G4.1.1 Property Development Process

1. Purpose

1.1 This process establishes the mandatory requirements for how Property Development is to be undertaken within The Uniting Church in Australia, Queensland Synod to ensure development activity is conducted lawfully, transparently, and in alignment with the Property Principles, and the Synod missional and strategic priorities.

1.2 The process is subordinate to and operates in conjunction with the Property Stewardship Policy.

2. Scope

2.1 This process must be implemented in a manner consistent with the Property Stewardship Policy.

2.2 This process applies to all Property Development activities conducted within the Queensland Synod including any Property Development activity proposed to be undertaken by any Responsible Body.

2.3 This process applies to all Property Development activities undertaken by or through the Synod Office.

2.4 This process does not apply to UnitingCare Queensland Limited, Wesley Mission Queensland, or Property Trust Schools.

3. Required Conditions for Property Development

3.1 All Property Development activity must:

- Align with the Property Principles approved by the Finance, Investment and Property Board (FIPB) and the Property Stewardship Policy;
- Comply with all relevant legislation and regulatory requirements; and
- Comply with this Process and the relevant Policies and Procedures.

3.2 All Property Development activities must be undertaken in the spirit of:

- Respect and cooperation;
- Transparency and honesty in communication and information sharing; and
- Prudence, sound judgement and due diligence in decision making.

4. Governance and Decision Making

4.1 The Synod Standing Committee (SSC) holds ultimate governance, oversight and directive power over the Queensland Synod. The FIPB performs the functions of the Synod Property Board and advises and assists the SSC in fulfilling its role as it relates to use and development of Church property.

4.2 The FIPB oversees the use and development of Church property, ensuring property decisions are consistent with mission, the Property Principles, Synod strategy, policy and governance requirements.

4.3 All Property Development projects are subject to approval by the FIPB and the relevant governance requirements of the FIPB.

4.4 Significant Property Matters will proceed after FIPB approval to the SSC for their information.

4.5 Property Development activities are subject to formal governance requirements.

4.6 The FIPB may appoint a sub-committee to provide specific oversight of Property Development activity across the Queensland Synod.

4.7 The FIPB may appoint an Advisory Group to provide specific industry insight, risk mitigation and other Property Development advice, holding no delegated authority or decision-making responsibilities.

5. Synod Property Team

5.1 The Synod Property Team will provide specialist Property Development capability and strategic leadership services across the Church's property portfolio including but not limited to the following:

- Lead and consult to plan for highest and best use outcomes for property;
- Provide leadership and guidance on projects involving commercial outcomes and/or changes of use;
- Identify Property Development opportunities of Church-wide benefit;
- Support appropriate stewardship of property and minimise enterprise-wide risk;
- Develop and maintain long-term strategic planning for the property portfolio;
- Advise on long-term or future use for property;
- Develop and oversee property policies, frameworks, standards, and Property Development related processes and procedures;
- Provide advisory or directive input when engaged by a Responsible Body or as directed by the FIPB;
- Undertake assessment, planning, documentation, investigation, management and delivery of Property Development activities;
- Manage external consultants, contractors, and property related relationships;
- Provide central oversight on Major Projects;
- Oversight of any Property Development project where the FIPB determines such oversight is appropriate.

5.2 The Synod Property Team will submit written reports to the FIPB at least quarterly, or as otherwise required, to advise on all Property Development projects for which they are responsible.

5.3 Quarterly Reports to the FIPB by the Synod Property Team must include:

- Progress updates for all Major Projects and Property Development related work, including current status, risk identification, financial performance and next steps; and
- Any other matters that may impact or jeopardise a Major Project.

5.4 Where any material variations to scope, financial performance or time / programme of work against an approved Business Case are identified by the Synod Property Team, these risks and proposed remedies will be reported separately to the FIPB for its consideration.

5.5 The Synod Property Team will report to the FIPB if, for any reason, the capacity of the Team to fulfil its responsibilities and/or obligations is threatened or at risk.

5.6 The Synod Property Team will report to the SSC, through the FIPB, in relation to all Significant property matters.

6 Fee for Service

6.1 Fees apply to all Property Development services provided by the Synod Property Team to a Responsible Body.

6.2 The Synod Property Team may recover fees irrespective of whether a Property Development project proceeds.

6.3 Fees will be determined by the Synod Office and documented in a Memorandum of Understanding (MOU) between the Synod Office and the Responsible Body.

7 Property Development Process – Major Projects

7.1 The Synod Property Team will lead all major Property Development projects and any other Property Development projects or activities as appointed by the FIPB.

7.2 The Synod Property Team will conduct all Property Development activities in compliance with appropriate governance frameworks, ensuring all actions, decisions, and deliverables are executed in compliance with applicable policies, processes and procedures.

7.3 The requirements set out in the Property Development Procedures will control the planning, management and delivery of major Property Development projects.

7.4 The Synod Property Team may, at its discretion, seek advice from the Advisory Group.

7.5 The FIPB may direct the Synod Property Team to engage the Advisory Group.

8 Non-Major Projects (Responsible Body Led projects)

8.1 Responsible Bodies may manage Non-Major Projects where the following criteria are met:

- The total project total cost is under $2 million (excluding GST);
- The project is not large, complex, or at risk as determined by the FIPB;
- The project does not meet the criteria for a Major Project;
- The Property Development activity complies with the Property Principles; and
- The Responsible Body has access to suitably skilled and competent personnel.

8.2 All Responsible Bodies will conduct all Property Development activities in compliance with appropriate governance frameworks, ensuring all actions, decisions, and deliverables are executed in compliance with applicable policies, processes and procedures.

8.3 The requirements set out in the Property Development Procedures will control the planning, management and delivery of Non-Major projects.

8.4 A Responsible Body will provide regular reports to the Presbytery as to any Non-Major projects for which they are responsible.

8.5 A Responsible Body must immediately advise the Presbytery and the Synod Property Team if:

- Total project costs are expected to exceed $2 million excluding GST;
- Significant risks (including financial, commercial, social, site or other) emerge;
- Project scope or programme of work materially changes;
- Project meets any of the criteria for a Major Project;
- Additional specialist expertise is required beyond the capacity of the Responsible Body.

8.6 Upon being advised by a Responsible Body as to a change in circumstance in a Non-Major project, the Synod Property Team will report to the FIPB, with a recommendation to FIPB as to an appropriate course of action for the project.

8.7 The Synod Property Team may provide Property Development services to a Responsible Body for a Non-Major project at the request of the Responsible Body.

8.8 The Synod Property team will maintain a register of Non-Major Projects.

Related documents

Property Stewardship Policy
Property Development Procedures

Definitions

Term	Meaning
Advisory Group	A body established to provide independent advice, insight and recommendations to support decision-making, with no delegated authority or decision-making power.
Church Council	See Regulation 4.11.10
Finance Investment and Property Board (FIPB)	See Regulation 4.2 Known in the Regulations as the “Property Board”, the Board responsible for advising on property policies, supervising their implementation, consulting and advising Church entities on property matters, receiving and deciding on property proposals, initiating property-related actions, and performing additional duties as delegated by the Synod.

Term	Meaning
Major Project / Major Property Development project	A Major Project includes any of the following: • The project has planning or statutory complexity; • The scale of the project exceeds the $2m threshold as set by the FIPB; • The project has financial or delivery risk; • The project has complex governance, strategic or reputational considerations. FIPB may declare a Property Development to be major. The Synod Property Team will centrally oversight any major project.
Non-Major project / Non-Major Property Development project	Responsible Bodies may manage non-major projects where the following criteria are met: • The project total cost is under $2 million; • The project is not large, complex or at risk as determined by the FIPB; • The project does not meet the criteria for a Major Project; • The development activity complies with the Property Principles; and • The Responsible Body has access to suitably skilled and competent personnel. Responsible Bodies may seek the assistance of the Synod Property Team in relation to these matters.
Property Development	Property Development *includes,* but is not limited to: • Due Diligence (pre-acquisition and pre-development) • Acquisition of property • Sale of property • Feasibility and Business Case development • Applications for Development Approval from the relevant regulatory authority • Procurement and engagement of specialist services • Construction • Modification, extension and/or renovation • Repurposing or change of use • Negotiation of and engagement in property partnerships for the purpose of development and/or sale • Procurement of specialist services to support Property Development projects. • Land banking • Strategic planning in relation to the property portfolio for the wider Church. Property Development *excludes:* • Acquisition or sale of a property for the purpose of day-to-day management of Church activities eg. purchase of a manse • Day-to-day management of property General maintenance for the upkeep and preservation of property.

Term	Meaning
Regulations	• Uniting Church in Australia REGULATIONS 2025
Responsible Body	See Regulation 4.1. In this context of this process, the Responsible Body may be the Synod Office, a Presbytery or a Church Council. The Responsible Body of a property is recorded in the Synod Property Register.
Significant Property Matter	A Significant Property Matter is any property project where: • The Synod Office is the Responsible Body; and • The value of the project exceeds $5m excluding land value.
Synod Standing Committee (SSC)	See Paragraph 36 Constitution, Regulation 3.7.4, Queensland Synod By-Laws Q2.2

Revisions

Document number		G4.1.1 Property Development Process			
Version	Approval date	Approved by	Effective date	Policy owner	Policy contact
1.0	31.07.2026	Finance, Investment and Property Board	31.07.2026	Synod Property Team	General Manager - Property
Next scheduled review		31.01.2028			