. Who are you, and what are you called to do?

Our Presbytery extends from Thursday Island in the north, west to the Northern Territory border, south to Bowen on the coast, and south to the western communities such as Boulia serviced by the Carpentaria Remote Bush Chaplaincy based in Cloncurry.

The Presbytery contains a wide variety of cultural groups, the key ones being Indigenous, Korean and South-sea Islander communities mainly centred around seasonal workers.

However, the two defining natures of Carpentaria Presbytery are remoteness and weather. The distances are vast. For example, a trip from Cairns to Mount Isa is over 12 hours each way. A trip to Weipa from Townsville is similar. During the wet season, often travel, even between Townsville and Cairns, is fraught. Each year the Cape Development Road can be expected to be closed between December and May.

Tell us what your key priorities since the last Synod have been.

Education and lay training have been a primary focus as the ministry of our congregations grows. This includes an opportunity for formal training in ministry and leadership as well as safe ministry with children, code of ethics and compliance.

Commitment to supporting congregations has been a significant focus over the last eighteen months as congregations come out of the Covid pandemic a bit battered and bruised. Work is being done in helping congregations regain their footing while seeking new or innovative directions for further growth and stability.

Pursuit of financial sustainability through property development. With a clear focus on ensuring that the funding required to support rural and remote congregations across the Presbytery, the Presbytery is focusing on how to better utilise its small but significant property assets to maximise a financial return. The two main projects, at the moment, are the Childcare centre in Weipa and the property development on Thursday Island.

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus:

- Discipling has always been a major focus of the congregations in the Carpentaria Presbytery. Post-Covid, numerous congregations are utilising the new relationships formed in the physical and digital world to reposition themselves and reengage in discipling programs.

- The Presbytery holds an annual Northern Madness which attracts children, youth and young adults from across the Presbytery. Larger centres like Townsville are rediscovering how youth and young adults' ministry can be supported and encouraged.
- The Uniting Church has a high profile within most communities across North Queensland, as often the Uniting Church is the only reformed church within the community.

In what ways have you been drawn into Transforming your community:

- The Presbytery is working in partnership with Uniting Care in establishing connect-100 ministries, mainly focused on Indigenous community development. The Cairns Southern Corridor project launched in March 2022, and the Townsville project is under active investigation, with numerous conversations already underway.
- There is an ongoing project for the connection of solar panels on as many Carpentaria Properties as possible. Understandably, remoteness and numerous "off-grid" communities present a challenge to this project. But things are progressing.

In what ways have you sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you:

- In many ways, the Carpentaria Presbytery is a post-denominational church. Many of the new leadership people within congregations have little or no appreciation of the structure or function of the Uniting Church. This frustration and constant need to educate new church councils in the fundamentals of the Uniting Church is often a cause for contention. However, with diligence and systematic training, we are getting there.
- With the assistance of the property office of the Synod, the Presbytery is re-imagining how to best utilise its current properties and how and where to develop new properties. Partnerships with Uniting Care has been a fruitful source of conversation and forward planning.
- Carpentaria Presbytery currently has four people undertaking PODs, with a few more expected to start in the coming year. The Presbytery is committed to raising a new cohort of indigenous leaders, but this is a slow and somewhat fraught process in which the Presbytery is, nevertheless, progressing in.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together:

- The relationship between the UCA and the Anglican church, in particular, is strong and the recent formation of a collaborating congregation in Cloncurry is a sign of increasing cooperation.
- We believe that the Carpentaria Presbytery is a significant contributor to the life, vitality, and diversity of the Uniting Church.

Threats and opportunities as we step into the future together

The constant threats to the life of the church in an increasingly secular society are not seen as an existential threat to the mission and direction of the Presbytery and its congregations.

There is a quiet determination to be a discipling Presbytery, with many people putting up their hands to volunteer for ministry opportunities.

The risk we face is the inability of the church, as a whole, to move swiftly enough to catch the changes within our communities.

We believe it is important that systems are developed that allow fast responses in a constantly changing world without compromising the importance of due diligence and good governance.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

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Report from Presbytery of Central Queensland



Report

Context

Give us a description of your part of the church. Who are you and what are you called to do?

The Presbytery of Central Queensland extends from Proserpine in the north, to Tannum Sands in the south. From Yeppoon in the east to Longreach in the west.

We pay our respects to their Elders and Leaders of the lands on which we meet, past, present and emerging, and pray for the future of their communities. May we walk gently and respectfully on this Land.

The Presbytery contains a diverse range of community contexts. We have seaside communities that have a mixture of retirees and sea-change families and itinerants. We have mining towns mixed with cattle/farming families.

However, in the face of drought, natural disaster, Pandemic, shrinking rural/remote communities and lack of infrastructure, our people have remained faithful to worship, witness and service. We have small and medium communities spread across vast distances, yet though distance may separate us, the Presbytery is united in Discipling, Transforming and making fit for purpose our communities in Christ.

Tell us what your key priorities since the last Synod have been.

Discerning a shared vision for mission: As a Presbytery we have been discerning together a shared vision for mission within our Presbytery. We have been exploring how, as the body of Christ in different contexts, we put Discipleship as our primary goal. This has meant engaging the wider resources of the church to help in education and development of our priorities.

Commitment to supporting congregations has been a significant focus for the Presbytery as congregations have emerged from Covid lockdowns to a new reality of being. This new way of being was supported by the Presbytery with our Project Connect. We are working with congregations to find their feet again and reconnect physically and maintain connection digitally. We have been supporting congregations in exploring new expressions of ministry beyond the traditional understanding. This has led to congregations forming new partnerships and beginning new ministry initiatives.

Developing Exciting Partnerships with Uniting Care Queensland. Part our discernment as a Presbytery focussed around greater connection with community and the groups that support them. Through UCQ we have started one Connect 100 project and are exploring another 3 projects. Once again, this priority leads us to a shared vision for mission in our community and unity is seeing discipleship, transforming communities and making our Presbytery fit for purpose.

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

The discerned focus of the Presbytery is making Disciples. During Covid, online communities have been developed. These online communities have connected city to bush and those on remote properties to worshipping communities. This has evolved into online Alpha courses, bible studies and small groups.

The Presbytery has made the commitment that every Presbytery meeting will include time spent focusing on evangelism and discipleship. This has led to a networking of resources across the Presbytery.

The Presbytery sees our presence in remote communities like Longreach is of strategic importance. The Presbytery sees the ministry in these areas as a living hope and able to develop disciples in these communities.

In what ways have you been drawn into Transforming your community:

The Presbytery is working in partnership with Uniting Care Queensland in establishing Connect-100 ministries. Our Rural Mission Minister project is helping support rural and remote communities with resources, connection with Presbytery and connecting with local Uniting Care Queensland services. This offers support to staff and congregations in what can be very isolated circumstances. We are currently exploring another 3 partnerships that will support the shared vision of caring for our community.

The Presbytery has been supporting congregations as they seek to understand their transformative place in their unique context. Through consultation and accessing resources from Trinity College and the wider church, new expressions of ministry are being undertaken in congregations.

In what ways have you sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you:

After our discernment process as a Presbytery, we have been evaluating if our resources across the Presbytery are being used in the most efficient way. This has led to cooperation between congregations, amalgamations and sale of property.

With the assistance of Trinity College, we have been undertaking short courses with regards to Church Councils and Uniting Church Governance. As people move in and out of positions, this helps new people understand how we can be wise stewards of what God has given us.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together:

As mentioned in the last two sections, our partnership with Uniting Care Queensland has brought new life and closer relationships in many communities throughout Central Queensland. This has also been strengthened by our close relationship with Associate Director of Mission Rev. Dr Adam McIntosh.

Through Presbytery Synod Interface and Presbytery Minister gatherings there has been a greater sense of connectedness with our brothers and sisters in the other Presbyteries. The sharing of resources and support has seen relationships strengthen helping in doing life together.

It has been an uplifting and connecting experience as we have co-located our presbytery offices in the Uniting Care building in North Rockhampton. We appreciate the new opportunities and resource that we have been privileged to utilise. This can only lead to closer and strengthened relationships within this space.

Threats and opportunities as we step into the future together

The Presbytery lives with the reality of shrinking remote and rural communities both in population and services. This creates a real challenge in filling essential roles within congregations and Presbytery. Further compliance requirements by Government have placed greater pressure on already over-committed volunteers. Even though technology has helped bring us together digitally, distance still poses many challenges in resourcing, caring and supporting congregations. Infrastructure for NBN, mobile service and power at times means communities are cut off and have difficulty accessing required resources.

With all this being said, we as a Presbytery have a choice to make, wallow in sorrow or rejoice in the hope of Jesus Christ and the message of joy we have to share in our communities. This is the opportunity that the Presbytery of Central Queensland is running with into the future. The opportunity to be a discipling, transforming and fit for purpose community of Christ. We are not alone in this endeavour as we work closely with our Anglican and Catholic brothers and sisters in Christ, to worship, witness and serve the communities of Central Queensland.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

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SYNOD 36

Report from

Mary Burnett Presbytery



Report

Context

Give us a description of your part of the church. Who are you and what are you called to do?

Mary Burnett Presbytery (MBP) is a diverse region of many contrasts. It is composed of busy urban centres including bustling coastal communities along the Sunshine Coast, Fraser Coast and Coral Coast; regional centres such as Maryborough, Kingaroy, Bundaberg and Gympie; and small rural communities such as those dotted through the Burnett region. It literally extends from the mountains to the sea - from the Glasshouse Mountains, up to Eidsvold and out the picturesque beaches of Burnett Heads and Bargara.

Our primary focus is on the mission Jesus calls us to of making disciples. This task is achieved through the local mission of our congregations, agencies, faith communities and chaplaincies. The Mary Burnett Presbytery provides the pastoral and administrative oversight, as well as guidance and encouragement to fulfil this life and mission

Tell us what your key priorities since the last Synod have been.

The past two years since the last Synod have been marked by particularly the following matters:

- The proposal and establishment of the Burnett Network of Churches (BNOC) representing all the congregations in the West (Inland Corridor) and the calling and induction of two ministers for this area. It is likely that the practical implementation will still require much discussion to develop a unified understanding of the working of BNOC.

The leadership of the Presbytery has experienced some change:

- The position of Mission Engagement Officer had borne much fruit in developing the understanding of local congregations of the mission, discipleship and evangelism.
- With the early retirement of the former Presbytery Minister, much effort was giving to the drafting of a profile, job description, discernment and placement of a new Presbytery minister to lead MBP into her next chapter of MBP life and witness.
- With the relocation of a long serving Chair of Presbytery, this role is also newly filled.

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

Tell us about how you are building a discipling culture

Discipling necessarily means equipping people to follow Jesus and become more Christlike. It also involves evangelism. In the former we have deliberately promoted the training and education opportunities, such as 'Mission Planning' and other intensives available through Trinity College for lay people. The Presbytery encouraged various ministry agents to take part in programs including

Plentiful Leadership and the Post Grad Cert in Ministry Leadership. The Presbytery has committed 40% of the funds gathered at induction services, for ministry training, to training lay leaders.

The establishment of a Mission Engagement Officer has led to a focus on evangelism. The role has emphasized urging congregations and faith communities beyond a community service mentality to deliberate witness and sharing of Jesus' Good News.

Some local congregations have used the Project Plenty Discipleship material to run a 6-week discipleship series with at home studies and discussions.

Tell us about how you are engaging children, youth, young adults and families

Local efforts of individual churches in worship, youth groups and holiday activities, include: Day Camps at Bundaberg and Surf Church Stoked at Coral Coast.

Some congregations have made an intentional shift from Sunday School based ministry to inter-generational ministry in a move to change a format that is quite clearly not producing the results that it once did.

Messy Church also forms a vital part of our outreach to young families, and also intentional modelling the worship teams on a philosophy of participation not perfection, meaning that we have very young people being given the opportunity to serve in church services

Beyond the activities of local congregations, The Presbytery has partnered with YWAM and the Burnett Network of Churches to establish a youth mission base in Childers. By providing our (almost) unused manse, hall and worship buildings, we have enabled outreach to teens and young adults, including seasonal workers, in communities around the region. It seems likely a new worshipping community of 'unchurched' teens and Pacific Islanders will form in the Biggenden-Childers circumstance, where approximately ten traditional UCA members remain between the two towns.

Tell us how you are reimagining the identity and posture of the church, in your community, in a changing world

On the Sunshine Coast we are praying for God's blessing on a number of faith communities and 'fresh expressions' of church:

- *BELLS Faith Community*: With no building and a half time pastor is at a critical juncture after almost seven years. With a focused commitment on equipping the people of God for works of service that build up the body of Christ, this missional community's aim is to be less dependent on a paid ministry agent for its life of Community, Worship and Mission in the neighbourhoods where its people live.
- *Uniting Life* is an intentional 'church plant' faith community together now for almost two years. Meeting in homes, this community has gathered young families to explore the ways of discipleship in their households and daily environments. Its shared leadership includes an unpaid ordained minister, who has a fulltime job just like everyone else in the community.
- *Maroochydore Korean Church* is a Korean faith community served by a Korean pastor and it is integrated into the Maroochydore Faith Community.

The formation of clusters or network of churches, like BNOC and others along the Noosa Coast are being actively explored.

In what ways have you been drawn into Transforming your Community?

Tell us about how you have responded to the rising challenge of wellbeing and mental health support

- Various members of Presbytery are deeply involved in school chaplaincy committees, police chaplaincy and mentoring (establishing a presence in the schools and Uni campuses).
- The establishment of a *Conversation Hub* with community partners to facilitate difficult family conversations and so help prevent Domestic and Family Violence (DFV).
- The establishment of *Red Benches* upon congregational and public spaces with community partners to encourage conversations about DFV and so help prevent DFV.
- Pastoral and spiritual care to residents of private aged-care homes.
- Participation in community centres.

Tell us about your commitment to the Uniting Church's ongoing work of covenanting with First Peoples

While we do not have a significant First People's Presence within our Presbytery, we are committed to the ongoing work and vision of covenanting, not only with First Peoples, but with many different cultures across the multi-cultural nature of the Uniting Church

Tell us about your how you are building a deeper understanding about what is possible as a church, called to care for all of God's creation

Some congregations intentionally identify September as a month to focus on creation and stewardship using QCT and other resources

Tell us about any other ways you have sought to listen and respond to the needs of your community

Some congregations continue to serve communities through feeding schemes and community centres. In recent times, the church communities in regions such as Maryborough and Gympie have played a significant part in supporting the local community in the aftermath of floods

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you?

Tell us about changes you have made (to systems, policies, technologies, governance) that has brought life and freedom into processes that had become stuck or burdensome

An Online ministry presence has become the new 'normal' for churches right across the MBP. COVID accelerated the online ministry of many congregations (many accelerating from almost no online presence to full on social media presence including all the technology and equipment needed to facilitate this). COVID helped break a mindset that many churches had that there are sacred things that can't be touched and changed. It brought the value of buildings into their true perspective as many churches began to operate completely outside of the building. While the importance of a place of fellowship and belonging isn't forgotten, we have found that decisions can be made quicker and that the most important thing isn't the building, but the people.

The faith communities mentioned above are a fresh way of being a church, however, it is found that some form of structure and governance is required. It is not possible to function fairly and without conflict without basic governance. The challenge is to find the most simple and effective model.

With a new leadership team, the Presbytery has embarked on an exercise to determine the most effective way of governance, like clarifying the responsibilities of the Standing Committee and Pastoral Relations Committee, and examining the roles of the Chair, the Presbytery Minister, the Mission Engagement Officer, Secretary and Administrative officer.

Tell us about the pain points you identified in your operations that need to be addressed in the next season

We have a number of local congregations where ‘membership’ is actually below both regulatory and practical numbers to sustain the requirements of being a “congregation”, but people cannot imagine new ways of being the church. The idea of “faith communities” is not well understood and sometimes seen as second-rate. While some networking, such as in the Burnett region, appears to be working, other amalgamations are essentially based on scraping together finances to pay a ministry agent, rather than grappling with missional purpose and growth.

The ageing nature of many of our churches. The church needs to become more relevant to people for whom the church holds no relevance currently. The UC is ageing, but the solution lies not in finding other Christians who are disgruntled in their own churches, but rather in becoming a life-giving relevant body for people who currently are not in church.

The issue of “relevance to wider community” needs more focussed attention. We are encouraged by the amazing work of the Childers Uniting Church illustrating that a church taking the “Kingdom view” that Childers have, where there is a willingness to allow our facilities to be used in a way that won’t necessarily suddenly fill the UC, but rather meets a community need and grows the Kingdom and promotes ecumenical sharing of resources and strengths.

Tell us about how you have stewarded your property and assets to best facilitate healthy and vital mission in your part of the Synod

Across the MBP our churches have sought to actively engage in the MDF consultations, resulting in the majority of our churches taking a good look at both their assets and their missional plans and (at the very least) becoming aware of the fact that what we have is to be used for Kingdom building with local congregations working together with one another and with the Presbytery as they discern God’s voice for their future.

The MBP continues to utilise its MDF in the employment of the Mission Engagement Officer, who’s ability to engage with, give thought to and work in specific area of concern and outreach to the Presbytery, has been invaluable.

Tell us about how you have sought to identify, develop and release leaders to participate in the ongoing work of the church

Presbytery has established a lay preachers register to encourage lay preachers to help with leading worship across the presbytery.

A congregation (Gympie Regional) has introduced an internship scheme with a young person working as an intern in the congregation.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together?

Tell us about a part of the Uniting Church's history, DNA, story and culture that has come alive for you

It has been a difficult few years, but the reality of the truth and hope embedded in the Basis of Union continues to be revealed through the life and witness of the church. In Paragraph 4 we read the words, *"The Uniting Church acknowledges that the Church is able to live and endure through the changes of history only because its Lord comes, addresses, and deals with people in and through the news of his completed work. Christ who is present when he is preached among people is the Word of the God who acquits the guilty, who gives life to the dead and who brings into being what otherwise could not exist. Through human witness in word and action, and in the power of the Holy Spirit, Christ reaches out to command people's attention and awaken faith; he calls people into the fellowship of his sufferings, to be the disciples of a crucified Lord; in his own strange way Christ constitutes, rules and renews them as his Church."* Regardless of Covid-19 and changes to society and the nature of the church, we can still trust that Christ will continue to rule and renew us as his church - however that may look in the future.

Tell us about ways in which you have both benefited from and contributed to other parts of the Church

Through Project Plenty, the Presbytery released the Mission Engagement Officer to work with the Discipleship Working Group that produced the Lent Backyard Discipleship' series.

The small rural churches have benefitted from the experience of NSW/ACT Synod's Saltbush community.

At least two of our local churches have sought to engage with Uniting Care's Connect 100 project.

Tell us about where you see relational tensions that need to be addressed over the next season

The smallest of our congregations are worn down by what they see as paperwork and compliance from Synod. To quote the secretary of one country congregation, "If we leave the Uniting Church, it won't be about theology, it will be about the bureaucracy." The language of "returns", "registers" and "audits" is not relational.

The head-office assumption that small town volunteers have the skills (or even the internet speeds) to fill out templates and use various software leads to frustration, isolation and alienation.

The experience that Synod and some of its projects/requirements are not related to grassroots contexts and the gap between small local (especially rural) congregations and Synod is growing

Threats and opportunities as we step into the future together

Opportunity: Torbanlea: The next large outreach possibility in the Presbytery could be from one of our smallest, most fervent churches. Four minutes from Howard, a new railway rollingstock factory will be built at Torbanlea employing >800 workers.

How will we share the good news of Jesus Christ with them and their families as they come to live in Maryborough, Hervey Bay, Burrum Heads and Howard? These are the questions we as Presbytery and the local churches are asking ourselves and praying about.

To seek ways in which we can deepen the Uniting Church's ongoing work of covenanting with First Peoples.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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Report from Moreton Rivers Presbytery



Report

Context

We are Moreton Rivers Presbytery on the land of Turrabul, Jagera, Waka Waka and Gubbi Gubbi nations. We are 36 Congregations with over 25 Chaplains and ministry agents serving in Synod, Agencies, Schools, Hospitals and the ADF.

Our mission is to encourage and equip God's People for God's Mission. We value being outward focussed, generously collaborative, strengths-based and permission-giving. We tell the good news stories of what God is already doing amongst us and encourage Spirit-led innovation and risk-taking. We serve our Congregations, Faith Communities and Ministry Agents according to the Roles and Responsibilities of a Presbytery, exercising particular oversight over congregations exhorting them to fulfil their high calling in Christ Jesus.

Tell us what your key priorities since the last Synod have been.

Our Strategic Priorities since the last Synod have been about developing Healthy Ministry by

- Checking and Supporting Health of Ministry Agents and Church Councils and their relationships
- Supporting Ministry Agents
- Continuing to run key Youth and Children's events
- Healthy Ministry was our intentional first step as we move towards the overall aim of flourishing communities.
- Growing our Ministry Capacity by
- Continue to invest in Leadership
- Developing capacity of Church Councils
- Piloting our Congregational Health and Vitality Process for
- Expanding Youth and Children's Ministry through Easter Madness, Grit and Grace and inter-generational faith formation

As we have engaged in this work, participated in Project Plenty and consulted our congregations, this has been the foundation for us then develop our draft Strategic Vision to 2025.

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

Tell us about how you are building a discipling culture

- Supporting and Encouraging congregations in their discipling initiatives and promoting those to the wider presbytery

- Supporting new Discipling initiatives
- Investing in training such as Learning for Living
- Keeping Discipling a focus at Presbytery meetings, including guest speakers and people sharing Good News stories
- Our pilot Congregational Health and Vitality Process has a key focus around discipling
- All our Youth and Children's events are focused on discipling young people and their leaders

Tell us about how you are engaging children, youth, young adults and families

- Grit and grace, Easter Madness, Day Camp, Ba Dae Ya, Youth Combine
- Intergenerational resources for use in the congregation and other settings
- Safe ministry training, supporting congregational youth and childrens' leaders
- Leadership pathways for young people and young Adults
- Sharing YCMC with The Gap UCA to build the capacity of Night Church

Tell us how you are reimagining the identity and posture of the church, in your community, in a changing world

Both Healthy Ministry check-up and Congregational Health and Vitality process invite congregations and ministers to reflect honestly about nature of ministry mission and their relationships to enable flourishing. Sometimes this means bringing difficult things to the surface, which then has been addressed.

- Culture of honest self-reflection so we are pro-active rather than reactive
- Congregational survey of their priorities for Ministry and Mission
- Reviewed Presbytery strategic plan and developed a new plan in response for future
- Promote the fact that we live in a changing world and need to adapt
- Church council conversations and training
- Encourage Ministers to share and collaborate.

In what ways have you been drawn into Transforming your Community?

Tell us about how you have responded to the rising challenge of wellbeing and mental health support

- A focus on ministry agent health and wellbeing by promoting wellbeing and healthy ministry gatherings,
- Promoting Ministers support such as EAP and SAAP,
- Promoting opportunities to raise the capacity of congregation members to respond to trauma and mental health issues through psychological first aid training

Tell us about your commitment to the Uniting Church's ongoing work of covenanting with First Peoples

- Continuing to work with and support Zillmere UAICC, including Zillmere UAICC presenting ministry vision to the Presbytery meeting
- Supporting local congregations to build links with UAICC and First Nations issues

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you?

Tell us about changes you have made (to systems, policies, technologies, governance) that has brought life and freedom into processes that had become stuck or burdensome

We continually seek to reform practise:

- Reformatted resourcing committee to mission resourcing focus
- Reformed committee work to ensure connected to Strategy
- Connected office staff to mission by linking with Committees
- Keeping committees mission-focused

Tell us about the pain points you identified in your operations that need to be addressed in the next season

- Increasing compliance load
- Presbytery as the interface between synod and congregations - taking up time, triangulations, complex communications

Tell us about how you have stewarded your property and assets to best facilitate healthy and vital mission in your part of the Synod

- Have property redevelopment plan to ensure Presbytery able not only to be financially self-sustainable to support new mission initiatives
- Unfortunately, plans on hold due to multiple heritage listings of Church buildings that are not being used or applicable to mission of Church

Tell us about how you have sought to identify, develop and release leaders to participate in the ongoing work of the church

- See youth and children's pathways listed above
- Developing creative new ways for people to engage in ministry
- promote training opportunities

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together?

Tell us about ways in which you have both benefited from and contributed to other parts of the Church

Moreton Rivers Presbytery continues to give generously to the work of the wider Uniting Church, with over 50% of congregational CPMP contributions going to support work in Indigenous, Rural and Remote Communities

MRP continues to work collaboratively with Synod, other Presbyteries and UnitingCare as we seek to engage in the mission of God together

Tell us about where you see relational tensions that need to be addressed over the next season

There are always tensions about how the different Councils of the UCA relate to each other and the responsibilities and resourcing needed for each. However, while there continue to be tensions on particular issues, overall, there is a willingness to work together for the sake of mission.

Threats and opportunities as we step into the future together

The phrase 'May you live in Interesting Times!' can be received as a blessing or a curse. In fact, we are experiencing it as both! There is no doubt that COVID, Climate Change (as seen in the recent floods) and Global Political Instability affects the world we live and do ministry in and greatly adds to everyone's stress as we constantly seek to adapt. However, these crises also help us to reflect on what we considered 'normal' to reveal to us the need for change.

Moreton Rivers Presbytery is developing a vision to 2025 that encourages us as a presbytery to invest in discipling people, growing leaders and supporting new missional initiatives. We believe that as we focus on empowering and equipping God's people for God's mission in a changing world that God's Spirit will flow and bring life, growth and transformation in our churches and communities.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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a daring **HOPE** SYNOD 36



Report from Presbytery of South Moreton



Report

Context

Give us a description of your part of the church. Who are you and what are you called to do?

South Moreton encompasses traditional lands of the Turrbal-Jagera, Nunukul, Yugambeh-Kombumerri and Mununjali people, and the local government areas of Brisbane City (south), all of Redland City, Logan City and Gold Coast City, and part of the Scenic Rim and the Tweed.

The demographic trajectory is defined by rapid population growth, particularly in Gold Coast City (to double in size by 2050, especially in the northern corridor around Pimpama, Coomera and Oxenford), parts of Redland City, and the rural edges of Logan City south of Park Ridge to Jimboomba and Flagstone. The Presbytery's task is to foster encourage, support and oversee the mission and ministry of the Uniting Church in this region.

We have 32 Congregations and Faith Communities meeting in 41 locations; an active ministry list of 52 agents in Congregations and 11 in chaplaincies and agencies; 7 candidates in formation; and 4 Period of Discernment participants.

Tell us what your key priorities since the last Synod have been.

- Provide encouragement and support to Congregations and ministry agents through the continuing impacts of Covid.
- Review the resourcing needs and opportunities for missional development in the Presbytery.
- Continue to develop the church's presence in the emerging urban centre of Flagstone through continued development of the Flagstone Community Centre.
- Support the development of collaborative approaches to mission and ministry, either through guiding/resourcing local Congregation amalgamations, or fostering networks (e.g. Op Shops, and Gold Coast City ministry and mission network).
- Support for Congregations facing the challenge of transition.
- Develop training for Church Councils.
- Build culture of hope, care and connection across the Presbytery amid the challenges we're facing.

The loss of the Presbytery's two full-time resourcing roles (mission/families, and multicultural) from March 2021 due to budget cuts diminished our work in these aspects of our life and mission. These roles have not been replaced while Presbytery has sought to identify its strategic resourcing priorities, a process that only now is reaching some conclusion. In addition, some critical Congregation matters have required significant and sustained attention by Presbytery leadership, and we have had three Acting Chairpersons since mid-2020 (particular acknowledgement and appreciation is due to Lisa Fuchs who gave 13 months of excellent leadership, concluding March 2022). These factors have impacted the Presbytery's strategic and resourcing capacities, yet missional energy, commitment and confidence remain high across most of our Congregations.

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

Tell us about how you are building a discipling culture

- Some Congregations have developed discipleship pathways or disciplines for their people (e.g., Newlife's Catalyst 'year of discipleship' program).
- Steve Drinkall spoke to Presbytery about Kingdom Access Places, a way of refocusing and reframing church involvement in terms of discipleship and mission.
- Presbytery promotes learning opportunities on discipleship.
- Support given to our Period of Discernment participants, applicants for ordination, candidates and lay preachers.

Tell us about how you are engaging children, youth, young adults and families

- It's been exciting to see significant growth and new developments in these ministries in places like Nerang (new Family at 4 service) and Elanora (new DWELL youth hub), in addition to those Congregations already investing substantially in this (Newlife, Real Life Christian Church, Southside UC, Brisbane Taiwanese UC). This ministry area is a priority portfolio in the new Redland City UC.
- Messy Church, Mainly Music, young adults groups, day camps and school holiday programs continue in numerous Congregations.
- Ministry in schools continues through chaplaincies at the Moreton Bay Colleges and local support for State school chaplaincies. Real Life has just created appointed two children and youth Pastors who will serve in both the Congregation and Calvary Christian College.

Tell us how you are reimagining the identity and posture of the church, in your community, in a changing world

- Banora Point UC is undergoing a journey of Congregation regeneration, reimagining its entire life and witness in its changing community context. To support them, Presbytery produced 3 videos with UCA mission leaders describing what Congregation regeneration involves.
- Presbytery is working with several Congregations which recognise they are on the threshold of critical, even urgent, need to intentionally review their life and mission to fruitfully engage with their communities.
- Recent and imminent church amalgamations have involved substantial reimagining of the identity and posture of churches in regional areas – Southside UC (from 4 Congregations, January 2020); Redland City (5 Congregations, from January 2022) and Burleigh Heads (Faith Community and Congregation, from July 2022). Amalgamations may be missionally driven but inevitably are organisationally complex and pastorally challenging. They are long-term, even generational, ventures. Presbytery has supported each of these in different ways and is holding a workshop on church amalgamations with Phil McCredden in late April.
- The growing interest in church-run Op Shops as front lines of community engagement led the Presbytery to convene the first UCA Op Shops seminar in February 2022. Interest was strong, the event was great, the response was very positive. As a result, an ongoing Qld-wide UCA Op Shop network has been established and a second seminar will run mid-2022. Alongside the obvious business, retail and governance aspects, Op Shops can become a primary place

of pastoral and discipleship engagement with the volunteers, and an interface with community needs and opportunities wherein a Congregation may reimagine its mission and service.

- The Presbytery's initiative at Flagstone is a fresh imagining of the church serving the unmet needs of an emerging community through the Flagstone Community Centre, run by our Community Development Officer, Susan Hawke. This is a long-term venture, building partnerships with UCA, developers, community leaders and government stakeholders, embodying the holistic care of Christ for all people, out of which will emerge opportunities for witness, discipleship and worship. Since mid-2021, major consultancy work has been undertaken to secure financial viability through the next development phases.

In what ways have you been drawn into Transforming your Community?

Tell us about how you have responded to the rising challenge of wellbeing and mental health support

- Presbytery has sought to care for the mental health and wellbeing of its ministry agents through monthly Healthy Ministry Breakfasts (despite Covid impacts) and offering retreat days with self-guided spiritual retreat resources (we did not hold a gathered retreat in 2020 or 2021 due to Covid).
- We have promoted Lifeline's Psychological First Aid courses, and Care Essentials training in the Presbytery.
- We sense a growing intentionality in our Congregations to make connections with people who have been isolated due to Covid, and not take for granted the opportunity for fellowship and pastoral care in craft groups, social gatherings, etc.

Tell us about your commitment to the Uniting Church's ongoing work of covenanting with First Peoples

- There has been some engagement with Aunty Jean Phillips and Dr Anne Pattel-Gray (World Vision), but nothing specific has emerged from these discussions.
- Some Congregations are making attempts to either research their local First People's history, or engage in NAIDOC, Reconciliation Week and Day of Mourning events.
- We recognise that the area from Logan City through to Ipswich has Qld's largest First People's population, but there is no organised UCA presence among them (indeed, no effective, viable Christian church presence). There is work for us to do.

Tell us about how you are building a deeper understanding about what is possible as a church, called to care for all of God's creation

- Presbytery has promoted Fair Trade products, several Congregations have invited Fair Trade advocates to lead worship, and at least two of our Congregations have held Fair Trade community fairs. Fair Trade promotes sustainable agricultural practices and justice for human labour and enterprise.
- Congregations are taking up the Synod's offer to assist with solar panel purchase.
- Congregations commemorate harvest days, mark the Season of Creation (September each year), and participate in climate justice awareness activities. The leadership and ideas offered through Plenty will give more traction and focus to this.

Tell us about any other ways you have sought to listen and respond to the needs of your community

- In the wake of the recent flooding in SEQ, several Congregations offered emergency relief - food, shelter, replacement of household goods - to affected people in their community. Some ministry agents offered to be part of local chaplaincy response.
- Southside UC has focused on the needs of isolated women from non-English speaking backgrounds in the community, offering friendship and hospitality, as their first new mission initiative which began in 2021.
- Mudgeeraba UC has engaged in an intentional process of listening to their community as they set new mission directions ahead of calling a new ministry agent.
- See comments about Op Shops and Flagstone above.

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you?

Tell us about changes you have made (to systems, policies, technologies, governance) that has brought life and freedom into processes that had become stuck or burdensome

- The admin tasks in the Presbytery Office have been realigned to provide sharper focus on critical areas, including events, communications, and admin support for PRC.
- We have sought to build into our Presbytery meetings a stronger culture of sharing, learning, inspiration and engagement in the substantial work and challenges of the Presbytery, with less time on routine business. Regrettably, Covid has created disruptions and driven us to online meetings more than we would prefer.

Tell us about the pain points you identified in your operations that need to be addressed in the next season

- We need to clarify how the Presbytery evaluates and guides its strategic mission directions and priorities.
- We need to be clearer about the governance responsibilities of the Presbytery and how they are fulfilled.
- Having moved to a Presbytery server, we need to convert our paper archive to digital, and reorganise our digital filing systems.

Tell us about how you have stewarded your property and assets to best facilitate healthy and vital mission in your part of the Synod

- Presbytery recently engaged a long-term lease of a disused church site for a community school.
- When a manse that needed significant repairs was to be sold, the Presbytery offered (and was permitted) to take responsibility for the repairs, thus enhancing the property's value either for sale or for continued use as a manse or for lease. This has enabled the property to be retained in a superior condition.

Tell us about how you have sought to identify, develop and release leaders to participate in the ongoing work of the church

- Several Congregations intentionally create pathways for emerging leaders. Presbytery's 'core competency' training creates opportunities to engage these people with the UCA's vision, mission, and ministry code of ethics. These people may move into Pastor positions or apply to candidate for ordination.

- Presbytery has promoted the Plentiful Leadership mentor program and encouraged specific people to apply.
- We have approached specific people to apply to be members of Assembly or Synod, or to nominate for a Presbytery role.
- We have been actively considering how to draw on the gifts and experiences of ministry agents and leaders in the Presbytery to be teachers, facilitators and leaders in resourcing the wider Presbytery in key areas - e.g., church planting, discipleship, community engagement. There is a realisation we have a lot of untapped capacity in the Presbytery which could make a significant difference to the flourishing of many of our churches and ministry contexts.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together?

- Even though it is a Presbytery initiative, the developing UCA presence at Flagstone has always been conceived as a whole of UCA undertaking. We are discovering some of the constraints which apply to our service agencies, but we have benefitted enormously from the support of the Synod's Business Development Unit, Strategic Resources and the FIP Board. We are about to move into an exciting new phase of this project where we will seek the support of the wider UCA through its people and Congregations. Our vision is for a church presence there that truly reflects the heart, passion, mission, vision and generosity of the whole Uniting Church.
- We are very grateful for the support shown to the Presbytery by UnitingCare Qld's Connect-100 scheme. One Connect-100 initiative is already in place and making a big contribution at Elanora UC. We are keen to progress plans for other Connect-100 connections at Logan Central and Flagstone.
- Similarly, we are grateful for the commitment which Trinity College Qld has to respond to the training needs of the church, to engage people in our churches with relevant learning opportunities, and to work with Presbyteries in identifying courses and running them.
- The collaboration and trust evident in the shared spaces of the Combined Presbyteries Mission Pool, the Presbytery Synod Interface and, if agreed by this Synod, the Mission Coordination and Collaboration Committee, augurs well for greater cohesion and mutuality between Presbyteries, agencies and Synod.
- Presbytery acknowledges it needs to do more work in building closer links with our schools and colleges.

Threats and opportunities as we step into the future together

This report should note that, on 26 March 2022, a special session of Presbytery decided to dissolve the Congregation of Sunnybank UC. The grounds stated were that it was incapable and unwilling to fulfil the responsibilities of a Congregation, specifically in relation to following the requirements for calling a minister, meeting to transact the business that belongs to the Congregation, and maintaining necessary and appropriate relationships with the Presbytery and Synod. The concerns related to unauthorised ministry arrangements put in place in July 2021 which the Church Council and Congregation would not discuss with the PRC. The authorisation, oversight and accountability of

ministry is key to the integrity and coherence of the church and the health and wellbeing of our church communities. At the time of writing, the Presbytery is exploring options and considering requests relating to a new UCA presence on the site.

Threats:

- Focus on organisational mechanics rather than relational dynamics.
- Either panic or fear about our survival, or complacency and inertia that as long as we're okay, it's all okay.
- Feeling limited by what we aren't and what we don't have, instead of empowered by what we are and what we do have.
- Hoarding for ourselves rather than generosity to bless others.

Opportunities:

- The strength and generosity of larger Congregations to resource and contribute to the wider church.
- The conversations that continue to sharpen our understandings of, and commitments to, the Plenty priorities.
- The growing collaborative spirit across the church.
- Confidence that we can adapt as circumstances require (Covid).
- To learn again what it is to be church, and who it is who calls us into being. Take the focus off ourselves and on to God being at work in the world with compassion, justice, healing and hope.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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a daring **HOPE** SYNOD 36



Report from **Presbytery of The Downs**



[Image provided by author: Photo taken at Spring Creek QLD - Sunflower - the National Flower of Ukraine]

Report

Presbytery of The Downs is located on the lands of the Giabal, Jarowair, Wakka Wakka, Gooragooby, Kambuwal, Banrungam, Kooma, Bigambul, Mandandanji, Gunggari, Kenja and Bidgari people.

The broad area for congregational and agency mission within the bounds of the Presbytery include large regional towns Toowoomba (approx. pop. 170 000), Warwick (approx. pop. 21 000), Stanthorpe (approx. pop. 5400), Chinchilla (approx. pop. 6 600), Dalby (approx. pop. 12 700), Oakey (approx. pop. 4 500), Roma (approx. pop. 6 800), Goondiwindi (approx. pop. 6 300) and St George (approx. pop. 3 000).

There are 27 Uniting Church congregations supported by 5 Lay Lead Ministry Teams and 16 Ministry Agents and a dedicated team of Local Lay Pastors, retired Ministers and Lay Preachers. Surrounding these centres are many smaller towns and rural communities more lightly populated areas are supported by two patrol ministries, the Leichhardt Patrol, which is based out of Chinchilla and runs North and South along the Leichhardt Highway. This patrol has been funded by a combination of support from the Presbytery and congregations both within and beyond the Presbytery and is currently under review. The Cunnamulla Burke & Wills Patrol, based out of Charleville, covering most of the Southwest of the Presbytery (half of the area of the Presbytery) and is funded by Frontier Services. The Presbytery also supports the ministry of 3 Chaplains, one each at Scots PGC in Warwick, Darling Downs Health Services and UnitingCare BlueCare in Toowoomba.

This Presbytery is called to be present alongside the communities within its bounds. We have strong, growing ecumenical links across the Presbytery and continue to work with other churches to bring the gospel hope to rural Queensland. We are also engaged in a very active interfaith network that supports and encourages peace and harmony across the region.

Tell us what your key priorities since the last Synod have been.

Since the last Synod, the Presbytery has been focused on living out its 2022 plan to KNOW GOD, CONNECT, DO IT! and WORK TOGETHER; we have discovered that these four priorities (discerned over some years) fit well with the Shared Life, Flourishing Communities priorities of Project Plenty - Discipleship, Transforming Communities, Fit for Purpose and Life Together. This has assisted the Presbytery to engage in conversations that inspire and encourage local congregations to live out and refocus their lives on the mission of God.

A Life and Witness consultation of the Leichhardt Patrol has engaged the Presbytery in a wider conversation (Presbytery Review) to reimagine how we will resource the communities currently supported by this ministry as well as other small communities within the Presbytery. A draft report is due for this review in July 2022.

We have also, like the rest of the world, been living with COVID19 - a constant reminder of our fragile humanity and the need for meaningful connectedness amidst the communal fear of connectedness. The preparation for the opening of the borders in January increased the tensions around the issues of vaccination and gatherings. Yet, despite these stresses, we have seen an increase in creativity as we have learnt to adapt to online methods of meeting together.

Shared Life, Flourishing Communities

In what ways have you been approaching the challenge of making disciples of Jesus?

Tell us about how you are building a discipling culture

This has linked with the Presbytery priority to KNOW GOD and was the focus of our February 2021 Presbytery meeting. TCQ led the bible study focussed on Discipleship. This is the first step in engaging with the work that is coming from the Plenty Discipleship Working Group. As part of the Presbytery Review, we are exploring ways in which we can release people some of the administrative pressure in small churches to encourage them to refocus their energy on discipleship.

Tell us about how you are engaging children, youth, young adults and families

An event for youth in Toowoomba that was open to the Presbytery. We have hosted Easter Madness in our Presbytery, and we promote Easter Madness through the Presbytery and provide a subsidy for youth from our region to attend. We are looking to build a team in the Presbytery that will focus on supporting children, youth and families and intergenerational worship in our smaller churches and communities. We have some congregations with flourishing ministries to children, youth, young adults, and families.

Tell us how you are reimagining the identity and posture of the church, in your community, in a changing world

Since the last Synod, the Presbytery has engaged with Queensland Churches Together, Toowoomba Heads of Churches and Toowoomba Down Churches Together to reimagine ecumenism in regional and rural communities. Denominational identity is less relevant in regional and rural communities, and communities and churches have a desire to work together, understanding that we are better together than separate. The Heads of Churches have monthly meetings to foster and formally understand how churches work together.

In what ways have you been drawn into Transforming your Community?

Tell us about how you have responded to the rising challenge of wellbeing and mental health support

The Presbytery provides personnel and funding for Blue Care Grief and Loss training across the Presbytery and beyond, which leads to several training opportunities each year; Clinical Pastoral Education (CPE) funding support for Uniting Church members in our Presbytery, and funding towards other pastoral care training. The Presbytery also supports our Ministry Agents' wellbeing through a yearly live-in retreat and funding towards Professional Supervision for Ministry Agent. We are particularly concerned and aware of the high amount of stress the pandemic has placed on our ministry agents and congregational leaders (in particular the COVID advisors) as they have managed the risk to keep people safe

Tell us about your commitment to the Uniting Church's ongoing work of covenanting with First Peoples

The Presbytery has supported the local NAIDOC initiatives; in particular, support was given to the Garulbo (All Together) committee to organise the First Indigenous Conference in Toowoomba Yumin bah (Talk Place) Conference and look forward to being invited to join them again this year.

Tell us about your how you are building a deeper understanding about what is possible as a church, called to care for all of God's creation

This Presbytery covers the largest area of prime agricultural land in the state, and sustainable farming practices are part of the DNA for farmers. Alongside this, two thirds of the coal seam gas wells in Qld were drilled in the Surat Basin – practically living with this tension in small regional communities can be a challenge; the church's role is to provide a neutral healing space for local communities and to prayerfully hold that tension. The church also has been practically supporting local communities as it continues, despite the recent rains, to be fully drought-declared (since 2013).

Tell us about any other ways you have sought to listen and respond to the needs of your community

Each congregation has its own way of linking with its local community. We have many projects in our Presbytery in which congregations are engaged with their communities, such as the Winter Homeless Shelter at St. Stephen's Toowoomba (in partnership with other local churches and Lifeline Toowoomba), the Community Garden at Warwick Uniting Church, Millmerran Uniting Church support for Seasonal Worker, and OzHarvest at Lifeworks Uniting Church. Through our Presbytery wide review, we are listening to congregations and local communities to identify community needs and opportunities. We have also supported an application for a Building Better Regions Community grant through the Synod Business Development Unit.

In what ways have you been sought to reshape your part of the Synod, to be Fit for Purpose and wise stewards of all that God has given you?

Tell us about changes you have made (to systems, policies, technologies, governance) that has brought life and freedom into processes that had become stuck or burdensome:

The Presbytery has been intentionally shifting the way we do 'business', recognising that effective and healthy teams that live out of shared valued and are more focused on prayerful decision making. We have also adopted a Delegations policy to clarify the powers and responsibilities of the Presbytery committees. This has allowed us to move to bi-monthly meetings in between our three live-in Presbyteries a year, focusing on story-telling, celebrating, struggling with issues, and praying and worshipping together. We have engaged with the Synod Business Development Unit, which has supported us in exploring ways to resource ministry more effectively. COVID has taught us that some meetings (not all) can happen online effectively, and we are learning which meetings are best face-to-face and which can happen online. The productive work of Presbytery Synod Interface and Synod Standing Committee to provide a way to give voice to exciting missional engagement of the local congregation and to encourage and develop those connections across the Synod (see proposal Mission Collaboration Coordination Committee)

Tell us about the pain points you identified in your operations that need to be addressed in the next season

Three operational pain points:

1. The Presbytery would like to expedite decisions regarding property so that we can better use these assets for the benefit of mission within the Presbytery. However, property matters and gathering experienced people across the Presbytery to dedicate time and effort to the growing responsibilities in the area of risk and compliance is difficult.
2. Many of our smaller congregations are struggling with the demands of compliance, governance, and property. We are exploring ways to provide training and support to those congregations. One of the more difficult pain points for congregations and Presbytery has been the organisational changes in the Synod office and multiple complicated systems that have to be managed by church council leaders.
3. The pressure to resource the work of the Presbyteries through the Combined Presbytery Mission Pool (CPMP) has been a struggle and a part of the bigger question of how do we effectively resource the Presbytery into the future?

Tell us about how you have stewarded your property and assets to best facilitate healthy and vital mission in your part of the Synod

The Presbytery worked together, in a ground-breaking way, to use MDF funds held by congregations within the Presbytery to support the much-needed purchase of a manse for Warwick/Killarney Uniting Church. There was an outpouring of generosity from congregations and presbytery, and personal contributions from congregational members was such a blessing for the whole Presbytery to witness. We have also undertaken a review of the properties' needs within the Presbytery, considering the current needs of the Presbytery alongside the future needs; this will allow us to re-evaluate the use of MDF held within the Presbytery. We have been able to secure a long-term lease in a church that is no longer being used that will assist the Presbytery to support other missional activities.

Tell us about how you have sought to identify, develop and release leaders to participate in the ongoing work of the church

The Presbytery had three women participate in the Synod Plentiful Leadership Program, and each of these participants is exercising ministry in key roles within the church. The Presbytery is excited to be a part of the conversation with the St George congregation in their growing relationship with New Life Uniting Church (South Moreton Presbytery). Together we are exploring how, across Presbytery boundaries, we might work together to equip people for mission.

In what ways have you sought to collaborate with others across the Uniting Church as an expression of our commitment to doing Life Together:

Tell us about a part of the Uniting Church's history, DNA, story and culture that has come alive for you

We give thanks to God for the gift of those who have gone before us in this Presbytery and have pathed the way and been faithful in ministry in these small communities. We acknowledge the ministers and laypeople dedicated to ministering to the people in rural and regional Qld. Those who have travelled the long distances (without a 4WD), slept in the backs of churches in a swag, forfeited valuable time with family and loved ones to serve God in these communities. Last year we recognised and celebrated the role that retired ministers, lay leaders, lay pastors, community ministers, deaconess and lay preachers have played in passing on the faith to the next generation, and we continue to give thanks to God for them and want to honour their faithful witness.

Tell us about ways in which you have both benefited from and contributed to other parts of the Church:

We have appreciated the work of the Synod Business Development Unit and members from the Synod office who have travelled out to the Presbytery to address our needs. We are excited to have one Connect 100 initiative in Roma that has grown out of our relationship with UnitingCare, and another with St Stephen's exploring community chaplaincy and look forward to these relationships growing. We have been enthused by the process of Project Plenty, and the refocus on the mission of the church. We have two members on the Board of Scots PGC who keep us up to date with the needs of this school community. Our Presbytery acknowledges the generosity of the other Presbyteries who contribute to the mission of rural and remote ministry both through the CPMP and individual congregations who have fostered relationships with small regional congregations. We acknowledge Frontier Services and their continued financial support of Bush Chaplaincy

Tell us about where you see relational tensions that need to be addressed over the next season

The Presbytery appreciates the hard work of the staff in the Synod office and understands that organisational changes have meant a loss of the personal contact and relationship between the staff and the congregational leaders. This has been a point of tension for congregations. We also recognise the relational tension amongst smaller congregations in decline as we meet and pray with them about where God is leading them and what we might need to let go of in order that new shoots might grow.

Threats and opportunities as we step into the future together

Some opportunities for further exploration:

- Highfields Community Church (HCC) church plant continues to bless the Presbytery and the community. The ministry at HCC has continued to grow and provides excellent opportunities in fostering stronger connections as new Christians explore discipleship beyond their local community.
- Roma district as an opportunity for a resource hub to the whole of the Maranoa region. Roma has a modern manse and 'the Shed' that provides a modern and compliant space for training and education and the church building itself. The Presbytery is working with Roma and the Maranoa region to reimagine ministry with a Bush Chaplain/Resourcing style of ministry. An initial proposal and application to Frontier Services for funding of a Maranoa patrol have been sought. Other possible thoughts include Roma being a base for one part of a team, such as the Saltbush model from NSW Synod.
- The mining and gas industry has a series of 'camps' in the Western Darling Downs and Maranoa, including three in Chinchilla. FIFO workers have added to a number of social issues to these communities. Although there may be an occasional visit by a psychologist to the camps, there is an opportunity to seek funding for a Community Chaplain through the mining companies. This could be linked to the local congregation to facilitate the development of a mission plan. Further investigation into the viability of this potential opportunity will be a part of the next stage of our review.

- Lay ministry teams remain the main connecting fabric of our communities; the supporting and strengthening of their capacity is an opportunity for future ministry in the region.

The areas for growth and threats seem to be similar across many of the congregations, particularly those who do not have a ministry agent.

- One of the most significant threats to congregational hope and witness is being overwhelmed with compliance and governance. Although there are often opportunities, the enactment of these opportunities is stifled by the difficulties of completing the workplace, child or covid safety plans. There is a recognition of their necessity; however, smaller, ageing congregations do not have the facilities and sometimes the expertise to complete these. As it becomes too hard, it is easier to revert to keeping things the way they were. This is a significant inhibitor to the mission of God.
- The protestant focus of 'doing' has driven a culture of service, which has provided great fruit. Some fruit is ripe and juicy and sweet; some are not. Sometimes we can be driven by the need to be needed or the need to get things right. Also, when congregations are able to transition from 'doing' to 'being' as they age and become those who mentor and hold the younger members in prayer, a multigenerational mission can thrive. Where this is not the case, grief, struggles, fear of irrelevance, and the need for control prevail. Sadly, this is inhibiting God's mission in our Presbytery.
- COVID-19 has impacted our congregations in many ways. It has not only seen reduced numbers at worship in many centres but there has also been reduced giving. On the flip side, it has offered members the opportunity to assess what is important to them, and it has asked congregations to consider what their role is. It is a threat, and it is also an opportunity to consider how we witness Christ's redeeming love in a post-Christian world where the rules are not 20th-century rules.
- The UCA has the most sustained presence across the Presbytery. There may be more Anglican and Catholic churches; however, there has been a larger supporting presence for worship and pastoral care from a ministry perspective. How do we maintain the support for lay people within communities that cannot sustain a resident theologian, acknowledging that God is at work in these small communities? This is wider than a UCA question.
- We are challenged to consider who we are as pilgrim people, especially in the larger centres and what this means for ourselves, our communities, and our fellow congregants in rural Qld.

We currently have vacancies in placements in Chinchilla and Dalby/Jandowae and Cunnamulla, Burke and Wills Patrol, and a change in placement in Maranoa in early 2023 which means there are no ordained ministers west of Millmerran. This highlights the fragility of ministry in the west and a real issue for the Synod and the Board of Christian Formation as we address and explore what a call to ministry (ordained or lay) rural and regional ministry will look like into the future.

Proposals to the 36th Synod

It is proposed that the 36th Synod receive this report.

Contact for report questions

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