



Uniting Church. **Uniting People.**

Presbytery & Synod SA

3 November–5 November 2016

Resources Board Report

(Incorporating Epworth South Australia, Parkin Mission and Parkin Trust
but excluding the 2017 Mission and Service Fund budget)

1. EXECUTIVE SUMMARY

This report outlines how the Resources Board and Resources Ministry Centre team have implemented the Board's mandate since the 2015 Presbytery and Synod Annual Meeting.

The key strategic areas of focus have been:

- Financial accountability obligations
 - Presentation of Additional 2015 Financial Statements
 - Accountability for separately incorporated bodies
 - Parkin Mission of SA Inc. and Parkin Trust Inc.
 - Uniting Church Arts and Cultural Development Group Inc.
- Resource Governance
 1. Finance
 2. Property
 3. Investment
- Ethical Investment Working Group
- Review of the Property and Insurance Teams
- Risk Management Committee
- Uniting Venues SA - Business and Operational Plans

The key areas and outcomes with an operational focus have been:

- Financial Services
- Human Resources
- Information Technology and Telecommunications (IT&T)
- Insurance Services
- Investment Services
- Property Services
- Uniting Venues SA
- Work Health Safety

The report concludes by once again recognising the excellent contribution of Resources Board members, other committee members and staff and indicating the areas where the Board intends to focus its attention in the next 12 months.

2. INTRODUCTION

The role of the Resources Board is “*To serve the church by maximising financial and property resources available to the Synod for mission and to assist the Synod in allocating such resources efficiently in accordance with the mission priorities of the church whilst managing the risk associated with these decisions*”. Since the previous annual Report to Synod the Board and its Executive has met on 11 occasions. The following matters outline strategic items for which the Board has exercised its oversight.

3. SUMMARY OF KEY ACTIVITIES AND OUTCOMES SINCE NOVEMBER 2014

Financial Accountability Obligations

Presentation of Additional 2015 Financial Statements

At the June Presbytery and Synod meeting the Financial Report disclosed the financial results for various entities within the Uniting Church SA for the year ending 31st December 2015. In total, 33 financial statements for various entities within the Uniting Church will be prepared for the financial year ending 31st December 2015. Financial statements for Hope Mission Network and the Northern Rural Mission Network were pending at the time the report was written are now available for approval at this meeting (Financial reports are available on the Presbytery and Synod Annual meeting webpage).

Accountability for Separately Incorporated Bodies

The Parkin Mission of SA Inc. and Parkin Trust Inc.

Under its mandate, the Resources Board has specific accountability for the financial operations of the Parkin Mission and Parkin Trust. Each year the Governors advise the anticipated annual grant to the Mission and Service Fund and Uniting College. During 2016 Parkin Mission and Parkin Trust will grant \$1,188,000 and \$292,000 respectively. The Grants are distributed as per the terms of the Mission and Trust through the Mission and Service Fund budget process and approved at the Annual Presbytery and Synod meeting. An annual certificate on behalf of the Mission and Service Fund is provided to the Governors certifying that the funds have been expended in accordance with the deeds of the Mission. The annual summaries produced by the Parkin Mission and Parkin Trust Governors are attached as Attachment 1 and Attachment 2 respectively.

In addition to the 2015 grants made, in May this year a further \$120,000 was granted to the Mission and Service Fund from the Parkin Mission and \$30,000 to the Uniting College from the Parkin Trust. In accordance with the deeds of the Mission and Trust, the Resources Board has allocated these grants to Church Planting, Playford Uniting Church Community Space project and the Brooklyn Park Refurbishment Project.

Uniting Church Arts and Cultural Development Group Inc.

The Uniting Church Arts and Cultural Development Group Inc. (UCACDG) was established in 2007 and provides a mechanism for Deductible Gift Recipient funds to be directed to the Wesley Church Kent Town Organ Fund and the Centre for Music Liturgy and the Arts Fund. The UCACDG is registered with the Australian Charities and Not-for-Profit Commission (ACNC) and as such is required to provide financial statements as part of the Annual Information Statement. Previously these funds were prepared separately for the approval of their respective Boards. (Financial reports are available on the Presbytery and Synod

Annual meeting webpage). The financial statements for the UCACDG were presented and approved at the June meeting. A summary of the activities of the Wesley Church Kent Town Organ Fund and the Centre for Music Liturgy and the Arts Fund are attached as Attachment 3.

Resource Governance

Finance

Mission and Service Fund

At the November 2014 meeting of the Presbytery and Synod, the members approved a 2015 M&SF budgeted operating deficit of \$620,831. This significant projected deficit and recognition of prompt action that needed to be taken led to the Presbytery and Synod requesting that the CEO/General Secretary work with Standing Committee to identify practices and structures to achieve a balanced budget and bring options to the June 2015 meeting.

At its planning meeting in January 2015, the Resources Board gave attention to establishing a sustainable financial future for the Mission and Service Fund. As well as considering the financial performance of the Mission and Service Fund the Board gave significant thought to reviewing structures and practices in order to reach a balanced budget.

At the June 2015 Presbytery and Synod meeting, the 2014 financial result for the M&SF was reported, acknowledging that ongoing deficits have had a significant impact on the level of reserves available for future years' ministry and mission. The members of Presbytery and Synod also received advice from the CEO/General Secretary on actions taken to date, and together agreed on specific measures required to return to a balanced budget. Like the 2016 Mission and Service Fund Budget, the 2017 budget has been endorsed by the Resources Board and Standing Committee for the approval of this meeting and is presented in a separate paper.

Mid-term Budget Review

The 2016 Mission and Service Fund budget was adopted at the 2015 Annual Presbytery and Synod meeting anticipating a break even result. In consultation with the General Secretary/CEO and Executive Officer Resources, the General Manager Resources has undertaken a review of the Fund's income and expenses and has concluded that there are no material issues that have arisen since the budget was adopted that necessitate forecasting an alternative result. However, it should be noted that the budget does not take into account any financial implications of the following items:

- Loan interest expenses (approximately \$100,000 p.a.) incurred to purchase the Catholic's share of the Brooklyn Park site.
- Any costs associated with the Royal Commission into Institutional Responses to Child Sexual Abuse.
- Premiums paid in excess of deceased member contributions made to their Protect and Provide Funeral accounts which will be sourced from the Insurance Reserves.

Finally the mid term review has revealed some uncertainty in the income budget relating to the Epworth SA Fund grant and Manse Reinvestment Scheme (MRS) income. Given this uncertainty, Executive Officers have been asked to restrain expenditure and make savings where possible, noting the budget should be seen as a maximum level of spending available.

Specific Entities/Funds

The Board has financial governance and oversight responsibilities on behalf of the Presbytery and Synod. Specific entities/funds where the Board has exercised responsibility during this year include:

- RH White Settlement
- Uniting Church Loan Fund (By-law 18.7)
- Cockrell Bequest
- Uniting Foundation
- Epworth SA

Of note, Epworth SA continues to administer the great legacy from the sale proceeds of the Epworth Building. The Epworth funds are managed by the Uniting Church Investment Committee and are held in a distinct fund with its purposes remaining consistent with the Epworth SA Inc. constitution, to honour and sustain the Epworth legacy. Investment decisions are made to achieve optimum investment returns from these funds.

During 2015 Epworth SA Inc. granted the Mission and Service Fund \$630,000. An increased distribution is expected in 2016. Epworth's equity at 30th June 2016 is \$10.463 million.

Property

The Property Committee, a sub-committee of the Resources Board, has a defined charter as follows:

“To make property decisions under delegation from the Resources Board and to assist Congregations and the Resources Board to make strategic property-related decisions which optimise the contribution of property towards the achievement of pre-determined missional goals.”

The Property Committee has met bimonthly during 2016 to make decisions and provide advice regarding:

- i. Sale and purchase of real property and all related property transactions
- ii. Leasing of property
- iii. Property management
- iv. The use of property including risk management
- v. Property development and improvement

Review of the Property Sales Proceeds Policy and By-law

When the current Property Sale Proceeds Policy (PSP) and By-law 18.5 were approved by Standing Committee in October 2012, it was on the condition that both the policy and by-law be reviewed within two years. In February 2014 the Resources Board requested that the policy be reviewed and in November 2014 the Standing Committee approved that a major revision of the policy be undertaken by a PSP review team. The policy and by-law were presented at the June 2015 Presbytery and Synod meeting and were approved at the November annual Synod meeting. As such, any property sales post 30 June 2016 are now considered under the new policy. To assist with understanding the new policy, the members at the June meeting of Presbytery were introduced to a Property Sales Handbook. Its purpose is to assist congregations with consideration and processes regarding the sale of real property. Full details of the new policy and the handbook are available on the Property Service's page on the Uniting Church SA website.

Brooklyn Park Refurbishment Project

As reported previously in the CEO/General Secretary's report to the June Presbytery and Synod meeting, the Brooklyn Park Refurbishment Team (BPRT) was formed by Standing Committee on 25th September 2015 following conversations regarding alternative sites for Uniting College were exhausted. Preceding

these conversations there was a broader discussion which sought to co-locate all of the Presbytery and Synod operations onto either the Brooklyn Park site or another suitable CBD site.

To provide clarity in its considerations the BPRT has divided the Brooklyn Park site into three sections

- Southern Section (Adelaide West Uniting Church and associated carparks)
- Middle Section (Southern Wing of College)
- Northern Section (Northern Wing of College – Lipsett Terrace facing)

Northern Section

In June 2016 Standing Committee resolved that the Resources Board (in consultation with the BPRT) take actions in relation to the Northern Section with a view to extinguishing the loan which was established to purchase the site from the Catholic Church. As reported to the Presbytery and Synod members in June, a Christian school has expressed interest in occupying the site. At the time of writing, the Resources Board has received an in-principal, non-binding offer from the school to purchase the Northern Section and is awaiting a formal contract of sale.

Middle Section

The BPRT commissioned the establishment of a common vision, shared by the Presbytery and Synod, Adelaide West Uniting Church and Uniting College of Leadership & Theology. This vision expressed the desire for an integrated 'campus' style site, where parties could share resources and benefit from the close proximity of one other. This vision serves as a fundamental reference point in developing a concept plan and provides a clear understanding of the essential points of integration for all parties concerned.

Concept plans for the middle section have been developed in consultation with the various site stakeholders. Standing Committee at its meeting on 10th June approved the concept plans, subject to Resources Board approving a funding model to undertake the refurbishment (which occurred on the 27th July).

The Funding Model has been constructed on the financial parameters:

- Project funding should not impact the Mission and Service Fund.
- The existing Middle (Transition) and Northern sections of the Brooklyn Park site are a Mission and Service Fund asset
- Resources Board will approve and monitor the financial aspects of the project

The Funding Model consists of two major sources of income being a one-off grant from Uniting Church Investment Committee (UCIC) (Category 1a & 1b) and proceeds from property sales (Categories 3 & 5). Funding from the UCIC has been made possible through recent success in recovering losses incurred during the Global Financial Crisis. Joint class actions taken to recover losses, endorsed by the Property Trust, have been successful in recovering a portion of the funds. From these recoveries the UCIC, at its meeting in July, agreed that it would provide a one-off grant of \$500,000 and it further agreed to an intention to provide an additional \$1,500,000, subject to the adequacy of the capital position of UC Invest at the time the funds are required. It was agreed also that should UC Invest not be able to meet the funding need at the time, that the RH White Settlement would provide the funds, noting that UC Invest would reimburse the RH White Settlement when it can afford to do so.

Proceeds from property sales, including capital grants deposited in the Property Sales Proceeds Fund, are expected to provide significant funds to this project. As part of the project financing process the Brooklyn

Park Refurbishment Team (BPRT) secured priority funding status for the project from the Presbytery Strategy and Planning Team for finances generated through property sales proceeds. This approach is consistent with the funding model adopted for the Playford Uniting Church Community Space project. Standing Committee approved a construction budget of \$4.2m, (compared to a \$4.0m budget approved in June) following engineering advice sought but not available at the time, which has determined that the Brooklyn Park buildings require additional earthquake proofing (reflecting a change in compliance standards), estimated to cost in the order of \$160,000.

Subsequent to the abovementioned approvals, the Brooklyn Park Refurbishment project has moved into a delivery phase, with the refurbishment currently scheduled to be complete at the beginning of the 2018 academic year. Consultation will continue during October so that the final layout plan can be agreed and submitted for local council approvals.

212 Pirie Street Refurbishment Project

For some time, consideration has been given to undertaking lease improvement works on Level 2, 212. This consideration follows a desire by the building owners to upgrade base building components and increase the floor's energy efficiency (similar to the upgrades on Ground and Level 1) and in doing so maximise the benefit of the solar panels installed at the beginning of the year. Currently Level 2 consumes more power than the Ground and Level 1 combined. Accumulated mandatory Work Health Safety issues will also be addressed within the project works. It is noted that besides some general maintenance and minor office partitioning, fittings and fixtures on Level 2 are either original (building built in 1987) or were updated when the Uniting Church took ownership of the building 15 years ago. As part of the project, drawing on longstanding advice from consultants and discussions with the Adelaide City Council City Switch program, it is expected that fit out modifications which enhance energy efficiencies and improve the NABERS rating on the building and will in turn contribute to a more sustainable city.

The refurbishment will be funded through a one-off grant from UC Invest. As mentioned above, for some months, with the endorsement of the Property Trust, the Uniting Church Investment Committee (UCIC) has joined class actions to recover losses incurred during the Global Financial Crisis. Already \$330,000 has been distributed from these recoveries; \$200,000 to Playford Uniting Church and \$130,000 to fund the purchase of the solar panels on 212 Pirie Street. The allocation of funds by UC Invest demonstrates the UCIC's commitment to maintaining this investment asset for the Church and to ensuring the Mission and Service Fund is not impacted.

Investment

The Uniting Church Investment Committee (UCIC), a sub-committee of the Resources Board, is accountable for the policy, strategy and financial sustainability of UC Invest and in particular, its assets and liabilities.

The UCIC oversees all of the investment entities that are a part of the Presbytery and Synod structure, including

- ensuring there is a balanced and diversified approach to the Presbytery and Synod's investment strategy
- overseeing the work of UC Invest
- ensuring the consistent application of asset allocation and distribution policies for each of our investment entities
- monitoring and reporting on organisation-wide financial position, risk, returns and treasury issues

- ensuring sufficient regard is given to the volatility of market based investments.

Michael McClaren (Chairperson), Kevin Benger (Deputy Chairperson), Allison Ashby, Tom Adams and Wayne Matters have been appointed to the UCIC. The Executive Officer, Resources is an ex-officio member and Paul Barnett, Manager Investments serves as the Resourcing Officer/Secretary.

The UCIC meets monthly to assess the performance of the investments for which it has oversight, to review policy documents and to identify and manage risks. The committee recognises its responsibility to protect investor funds and make regular consistent contributions to the Mission and Service Fund. In June the UCIC conducted a strategic planning session facilitated by Graham Humphris. This session identified four key issues being:

- Investment Model
- Regulatory Landscape
- Marketing
- Key People

Since this planning session, discussions have continued to prioritise and address these key issues. As a part of this process the UCIC has spent time reviewing and realigning UC Invest's Mission/Vision document.

Regulatory Landscape - APRA/ASIC Charitable Investment Funds review

UC Invest operates within a regulatory framework which is defined by APRA and ASIC guidelines. Both APRA and ASIC have undertaken a consultation process as they look to review these guidelines.

APRA has finalised *Banking exemption No.1 of 2016* which comes into effect on the 1st January 2017. ASIC has very recently finalised its policy *RG87 Charitable investment schemes and school enrolment deposits*. The UCIC together with management have commenced conversations regarding the effects these changes will have on the UC Invest model. There are many aspects of the exemption and policy that will require significant consideration.

Ethical Investment Working Group

The Ethical Investment Working Group (EIWG), established in 2013, meets regularly to review the ethical issues relating to the investments of the Uniting Church in South Australia. More information, including the Ethical Investment Policy and Procedure is available on the UCSA website.

At its meeting in August 2015, the Ethical Investment Working Group agreed to develop a methodology to define its decision making processes. This was in response to a desire by the EIWG to establish a consistent, objective and rigorous process to apply each time it investigates an entity within the Uniting Church SA investment portfolio. Specifically the document identifies how the EIWG frames and conducts its research and the procedures it follows.

The draft methodology was developed with reference to UCA Assembly documentation. The key components of the document are Methodological Frame, Principles of Inquiry and Procedures, Materiality and Research Template. The methodology will also be an important guiding document as new companies are reviewed and will be an instructive document for new EIWG members.

The methodology becomes one of the three guiding documents for the successful and efficient operation of the EIWG, sitting alongside the EIWG charter and EIWG Policy and Procedure. The methodology is intended to be a dynamic document which will be reviewed and updated annually.

The EIWG Methodology document (available on the UCSA website) was adopted by the EIWG at its June 2016 meeting and was noted by the Resources Board at its July meeting.

Review of the Property and Insurance Teams

As part of the continuous improvement process in the Synod office, a review of the Property & Insurance Department was conducted during 2013/2014. Extensive feedback was received from Congregations, Executive Officers, staff and external stakeholders through interviews and surveys. A final report with 23 recommendations was received by the CEO and Executive Officer Resources in April 2014, and after significant consideration, all of these were accepted.

The review recommendations can be grouped into four main categories being structure, customer service, efficiencies and work practices. These recommendations required significant change within the Property and Insurance teams. However through the review process the professionalism, expertise and diligence contained within the teams was affirmed. The implementation of the review recommendations were designed to assist these teams to enhance their service to the Church into the future.

While many recommendations were implemented on time, there was a delay in completion of the full report due to the changeover in personnel in the Manager, Property Services role in late 2015 / early 2016. Because of the extended timeframe, some of the recommendations have been superseded whilst others have become part of separate projects or are now included within staff members' development plan as continuous improvement goals.

The CEO/General Secretary and Executive Officer, Resources met with the General Manager Resources to consider the review completion report. It was agreed that the Property and Insurance Department Review is complete, with ongoing improvements forming part of good management practice.

Risk Management Committee

As stewards of the resources entrusted to us by the Church, we accept that we have a duty to care for these resources in such a way that they remain available to the Church to support its mission. The management of the risks associated with the Church's resources is one way the Resources Board can exercise good stewardship. Second to this is the growing expectation of society that the Uniting Church will exercise good governance including the management of its risk within its organisational structure.

As per Standing Committee's request, the Risk Management Committee (RMC) has developed a Crisis Management Plan (CMP). This CMP has leveraged off the significant experience of several committee members who have developed similar plans elsewhere and referenced plans from other not-for-profit organisations. The RMC invited a retired SAPOL Chief Inspector to assist with the development of the plan, in particular the communication strategies with respect to the media and public. Penny Mulvey (Director, Communication and Media Services – Vic/Tas Synod) reviewed the documentation and provided independent feedback.

The RMC conducted a mock crisis to test the CMP, and in doing so, brought together the Crisis Management Team for the first time. The Crisis Management Team is the team of Synod representatives who will co-ordinate any crisis response and comprises the General Secretary/CEO, Moderator, Manager Communications, Associate General Secretary Planning and Management and Executive Officer Resources.

The CMP has been finalised and is in two parts: Crisis Management Policy and Crisis Management Action Plan. These documents provide the initial instructions and actions to be taken during the time of a crisis, largely focusing on the critical steps in communication and pastoral care to be taken during and after a crisis. The Crisis Management Policy provides a definition of a crisis, and explains who has authority to call a crisis and when to call it. The Crisis Management Action Plan is a ready reference plan for the Crisis Management Team. It contains a series of documents which provide the core information to be referred to during a crisis. The CMP recognises that a crisis within the Church has the potential to be felt throughout the state and beyond. It also acknowledges that a crisis may occur within an organisation associated with the Church which, in turn, may impact the wider Church. Together these documents are designed to give informed direction when making critical decisions in the event of a crisis, such that the actions taken are in keeping with the Church demonstrating its care and support of all people affected by the crisis.

During 2016 the RMC has focused on developing a Uniting Church SA Synod Risk Management Policy which will provide a framework for identifying and quantifying key risks across the Synod. Based on this, a Synod-wide risk register will be established and regular reporting will automatically follow, with key incidents and/or crises reported to the Resources Board, Standing Committee and the General Secretary/CEO, as required.

Uniting Venues SA Committee – Business and Operational Plans

The Uniting Venues SA (UVSA) Committee provides oversight of the venues (camp, campsite, conference centre, retreat centre and/or outdoor education service) owned and/or operated by the Synod. The mission of UVSA is to *'provide opportunities for exploring faith, fostering community, creative learning and leadership development through exceptional Christian hospitality'*.

The UVSA Committee, a sub committee of the Resources Board, meets quarterly to progress items within its mandate and in accordance with its business plan. A significant portion of the committee's time has been spent working on the 2017 – 2020 UVSA Business Plan. These plans are crucial in providing a strategic framework from which decisions are made, relating to the allocation of resources at our venues.

At its meeting in September the Resources Board approved the 2017 – 2020 UVSA Business Plan and the 2017 – 2020 Operational Plans for the Adare Camp and Caravan Park, Nunyara Conference, Beyond Limits Outdoor Education, Tarooki Campsite, Emmaus Campsite and Thuruna Campsite (refer Attachment 4).

Process

The process adopted to formulate the business plans included a broad consultation with members of the UVSA, Emmaus, Tarooki and Thuruna committees, managers and staff of Adare, Nunyara and Beyond Limits, local councils and other stakeholders. The UVSA Committee appointed a steering which undertook consultations with key stakeholders. A study tour consisting of a visit to eight campsites located in Victoria attended by site managers provided valuable insight and ideas.

The plan, endorsed for approval by the Resources Board by the UVSA Committee, builds on the work of the 2012 – 2016 Business Plan. The former business plan was a valuable working document and assisted UVSA by providing direction and a blueprint against which to measure progress. As such it was decided to continue with the same model, but to reduce the period of the plan from five years to four, -to provide greater agility in its ability to respond to change.

Goal

The overarching goal of the Business Plan is to serve (connect with) 30,000 people per annum by 2020. Currently, UVSA serves approximately 25,000 people per year (20,000 in 2011). Each site together with Beyond Limits has its own operational plan which together will help achieve the main goal. Within each operational plan there are specific goals connected to a SWOT analysis.

In brief:

- Adare's growth will be driven by the transition of the caravan park to a holiday park (essentially for use during school and public holidays) thus allowing greater occupancy by school groups during the school terms. Other major capital projects include replacing the roof cladding on Adare House, funded by a loan of up to \$250,000.
- Nunyara's growth will be boosted by the refurbishment of the space currently occupied by the Stillpoint Community into an additional meeting room. 'Back of house' facilities will be constructed at Nunyara to house a larger workshop, laundry and storage space to support the anticipated growth.
- Beyond Limits is projected to grow in patronage from current and new school groups, additionally exploring opportunities to operate out of the Yorke Peninsula and other regional areas.
- Tarooki's growth is expected to come from an increase in school / program camps. Plans have commenced to increase the size of the dining room.
- Emmaus and Thuruna aim to continue to operate sustainably whilst maintaining and improving their facilities so they remain fit-for-purpose.

The 2017-2020 UVSA Business Plan is supported by projected budgets which have been developed taking into consideration recent trends, CPI increases, the cost of loans (Adare and Tarooki) and planned growth opportunities.

Key Management Areas and Outcomes

In March 2014, the Resources staff members developed a purpose statement which they believe reflects their aspirations for serving the wider church, being *"The Resources team aims to nurture relationships built on trust and integrity while delivering exceptional, informed service to the Uniting Church SA community."*

The Resources staff members understand the challenges for volunteers, ministers and officers of the Church as they execute their responsibilities within their congregations. Staff members continue to concentrate on providing services and information that enable people in congregations to carry out their responsibilities as efficiently as possible.

Below is a summary of the Resources Team activities as it resources Congregations, the Presbytery and Synod. These reports highlight some of the improvements to customer service, continuous improvement of

processes and other efficiency measures. They are intended to provide an overview of the nature and breadth of the work the team is responsible for.

3.1 Financial Services (Diane Hughes, Manager Financial Services)

The Financial Services Team (FST) includes the Payroll Bureau, Congregational Bookkeeping Unit (CBU), the Mission and Service Fund Finance Team and the Screening Services Unit (SSU).

Payroll Bureau Service

- The Payroll Bureau now services over 140 congregations and agencies as well as the Synod office Ministry Centres (including UCLT and UAICC). As at September 2016 the bureau processes payroll for 394 Uniting Church personnel (ministers and lay people employed by Councils of Synod).
- The number of new employees serviced by the Payroll Bureau has significantly increased in 2016 (81 employees to September compared to 59 for the full year in 2015).
- Post-implementation work relating to the electronic ATO SuperStream standard (for reporting and paying super contributions) continued in early 2016 as processes between the selected clearing house and UCSA were bedded down.

Congregational Bookkeeping Unit (CBU)

- Regular bookkeeping services are provided to 30 Congregations, Faith Communities and other Uniting Church entities with a further 3 new clients coming on board in 2017.
- One member of the CBU team is currently taking maternity leave and we are delighted that Dorothy Ye Cui and Susan Peng have joined the team to take on some of the workload.
- Over the past 12 months the team has undertaken 8 consultations initiated by congregations (where the congregations undertake their own bookkeeping and payroll). Consults relate to GST, Payroll, BAS and PAYG queries and corrections. Three half-day workshops for treasurers were hosted, with average attendance of 21 people at each. The team has trialled Skype for Business with the aim of being able to offer this option at future workshops for remote area or non-local attendees.
- MYOB software installation and training services were carried out with 10 Congregations, the software being generously funded through the support of the David Williams Memorial Fund.
- The CBU also provides support to Congregations regarding Australian Charities and Not-for-Profit Commission (ACNC) requirements, including ensuring that Annual Information Statement (AIS) reporting obligations are met, in order that charitable status is not forfeited.
- The CBU again acknowledges and gives thanks for the valuable support, professional skills and time given by our congregational auditors, Peter Whiting, Peter Pledge and Ford Topham who continue to audit many Congregations' financial reports.

Mission and Service Fund Finance Team (including Screening Services)

- The Finance Team continues to review services offered and the processes behind the operation of these. Work is currently being undertaken on producing best practice guidelines for use by the wider UCSA community in relation to record retention, standard financial reporting templates for congregations as well as investigation of alternative electronic payment options which provide efficiencies for all parties and value for money.
- In recognition of every contribution made in 2015 to the Mission & Service Fund by Congregations and Faith Communities, certificates of acknowledgement were distributed. The 2015 response rate for contribution requests reached 92% and is currently standing at 87% for 2016.

- During 2015 a review of Financial Statement reporting was undertaken and proposals approved by the Resources Board in November 2015 to rationalise the number of separate sets of Financial Statements produced. Two amalgamations have been implemented for 2016 with a further three due for review in 2017.
- The Screening Services Unit has processed 1,604 police check applications January to mid September 2016 with 91% relating to volunteer positions within the Uniting Church and related agencies.
- The allocation of expenditure for the Refugee Support Fund, Uniting Church SA Relief Fund, Drought Assistance Appeal, UCSA Building Fund and PWC Library Fund is handled by the Finance Team. Transactions for the period 1st January 2016 to 31st August 2016 are as follows:

	Receipts (\$)	Payments (\$)	Closing Balance (\$)
Refugee Support Fund			
Uniting Church SA Relief Fund (including Refugee Support Fund)	31335	9816	219984
Drought Assistance (non-DGR)	0	0	28,533
Uniting Church SA Building Fund	29046	0	227405
PWC Library Fund	77	25	2470

3.2 Human Resources (Karen Granger, Manager Human Resources)

The Human Resources team has the key purpose of driving continuous improvement in human resource and health and safety related practices, through the provision of high level leadership, resourcing and organisational systems and support to employees, volunteers and some areas of specified ministries. The Human Resources team continues to contribute towards a positive culture and a climate of growth, health and community, enabling Uniting Church SA to provide a healthy work environment with opportunities for staff and management to grow, feel valued and meaningfully contribute to the work of the Church. Congregations are supported by means of advice, resources and facilitation to assist in the fostering of good practices and management of human resource compliance. The work of the Human Resources team encompasses the management of risk within the context of our mission and ministry environment.

Workplace Compliance and Policy Development

Workplace policy development and review is an ongoing requirement to ensure legislative compliance and good management practices are adapted and maintained. During 2016 this emphasis has continued with the review of many existing policies and the development of new policies underway. Earlier this year the Whistle Blower Policy was introduced. Policies and other information pertaining to work place practices are accessible on the Uniting Church SA website. There are opportunities for congregations and ministry centres of the Presbytery & Synod to comment on *approved drafts* of new policies prior to finalising.

Recruitment and Appointments of Key Lay Positions

A number of positions have been appointed towards the end of 2015 and during 2016. These appointments are due to staff resignations and some of the organisational structural changes of 2015:

- **Presbytery & Synod Office:** Executive Officer-Pastoral Relations & Mission Planning, Manager Property Services, Project Officer-Justice Review, Personal Assistant/Administration to EO Uniting Care, CRM Solutions Developer, Congregation Finance Officers (two positions), Project Officer-Church Planting, Project Officer-Events Systems Development, Congregational Website Officer, Procurement Officer, New Times Intern

- **Uniting College for Leadership & Theology:** Communications Officer, Administration Officer, Administration Assistant
- **Uniting Venues:** Booking Coordinator, Customer Service Officer

Communication Initiatives

- Continuous review and development of web-based resources with the aim of increasing the customer service levels for congregations and Councils of Synod. Councils of Synod refers to Uniting Church SA Presbytery and Synod Office, Uniting College for Leadership & Theology, Uniting Venues SA, and Uniting Aboriginal and Islander Christian Congress.
- Opportunities continue to be sought with the purpose of creating a greater awareness of Human Resource practices and related work, health and safety information. These include presentations in congregational-based meetings such as Treasurers' workshops, Mission Networks and Ministry Orientation Days. Human Resources is also continually seeking Uniting Church SA communication sources where they can publish articles, such as the regular feature in the *Dollars & Sense* electronic resource.

Professional Development:

- Professional development of staff, management and leaders continues to be a focus. Initiatives of leadership skills, management skills, coaching, specific areas of expertise, succession planning, up-skilling, on the job training, benchmarking industry standards and compliance, are included in the many aspects of professional development. Individuals, ministry centres and other groups participate in the range of these professional development initiatives. Some of the more recent initiatives have included working with resilience, customer service skills and communication skills.
- A Workforce Development Plan (WDP) framework is currently being explored which will focus on encompassing new and current training and development initiatives. The WDP will better support the development of management and staff of the Councils of Synod and make recommendations for the development of staff and volunteers within congregations. The scope of the plan will also include specialised development resources and mandatory training needs to ensure compliance requirements are met.

Challenges:

The challenges primarily relate to managing the implications of employee relations, employment law, volunteer engagement and work place health and safety, which are all constant within the complex and unique governance structures of the Church. The challenges faced by volunteer church council members, ministry teams and other officers of the Church are recognized as together we navigate this increasingly complex sphere.

3.3 Information Technology and Telecommunications (Marc Furmage, Manager IT&T)

IT&T continues to provide high quality IT services to the Synod, Uniting College (UCLT), Uniting Venues SA (UVSA) and the Adelaide Theological Library (ATL). The last 12 months has been both challenging and rewarding.

Completed Improvements

- An audit of the Synod IT&T function was conducted during the second half of 2015 and the results were again excellent with only minor recommendations being identified. This continued to show the maturity of the network and its security measures.

- IT&T has performed an email migration from an ageing on-premise server to a cloud based provider for Synod and UVSA staff. This migration was completed with minimal disruption and is now providing improved capability with less day to day management required.
- Further architectural and minor improvements have been undertaken at Brooklyn Park to enhance the IT systems and prepare for further planned improvements.
- The Synod phone system has been upgraded and “virtualised” onto our existing servers (removing the reliance on a physical appliance) which provides the same experience but with increased reliability and disaster recovery capabilities.
- IT&T continues to support all Presbytery and Synod meetings.
- IT&T has successfully upgraded our storage at both our production and Disaster Recovery sites to cater for future growth.

Future

- An IT Audit will be conducted again in the second half of 2016.
- Implementation of Microsoft Dynamics CRM software, to provide a single system to allow greater information sharing across the organisation, will continue throughout 2016 and into 2017 and beyond.
- IT&T is currently renegotiating its landline telephone and internet / network contracts in the hope of achieving ongoing savings.
- IT&T is currently working on a project to better utilise cloud storage and sharing solutions.
- IT&T will be migrating UCLT, ATL and possibly ACD to the Synod phone system to achieve better interoffice communication as well as significant ongoing savings.
- IT&T is currently working on upgrading our ageing SQL servers
- IT&T will be providing support on two significant upcoming building projects at 212 Pirie and Brooklyn Park

3.4 Insurance Services (Tony Philips, Manager Insurance Services)

Insurance Services provides insurance programs to Uniting Church entities including protection for liability, property, travel and personal accident risks at an affordable premium. This is achievable due in part to the significant purchasing and negotiating power of the Uniting Church “umbrella” group which includes agencies, schools, aged care and St Andrew’s Hospital. Insurance Services works collaboratively with the UCSA group members to present a unified approach and to assume more control of our insurance program.

While continuing to focus on reviewing the terms and conditions of our policies and ensuring the best possible protection is being provided by our Brokers and Insurers, it is always our goal to achieve greater efficiency in cost control and improve services to Congregations. As a result more initiatives were implemented, which included:

- the introduction of quarterly instalments to congregations enabling us to recover 66% of the 2016 premiums earlier in the year compared to last year, saving us interest on borrowed funds.
- an increase in the age limit for Volunteers under our Personal Accident cover from 85 to 100
- an increase in the age limit for everyone travelling under our Travel insurance cover from 85 to 90
- a reduction in the basic excess for motor claims from \$1,000 to \$500
- more reviews of sums insured on buildings which are heritage listed and previously had an agreed value
- the addition of more service providers to assist Congregations in lowering claims management costs

Insurance Services Website

A new insurance web page is being developed to provide information on insurance. Insurance Services will continue to focus on highlighting ways to minimise the risk of claims and maintain properties adequately. Introducing proactive measures to reduce claims costs assists in keeping premiums to a minimum whilst not affecting cover.

Claims

The number of insurance claims reported this year is about the same as last year, however claims can often be reported some time after they occur. Weather related events were relatively mild which contributed to the lower numbers and costs of storm claims. Additionally, a number of property losses reported have been under the \$500 excess which also contributed to lower the number of claims. Congregations are encouraged to report losses or damage as soon as possible after the event to expedite the claims process and resolution and to assist Insurance Services to monitor and control costs.

3.5 Investment Services (Paul Barnett, Manager Investment)

The Uniting Church Investment Committee (UCIC) is mandated to manage the investments of the Presbytery/Synod, including UC Invest, Uniting Foundation and Mission & Service Fund. UCIC also provides oversight to other fund entities that report via the Resources Board. The UCIC considers investment returns, asset allocations and risk management on an individual investment entity basis as well as the consolidated level of the total asset base of the Synod.

UC Invest financial reports for the year ended December 2015 was tabled at the June 2016 Presbytery and Synod meeting. The signed and audited financial statements for all UC Invest entities (including their investment portfolios) can be viewed on the website at ucinvest.com.au.

UC Invest has continued to strengthen its financial position in 2016 maintaining an investment portfolio with a focus on quality investments that are paying strong levels of income. At the time of writing this report, investment markets have had a mixed start to the 2016 calendar year. The Australian Stock Exchange indices are now recording positive returns (after being negative earlier in the year) while interest rate based investment returns are at historical lows. The funds with a diversified investment portfolio should have a positive year assuming the Stock Market does not decrease substantially from here. Investors with a conservative investment portfolio weighted towards fixed interest will have a flat year, as income continues to decrease.

So far, UC Invest results indicate this will be a fair year, noting that income from many investments is low, but at the same time, interest rates paid to investors have decreased in line with market interest rates. This result bodes well for UC Invest's capacity to continue to produce a sustainable income flow in the form of a grant to the Mission & Service Fund annually (budgeted to be \$2.075 million in 2016).

Last year in this report we stated "It must be noted that consumer sentiment is low, economic growth is subdued, local manufacturing is reducing, unemployment is rising and a section of economists are suggesting that house prices may have grown too high in Sydney and Melbourne on the back of historical low interest rates. These are signs that the Australian economy may be in for a bumpy ride over the next couple of years, which will translate to uncertainty on investment markets as well, for both asset pricing and investment returns". It seems that not much has changed in twelve months. Between an indecisive election result in Australia, Brexit, debt concerns in China, tension in the South China Sea, instability in the Middle

East and what could be a volatile next US presidency; investment markets are guarded and nervous. When the Global Financial Crisis hit almost a decade ago, most thought our markets would be back to pre 2008 highs in 3 to 5 years, however history will show that it has been a slog, and markets are probably not likely to produce strong returns for a number of years.

3.6 Property Services (Matt Wilson, Manager Property Services)

The Property Services team has continued to oversee the property assets of the Church including property sales, land purchase and the alteration and upgrade of existing properties. The team has been involved in a number of major activities during the past year including the completion of large projects including Playford UC, Croydon Park UC, Salisbury UC, The Grove UC and the UAICC project at Salisbury North.

Projects

The following projects have been completed since November 2015:

- 212 Pirie Street – Solar panel installation
- Croydon Park UC – kitchen/ hall refurbishment and security improvements
- Salisbury UC – Stage 1 Revitalisation Project – relocate Salisbury UC office and Uniting in Care Salisbury to main building
- Yankalilla UC – Hall and toilet additions
- The Grove UC – upgrade of existing community spaces and carpark
- UAICC – Salisbury North- addition of new kitchen and community space and carpark
- UAICC – Salisbury North – internal upgrade
- Whyalla UC – replace asbestos roof
- Coromandel Valley UC – upgrade retaining wall
- Coromandel Valley UC - external building maintenance
- UC Historical Society- electrical upgrade
- Clayton Wesley manse 269 Beulah Rd – reroof
- Marion UC – air conditioning upgrade
- Playford UC – solar panel installation
- Playford UC – external / landscaping works
- Port Adelaide UC – demolition of unsafe building, Charlotten Street Hall
- Woodville UC – demolition of unsafe building , Church St Cottage
- The Corner UC – roof and stormwater maintenance
- Poonindie UC – replace external cladding and windows
- The Vines UC – new playground
- St Andrews by the Sea UC – commercial kitchen upgrade
- Mount Pleasant – roof and gutter repairs
- Blackwood UC - air conditioning
- Bridgewater UC – internal upgrades , Community Centre
- Fulham UC – roof maintenance
- Scots UC – agreement with neighbouring project owner to construct scaffold access on Scots roof
- Meadows UC – emergency repairs and stormwater upgrades

Transactions

The following property transactions have also been completed:

Purchase (1)

- Yankalilla – manse

Sale of churches (2)

- Seacombe (Seaview Downs)
- Tanunda

Sale of manses (7)

- Blakeview (Playford and One Tree Hill)
- Huntfield Heights (Noarlunga)
- Flagstaff Hill (Synod)
- Pt Augusta (Frontier Services)
- Kurralta Park (Hare St)
- Mt Gambier
- Osborne (Lefevre)

Sale of other property (2)

- West Lakes United Retirement Village
- Yankalilla – vacant land

3.8 Uniting Venues SA (Mark Lee, General Manager Uniting Venues SA)

Mission

The mission of Uniting Venues SA is to provide opportunities for exploring faith, fostering community, creative learning and leadership development through exceptional Christian hospitality.

Our 2020 objective is to serve 30,000 guests annually.

Overview

Uniting Venues SA has continued to prosper due to an emphasis on customer service and the growth of Beyond Limits Outdoor Education which has grown from six activity programs in 2012 to an expected 100 programs in 2016. 2015 ended with a favourable financial result for Adare and Nunyara. Nunyara recorded income above \$1,000,000 for the first time and \$20k was gifted by Adare and Nunyara to the Mission and Service Fund. All venues are presently debt free.

UVSA Committee

The UVSA Committee met quarterly to discuss matters of strategic importance. The committee spent a large amount of its time researching and drafting the Uniting Venues SA Mission and Business Plan 2017 – 2020. The plan identifies opportunities to make better use of some facilities as well as the need for maintenance and upkeep.

Adare and Nunyara

Adare and Nunyara have continued to prosper due to a fresh emphasis on service as well as the growth of program camps. Group occupancy at Adare increased whilst traditional caravan park occupancy declined. The decline in caravan park occupancy is a reflection of our transition to focus on school tent style camps

and group bookings of the cabins and camp kitchen. KCO was held at Adare for the first time and feedback has been most positive. Nunyara has had an excellent year and is benefitting from the playing field, campfire and activities installed in 2014. Recent growth has placed pressure on Nunyara's back of house facilities – plans to address this are include in the new business plan.

Beyond Limits

Beyond Limits Outdoor Education has provided new business opportunities for Adare, Nunyara and Tarooki and for the first time operated on the Yorke Peninsula. Uptake of tent style camps and social justice programs have been steady but a greater increase will be welcomed. There has been a further focus on meeting with and educating school chaplains about the service Beyond Limits provides. This is expected to help drive business growth.

Emmaus, Tarooki and Thuruna

The Emmaus Committee has been busy with the additional responsibility of managing the nearby Halbury Memorial Hall and sporting oval. The hall has been a significant focus for the Committee during the reporting period. Tarooki has attracted new groups due to in-house catering activity programs and commencing construction of permanent activities. Thuruna has enjoyed a solid year of bookings including KCO Eyre Peninsula. The Committee has been active in involving local school students in land-care projects and has been busy planning the next stage of ongoing maintenance.

Conclusion

UVSA is grateful for the support of Presbytery and Synod and the various Uniting Church groups which attend our venues. Hosting KCO at Adare was the highlight of the year and, for many, is considered to be the pinnacle of the past five years of work. If you haven't visited for a while and are considering a Church or youth camp in 2016, current information about our venues and Beyond Limits is available on our website www.unitingvenuesssa.org.au.

3.9 Work Health Safety (Wayne Booth, WHS Coordinator)

This year saw the introduction of a specific Work Health Safety (WHS) Coordinator (0.6 FTE) role within the Presbytery and Synod to provide additional specialist support and guidance across the Human Resources, Property Services and Insurance Services departments. The role is also key in leading WHS and compliance across the entities of the Presbytery and Synod and provides additional specialist support, guidance and resources to facilitate compliance by Congregations.

Since the introduction of this role there has been a comprehensive review of the existing WHS Management System resulting in a gap analysis and the development of a two-year initial action plan to provide a clear strategy for ongoing improvement. The planned developments currently achieved, and in progress during the first phase of the action plan include:

- Provide a specific WHS area on the UCSA website and consolidate existing information to provide clearer access and focus.
- Include WHS specific areas to all UCSA property inspections and provide clearer feedback on compliance issues.
- Support and lead the existing WHS 'corporate' site groups to ensure ongoing improvement, compliance and sharing of good practice and resources.
- Introduce and encourage WHS Officer training to all existing UCSA Presbytery and Synod Officers.

- Support and lead internal investigations, Return to Work (WorkCover) cases, and provide additional support and guidance to Congregations in these areas.
- Review existing WHS Policies, provide improved access, additional guidance material and resources to all UCSA entities.
- Provide a clear plan for the development and implementation of new WHS policies to ensure compliance and best practice.

Challenges

The unique and complex structure of the Uniting Church requires that WHS be managed locally rather than centrally and this adds another area of governance to Congregations, who have varied and often limited levels of resourcing to be able to manage this. Building a clearer picture of WHS implementation across the Uniting Church as a whole will require greater feedback and review from Congregations, which will potentially add to this responsibility.

To facilitate this, there will need to be clearer, more focused methods and resources available to Congregations together with more opportunities for direct and intensive guidance and support. Ensuring that the basic compliance requirements are being met and then feeding in additional and ongoing improvement is a manageable way forward.

Recognition of Resources Team

The Resources team strives to provide exceptional service built on trust, integrity and clear communication. Each team member plays an important role as they utilise their knowledge, skill and unique gifts to serve the Church. The team members are commended not only for their contribution but also for the spirit in which they approach their work. The Resources team is mindful of the many others who willingly serve in like roles within their Congregations across the Presbytery. We hope that together our service has made the Church stronger.

The contribution of each team leader (as named against each operational sub-report) is greatly appreciated. Furthermore, we note with particular appreciation the contributions of Astrid Kuivasaari, General Manager Resources and Leah Hopton, Executive Assistant.

Recognition of Commitment

Finally, it is appropriate to recognise the generosity of all Board and Committee members who share their experience, skills and expertise across the wide range of Resources Board responsibilities. This generosity, including the time given to prepare for and attend meetings, has progressed many matters relating to the Church's property and financial resources. Thank you to those people who have faithfully served the Church in the following committees and associated task groups.

- Property Trust
- Resources Board
- Property Committee
- Risk Management Committee
- Uniting Church Investment Committee
- Uniting Venues SA Committee

- Representatives on the Ethical Investment Working Group
- Representatives on the Brooklyn Park Refurbishment Team

The table below indicates the range of skills which are offered to the Church by the Resources Board members:

Board Member	Area of Specialisation
Rev Dr Graham Humphris (Chairperson)	Mission Resourcing, Uniting Church Ethos & Polity
<i>Ex Officio</i>	
CEO/General Secretary Rev Nigel Rogers	Corporate Governance, Uniting Church Ethos & Polity, Mission Resourcing
Moderator Dr Deidre Palmer	Mission Resourcing, Uniting Church Ethos & Polity
Executive Officer, Resources Peter Battersby	Financial Management, Corporate Governance
Executive Officer, Mission Resourcing Rev Dr Amelia Koh-Butler (Concluded 9 th September 2016)	Mission Resourcing, Uniting Church Ethos & Polity
Executive Officer, Pastoral Relations and Mission Planning Rev Philip Gardner (Commenced 9 th September 2016)	Mission Planning, Uniting Church Ethos & Polity
<i>Other</i>	
Tom Adams	Investment, Finance, Corporate Governance
Rob Williamson	Property
Dr Alice McCleary	Financial Management, Corporate Governance
Steve Roder	Law, Corporate Governance, Property, Financial Management
Rev Ross Honey	Mission Resourcing, Uniting Church Ethos & Polity, Financial Management
Observer (non-voting)	
General Manager Resources Astrid Kuivasaari	
Manager Investment Paul Barnett	
Secretary (non-voting)	
Leah Hopton	

4. FORWARD THINKING

During 2017, the Resources Board and Ministry Centre will focus on:

1. Overseeing the Brooklyn Park Refurbishment Project finances
2. Developing relationships within the Resources Team and throughout the Presbytery
3. Continuing conversations regarding strategies for enhanced property stewardship
4. Overseeing the implementation of the 2017 Mission and Service Fund budget

5. Understanding and engaging in the Presbytery and Synod key directions
6. Establishing a risk management policy and constructing a Synod wide risk register

In addition to these, the Resources team will continue to focus on strengthening its service to congregations and Presbytery and Synod and looks forward to working alongside volunteers and Church Officers as together we seek to grow God's Church.

5. PROPOSALS

That the Presbytery and Synod:

Approve the adoption of the financial statements for the Hope Mission Network and the Northern Rural Mission Network for the year ending 31st December 2015.

Proposers:

Dr Alice McCleary

Member and Representative, Resources Board

Peter Battersby

Executive Officer, Resources

Rev Dr Graham Humphris

Chair, Resources Board

11 October 2016

Peter Battersby

Executive Officer, Resources

The Parkin Mission of South Australia Incorporated

Report to Synod for the Year ended 31st December 2015

The Mission was established by the Hon William Parkin in 1882 and incorporated in 1888. The main purposes of the Mission and the functions of its Governors are:

1. The payment of annuities to twenty widows.
2. The payment of grants to Synod for congregations, rural ministry and other ministries including chaplaincies.
3. The management of its funds.

Summary of Finances to 31st December 2015

	Actual		Intended	
	2014 \$000	2015 \$000	2016 \$000	2017 \$000
Grant to Synod***	1,128	1,159	1,188	1,212
Additional One-off Grant		50	120	
Widows Benefactions	23	22	24	
Operating Income before Grant and Benefactions	1,531	1,536		
Capital gain/(loss)*	332	(467)		
Capital and Reserves** (excluding accrued income)	19,449	18,982		

*Under the terms of the Deeds, the realised gains on the sale of investments are not part of the Mission's Operating income and are not available for distribution.

** Value of Funds. The Mission invests for long term gain to increase the value of Funds, but this is affected by market fluctuations.

*** The Mission aims to increase the annual grant to Synod by the percentage increase in stipends and related allowances for the year of the grant, but this is dependent on accrued income and the income earned on investments during the year.

Performance of Funds to 31st December 2015

	1 year	3 years	5 years
	%	%pa	%pa
Income return (including imputation credits)	7.6	8.0	7.8
Capital gain/(loss)	(2.3)	7.1	4.7
ASX200 increase/(decrease)	(2.1)	13.9	11.6

Donald Sarre
President

Annuity to widows

Widows Benefactions for 2016 will be \$1,200 each (\$1,200 in 2015)

The Parkin Trust Incorporated

Report to Synod for the Year ended 31st December 2015

The Trust was established by the Hon William Parkin in 1872 and incorporated in 1876. The main purposes of the Trust and the functions of its Governors are:

1. The payment of grants to the Uniting College for Leadership and Theology for the education and maintenance of students for the Ministry.
2. The management of its funds.

Summary of Finances to 31st December 2015

	Actual		Intended	
	2014 \$000	2015 \$000	2016 \$000	2017 \$000
Grant to the Uniting College For Leadership and Theology*** Additional One-off Grant	277	285	292 30	298
Operating Income before Grant*	386	388		
Capital gain/(loss)*	105	(95)		
Value of Funds** (excluding accrued income)	4,676	4,581		

*Under the terms of the Deeds, the realised gains of the sale of investments are not part of the Trust's Operating income and are not available for distribution.

** Value of Funds. The Trust invests for long term gain to increase the value of Funds, but this is affected by market fluctuations.

*** The Trust aims to increase the annual grant to the Uniting College by the percentage increase in stipends and related allowances for the year of the grant, but this is dependent on accrued income at the beginning of the year.

Performance of Funds to 31st December 2015

	1 year %	3 years %pa	5 years %pa
Income return (including imputation credits)	7.6	8.1	7.9
Capital gain/(loss)	(1.9)	7.2	5.1
ASX200 increase/(decrease)	(2.1)	13.9	11.6

Donald Sarre

President

THE UNITING CHURCH ARTS AND CULTURAL DEVELOPMENT GROUP

The Uniting Church Arts and Cultural Development Group was incorporated on 4 January 2007.

Under the governing Rules, the "management committee" means the Resources Board of the Uniting Church in Australia Property Trust (S.A.). The Uniting Church Arts and Cultural Development Group Incorporated is registered with the ACNC and as such is required to provide financial statements as part of the Annual Information Statement. These financial statements were presented to the Presbytery meeting in June.

The purposes of the Uniting Church Arts and Cultural Development Group Incorporated are:

1. Promoting the use of music, drama and visual arts to enhance interaction between church and community
2. The preservation, restoration and development of the historic musical instruments in heritage church buildings
3. The development of artistic talent among Church members and increase participation in the arts within the community
4. Promoting the preservation of the cultural heritage of the Church.

The Uniting Church Arts and Cultural Development Group Incorporated is endorsed to operate two Deductible Gift Recipient (DGR) funds listed on the Register of Cultural Organisations:

1. the Wesley Church Kent Town Organ Fund, endorsed from 16 October 2008; and
2. the Centre for Music Liturgy and the Arts Fund, endorsed from 22 February 2011.

Wesley Church Kent Town Organ Fund

The objects and principal activities of the Wesley Church Kent Town Organ Fund are to provide funds for the preservation, restoration and development of the historic organ located in Wesley Church, Kent Town, South Australia.

The expenses incurred for the preservation, restoration and development of the historic organ located in Wesley Church, Kent Town are paid directly from this fund and are met 100% by this fund. During the year, springs in the pedal board were replaced. They were fitted when the previous pedal board was replaced in 1964 and after fifty years of continuous use their resistance to load from feet on the pedals caused the springs to lose stiffness and become uneven.

This instrument, one of the largest in Adelaide with excellent tonal qualities and in a church with good acoustics, was enjoyed by a large number of people during the year. In addition to the regular use for services of worship it was played on a number of occasions for the wider community including large funerals, weddings and school services for Prince Alfred College and Pembroke School. Special services during 2015 with the organ featured Stainer's Crucifixion sung by an augmented choir, the 150th Church Anniversary, the recognition of 50th years of Ordination of Uniting Church ministers and the Adelaide Harmony Choir Anzac Day concert.

In March, Martin Setchell, an international concert organist resident in New Zealand, performed an outstanding recital as part of the sesquicentenary celebrations of the church. During History SA month in

May, Graham Bell gave a recital and lecture featuring the music composed by former South Australian organists.

Popular community concerts are held once a month throughout winter and early spring and include recitals by Adelaide organists. This is a regular feature of the annual program of music concerts held at Kent Town as part of community outreach.

Centre for Music, Liturgy and the Arts Fund

The objects and principal activities of the Centre for Music, Liturgy and the Arts Fund are:

To provide finances for the exploration and development of Christian music and liturgy, with a particular emphasis on choral music; songs for worship; sung liturgy; written liturgy and engagement with the creative arts in worship. The Centre for Music Liturgy and the Arts is a Mission Resourcing Centre of the Uniting Church in South Australia.

It is funded partially by service fees invoiced to The Uniting Church Arts and Cultural Development Group Incorporated, paid from the Centre for Music Liturgy and the Arts Fund, and partially by grants from the Uniting Church in South Australia, and ticket sales and registration fees for concerts, conferences and other events.



Uniting Venues SA

Uniting Venues SA
Ministry and Business Plan
2017 - 2020

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Executive Summary

Overview

Uniting Venues SA (UVSA) is a ministry of Uniting Church SA (UCSA) and leading provider of camps, retreats and programs for Church, school, community and corporate groups within South Australia.

UVSA has a team of approximately 75 permanent, casual and volunteer staff spread across Adare Camp and Caravan Park, Emmaus Campsite, Nunyara Conference Centre, Tarooki Campsite, Thuruna Campsite and Beyond Limits Outdoor Education. Each venue has a distinctively different character and is ideally suited for different types of groups and activities. Beyond Limits provides tailored programs at UVSA venues as well as at external locations.

We are privileged to serve approximately 25,000 people every year. For many of these people this is their only face-to-face contact with UCSA. Our aim is to ensure that each contact is a positive experience of exceptional Christian hospitality.

One way that groups develop a vibrant faith in Christ and God's mission is by getting away from their usual environment to a place where they can reflect, connect and extend. Our venues and programs provide unique settings for people to explore and respond to their need for spiritual experiences. Our staff aim to enhance the environment by modeling a vibrant faith and provide resources that support discipleship.

Spending time at a Uniting Venues SA facility assists UCSA and other Christian organisations to explore new ways of connecting with their communities and relating their faith to daily life. Groups are able to get to know each other very quickly in a residential setting and make valuable progress in exploring faith and building relationships. The discount that all UCSA groups receive is especially valuable for groups with limited resources.

Every venue is a welcoming place. A variety of groups and other Christian denominations are welcomed, served and engaged with at our venues. The warm greeting and sincere service that all guests experience is a helpful example of the attitudes and behaviours that encourage peace and harmony between people with diverse cultures, lifestyles, beliefs and life experiences; providing an opportunity to experience Christian grace, service and acceptance.

UVSA has strong foundations, highly dedicated people and an exciting long-term future. Our team prayerfully looks forward to continuing to serve God's people and the broader community on behalf of the Uniting Church SA.

Methodology

This ministry and business plan has been developed and endorsed by the Uniting Venues SA Committee and is based on information and data gathered from a number of sources.

These sources include:

- consultative workshops held with Adare, Nunyara and Beyond Limits staff
- information obtained from a study tour of Victorian campsites in May 2016
- feedback received from guests and local councils
- industry data provided by the Christian Venues Association.

Governance

UVSA is operated by the Presbytery and Synod of the Uniting Church SA. UVSA receives strategic guidance from the UVSA Committee and operational direction from the General Manager – UVSA. Each venue is managed by either a centre manager or management committee dependent upon each venue's size and structure.

The General Manager UVSA reports to the General Manager, Resources. Collectively, the General Manager UVSA along with the centre managers of Adare, Nunyara and Tarooki, form the UVSA Management Team. The General Manager UVSA also provides guidance and support to each of the management committees.

Detailed roles and structures for the various appointments and committees within UVSA are listed in Presbytery and Synod by-laws.

Industry Data

UVSA is a member of the Christian Venues Association (CVA). CVA represents approximately 195 venues across Australia and provides a broad range of services and support to its members.

CVA is also a source for industry knowledge and data. In 2015, CVA conducted a pricing and occupancy survey of its members and compared the results to the same survey conducted in 2013. A snap-shot of the results included:

- The average number of annual guests grew by 14%
- The average Bed Night Occupancy Rate (BDOR) increased from 25.6% to 27% (the highest BNOR recorded was 57.1%)
- The number of venues offering supervised programs increased from 53% to 76%.

This data suggests that there has been strong recent growth in occupancy and program delivery, noting that 39 venues across Australia closed down over the same period (CVA Annual Report 2014/15).

Vision, Mission and Values Statement

Vision

As a ministry of the Uniting Church SA, we align with their vision statement: we seek to be [part of] an innovative, growing church proclaiming Jesus Christ, empowered by the Spirit to transform God's world.

Mission

Our mission is to provide opportunities for exploring faith, fostering community, creative learning and leadership development through exceptional Christian hospitality.

Values

As an extension of Christian hospitality, we aim to treat people decently, to extend honesty and grace in all our dealings, to work with a spirit of excellence and be vision-focused.

Strategic Goals

UVSA will build upon the collaborative growth and continuous improvements made in recent times in order to achieve the following goals:

- Serve/connect with 30,000 people per annum by 2020
- build upon our mission outreach activities and promotion of the Uniting Church SA
- maintain sound financial accountability and be financially sustainable through reinvesting surpluses, measured borrowings and funding grants
- support local ministry activities by providing an annual financial contribution (this includes an annual contribution to the Presbytery and Synod's Mission and Service Fund)
- invest in staff and volunteers to grow their abilities and commitment to UVSA
- progressively improve the operations of all venues to a standard where they remain eligible for accreditation / re-accreditation under the requirements of National Accommodation Recreation and Tourism Accreditation (NARTA)
- maintain and enhance outdoor education programs that build upon the mission statement of UVSA
- increase bed-night occupancy year on year

- maintain all venues in a clean, comfortable and safe condition that meet or exceed industry standards and guest expectations.

Objectives

Outreach and Service

UVSA is responsible for ensuring that each venue places significant importance on mission and that each venues' customer service culture and physical assets reflect Christ's love for us all.

Each venue is to:

- display the UVSA Mission Statement
- display a physical cross as well as Christian signs, posters and literature
- provide a suitable area for worship
- ensure front line staff have an active Christian faith
- maintain a strong affiliation with local Uniting Churches
- develop affiliations with other Uniting Churches and denominations within each venue's region
- foster and support volunteer groups
- provide exceptional Christian hospitality based on our values and Christ's perfect example.

Financial Stewardship

UVSA is responsible for ensuring that each venue is independently financially sustainable and that sound financial principles are adhered to. UVSA will encourage and assist each venue to achieve healthy annual surpluses (break even as a minimum), be prudent in their borrowings and apply for funding grants for new initiatives.

Each venue is to:

- maintain independent bank accounts and books of account
- establish an annual budget for each calendar year
- control costs and manage cash flow
- provide annual audited results
- determine fees and charges specific to the venue whilst attempting to maintain consistency with other like venues within the organisation
- contribute annually to the running costs of Uniting Venues SA.

Operational Effectiveness

UVSA is responsible for ensuring that each venue is managed and operated as efficiently and effectively as possible. On an ongoing basis and in accordance with Presbytery and Synod policy, UVSA will develop consistent policies and procedures for each venue to operate within.

Each venue is to:

- adhere to UVSA policy and procedures
- provide effective and efficient administration including a seamless booking process
- provide safe, clean and tidy accommodation and facilities
- achieve consistent positive feedback regarding booking procedures, food services, accommodation, meeting space and programs
- achieve and/or maintain NARTA accreditation status through the Christian Venues Association.

Activities and Programs

UVSA, through Beyond Limits, is responsible for ensuring that activities and programs are developed which reflect the UVSA mission statement. A strategic approach to activity and program planning is to be undertaken in order to be able to host multiple camps from the one school or organisation.

Beyond Limits is to:

- adopt a strategic approach to providing programs thus avoiding duplication of resources and the risk of creating a venue based solution that is 'all things to all people'
- provide advice and assistance to each venue with respect to compliance, risk and maintenance of equipment
- develop onsite programs for each venue to capitalise on each site's strengths
- develop off-site programs based to build on on-site programs
- maintain NARTA accreditation status through Christian Venues Association.

Business Development

UVSA is responsible for marketing, face to face client management, trade show displays, collective advertising and advising each venue on advertising initiatives. UVSA will maintain a consistent branding approach to all marketing initiatives and will advertise in publications which have a reasonable shelf-life and target the camp / group accommodation industry.

UVSA is also responsible for maintaining and enhancing internal and external networks with other ministry centres, organisations and camp coordinators such as Mission Resourcing, Uniting Outdoors and Venues Network, Schools Ministry Group, Christian Schools Association, Scripture Union and Children's Ministry Network.

UVSA will:

- follow up each school booking with an offer of a pre / post camp visit
- attend trade shows and industry gatherings to promote venues / programs
- maintain and enhance the unitingvenuesa.org.au website
- maintain and enhance social media
- send marketing material during the first week of each term to schools and clients located in South Australia and Western Victoria.

Asset Management

UVSA is responsible for ensuring that each venue maintains and improves the physical condition of buildings and assets, in consultation with the Presbytery and Synod's Property Services Team.

UVSA will:

- provide advice on preventative maintenance and assist with the production of preventative maintenance plans
- provide advice on potential building improvements based on customer expectations
- source advice in building legislation, standards, codes and matters relating to workplace, health and safety
- assist with the submission of plans for approval to Presbytery and Synod and local councils
- acknowledge the historical and environmental value of the venues.

Conclusion

Uniting Venues SA is a valuable ministry and significantly contributes to the strategic plan of Uniting Church SA. Thousands of people have stayed at our venues and been served over a long period of time - many of whom came to know Christ whilst on camp at our venues.

The future viability of the centres is dependent upon sound resource planning as well as maintaining an equal balance between mission and business practices. Furthermore, each asset must be progressively maintained to meet legislative demands and customer expectations. New ministry / business opportunities must also be explored in order to grow occupancy which in turn raises the number of people experiencing our services as well as increase income.

Overall, this plan aims to maintain and enhance:

- exemplary leadership in an exceptional service culture
- investment in structured staff training and development
- continuous improvement of all areas of operations
- adherence to regulatory compliance, risk management and accreditation matters
- plans for asset maintenance, replacement, refurbishment and enhancement
- meeting the changing expectations of the market
- the development of more options for guests
- activities and programs within a sequential camps experience
- the physical condition of facilities by steady improvements
- growth in our improving facilities through intelligent marketing.

Annexures

Annexure A – Adare Camp and Caravan Park Operational Plan
Annexure B – Nunyara Conference Centre Operational Plan
Annexure C – Beyond Limits Outdoor Education Operational Plan
Annexure D – Tarooki Campsite Operational Plan
Annexure E – Emmaus Campsite Operational Plan
Annexure F – Thuruna Campsite Operational Plan

Adare Camp and Caravan Park Operational Plan 2017 - 2020



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Overview

This plan is to be read in conjunction with the UVSA Business Plan 2017 – 2020.

Adare Camp and Caravan Park is located in Victor Harbor on spacious grounds and in close walking distance to the beach. Adare is a unique complex consisting of a camp, providing dormitory style accommodation for up to 135 guests, as well as a 50 site caravan park. The caravan park offers 50 powered sites, 6 cabins and 2 units (Peter Wood Lodge). The cabins and units are owned by the Devona Trust.

During the past five years Adare has experienced growth in both school camps and youth / family camps. This growth is attributed to the introduction of programming (Beyond Limits) and the construction of the camp kitchen / community area. However there has been a recent decline in traditional, mid-week caravan park occupancy. The decline in caravan park occupancy also presents the opportunity to assess how best to use this space with the view of increasing school camp occupancy.

Growth in occupancy has had an impact on back of house functions as well as general wear and tear of accommodation areas. The kitchen perishable and dry goods storage areas lack capacity and the bedrooms of both Adare House and Bethany are in need of some repairs and maintenance.

The previous business plan identified the need to replace the roof cladding on Adare House. For various reasons (but mainly cost) this has not yet been achieved. As external

funding efforts have proved unsuccessful, a loan to finance this necessary project is planned from 2018.

SWOT Analysis

Adare's strengths, weaknesses, opportunities and threats are identified as follows:

STRENGTHS	WEAKNESSES
<p>Business Attributes</p> <ul style="list-style-type: none"> • Well established and strong reputation • Solid occupancy rate • Diversified income streams • Experienced management and staff • In house catering • NARTA Accreditation • Supportive Committee and Synod • Links with Beyond Limits • Member – Christian Venues Association <p>Location</p> <ul style="list-style-type: none"> • Victor Harbor • Unique venue with strong character • Access to the beach • Access to river and bike path • Proximity to Heysen trail and Newland Heads Conservation Park <p>Facilities</p> <ul style="list-style-type: none"> • Two styles of accommodation plus cabins and Peter Wood Lodge (PWL) • Bethany Hall / camp kitchen • Well-presented facilities and grounds • Activity equipment • Space to develop <p>Promotion</p> <ul style="list-style-type: none"> • Website, email, Facebook • Face to face meetings 	<p>Business Attributes</p> <ul style="list-style-type: none"> • Urban location (close to neighbors) • Security (poor fencing) • Some unsupportive neighbors <p>Location</p> <ul style="list-style-type: none"> • Cold winter months <p>Facilities</p> <ul style="list-style-type: none"> • Adare House roof cladding • Overdue maintenance • One dining room / noisy • Heritage listing of Adare House • Kitchen - capacity to store stock • Bedrooms hot in summer • Staff room too small • Taking food and goods to camp kitchen • Pressure of multi purposed site <p>Promotion</p> <ul style="list-style-type: none"> • Lack of clarity of purpose – is it a camp, wedding venue or is it a caravan park. • Lack of uptake of PWL and cabins • No caravan park website
OPPORTUNITIES	THREATS
<p>Business Attributes</p> <ul style="list-style-type: none"> • Increased tent style camps • Low season tariff (June to August) <p>Programs and outdoor education</p> <ul style="list-style-type: none"> • Holiday programs for caravan park • Additional activities – movie nights, family fun • Faith development – partner with Scripture Union? • Offsite expeditions <p>Facilities</p> <ul style="list-style-type: none"> • Small group bookings of cabins and camp kitchen 	<p>Compliance</p> <ul style="list-style-type: none"> • Fire safety (room capacity) • Bunk bed standards • Child protection (potentially impacts the caravan park) <p>Competition</p> <ul style="list-style-type: none"> • Encounter Conference Centre • TOC-H • Surf and Sun • Other caravan parks <p>Financial</p> <ul style="list-style-type: none"> • Water charges • Economic climate

<ul style="list-style-type: none">• Better street signage• Outdoor seating Promotions <ul style="list-style-type: none">• Weddings• Trade shows and networks• Web media – video and virtual tours	<ul style="list-style-type: none">• No 'Schoolies'• Increased cancellations from Church groups
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Goals

Adare will build upon the improvements made in recent times in order to achieve the following goals:

- replace the roof cladding and gutters on Adare House.
- transition the caravan park from a traditional caravan park to a holiday park in order to:
 - increase Adare's child safe environment
 - provide groups with additional space for programs and free time activities
 - maximise occupancy of the cabins and caravan sites by attracting more groups / tent style camps.
- enhance the physical condition of all buildings and assets with a focus on external painting.
- upgrade bunk beds to meet current design standard.
- install a walk-in coldroom / freezer.

Key Milestones

Adare will aim to achieve the following:

- 2017 – install a walk-in cold room and freezer.
- 2017 – upgrade the bunk beds and chairs in Bethany.
- 2017/18 – replace the roof cladding and gutters on Adare House.
- 2018 – transition the caravan park to a holiday park (school holidays, Easter and long weekends - preserve the intended use of Peter Wood Lodge)
- 2018 / 19 – upgrade the bunk beds in Adare House.
- 2020 – improve the fencing around Adare.

Four Year Budget

Assumptions

Adare's Four Year Budget forecast is based on the following:

- Income from residential camps will increase annually by 3.5% each year.
- Income from the caravan park will fall in 2017 and 2018 before levelling out. This is partially offset by an increase in camp occupancy.
- Costs will increase annually by 2.0% to 2.5% each year.

- A loan of up to \$250,000 will be required to fund the replacement of the roof cladding and gutters on Adare House.
- \$15,000 will be spent annually on contract painting.

Forecast

2017 - 2020 *approved budget					
	2016*	2017	2018	2019	2020
Income					
Camp	\$798,762	\$856,719	\$916,704	\$948,788	\$981,996
Caravan Park	\$240,068	\$212,469	\$184,593	\$186,439	\$190,168
Conferences	\$15,736	\$16,051	\$16,372	\$16,699	\$17,033
Sundry	\$31,930	\$32,558	\$33,210	\$33,874	\$34,551
<i>Total Income</i>	<u>\$1,086,486</u>	<u>\$1,117,796</u>	<u>\$1,150,128</u>	<u>\$1,185,801</u>	<u>\$1,223,749</u>
Variable Costs					
	<u>\$363,611</u>	<u>\$374,519</u>	<u>\$385,755</u>	<u>\$395,399</u>	<u>\$405,284</u>
<i>Gross Surplus</i>	<u>\$722,875</u>	<u>\$743,277</u>	<u>\$765,124</u>	<u>\$790,402</u>	<u>\$818,465</u>
Expenses					
Administration Costs	\$197,634	\$202,575	\$207,639	\$211,792	\$216,028
Interest	\$0	\$1,750	\$8,500	\$8,250	\$8,000
Cleaning Supplies	\$24,429	\$25,040	\$25,666	\$26,307	\$26,965
Insurance	\$9,864	\$10,111	\$10,363	\$10,622	\$10,888
Marketing and Promotion	\$12,251	\$12,557	\$12,871	\$13,193	\$13,523
Rates and Utilities	\$87,101	\$89,424	\$92,010	\$94,681	97,048
Repairs and Maintenance	\$69,600	\$71,340	\$73,124	\$74,952	\$76,825
Tools and Equipment	\$15,000	\$15,375	\$15,759	\$16,153	\$16,557
Waste Removal	\$4,500	\$4,613	\$4,728	\$4,846	\$4,967
Staffing On-costs	\$279,371	\$286,355	\$293,514	\$300,852	\$308,373
<i>Total Expenses</i>	<u>\$699,750</u>	<u>\$719,139</u>	<u>\$744,235</u>	<u>\$761,832</u>	<u>\$779,362</u>
Net Surplus / Deficit	<u>\$23,125</u>	<u>\$24,138</u>	<u>\$20,889</u>	<u>\$28,570</u>	<u>\$39,102</u>
Non Cash Items					
	\$57,091	\$58,549	\$60,013	\$61,513	\$63,051
Capital					
	\$25,000	\$48,500	\$21,750	\$21,750	\$25,000
Loan Principal	\$0	\$5,750	\$21,500	\$21,500	\$21,500
Net Cashflow Position	<u>\$55,216</u>	<u>\$30,187</u>	<u>\$37,652</u>	<u>\$46,833</u>	<u>\$55,653</u>

Four Year Capital Expense Plan

Adare's four year capex plan is attached as follows:



Uniting Venues SA
Capital Expenditure (Proposed) - 2017 to 2020

Uniting Venues SA

Adare

2017		2018		2019		2020	
Kitchen - Coldroom / Freezer	\$25,000	Loan - Principal	\$21,500	Loan - Principal	\$21,500	Loan - Principal	\$21,500
Bethany Hall - Chairs (125)	\$12,500	Adare House - Bunk Beds (18)	\$6,750	Adare House - Bunk Beds (18)	\$6,750	Grounds - Fence	\$20,000
Bethany Rooms - Bunk Beds (16)	\$6,000	Adare House - Air-conditioning	\$5,000	Adare House - Air-conditioning	\$5,000	Contingency	\$5,000
Contingency	\$5,000	Kitchen - Brat Pan	\$5,000	Adare House - Lounges / Couches	\$5,000		
		Contingency	\$5,000	Contingency	\$5,000		
	\$48,500		\$43,250		\$43,250		\$46,500

Nunyara Conference Centre Operational Plan 2017 - 2020



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Overview

This plan is to be read in conjunction with the UVSA Business Plan 2017 – 2020.

Nunyara Conference Centre is situated in Belair on spacious grounds and overlooks the city of Adelaide. Nunyara hosts a variety of school, church and community groups and provides camp and retreat style accommodation for up to 126 people. Additionally, Nunyara hosts a number of day conferences and retreats for the conference market.

During the past five years Nunyara has experienced growth in both school camps and adult retreats. This growth is attributed to the introduction of programming (Beyond Limits) and improvements to Symons Retreat Centre (Symons House). This growth in residential camps and retreats has also had the effect of decreasing day conference income due to the largest meeting space (the Chapel) being booked for overnight groups.

Growth in occupancy has had an impact on back of house functions as well as general wear and tear of accommodation areas. The workshop, laundry, and storage areas are at capacity and the main building bedrooms are in need of some repair and maintenance. Additionally, the Chapel is governed by council imposed noise restrictions which does deter some groups (mainly weekend groups) from booking the venue.

The previous business plan identified the need for a further meeting space. Whilst research and investigation was undertaken, the high costs of a new building without a comparable increase in revenue has meant a viable business plan was not able to be

achieved. The planned departure of Stillpoint in early 2017 presents the opportunity to assess how best to use this space with the view of creating a low cost meeting space.

SWOT Analysis

Nunyara's strengths, weaknesses, opportunities and threats are identified as follows:

STRENGTHS	WEAKNESSES
<p>Business Attributes</p> <ul style="list-style-type: none"> • Well established and strong reputation • Solid occupancy rate and value for money • Experienced management and staff • High volume of return business • Quality of meals • NARTA Accreditation • Supportive committee and Synod • Links with Beyond Limits • Member – Christian Venues Association <p>Location</p> <ul style="list-style-type: none"> • Access to City • View • Access to public transport • Proximity to Belair National Park <p>Facilities</p> <ul style="list-style-type: none"> • Two distinct styles of accommodation • Well-presented facilities and grounds • Chapel • Tennis/basketball court • Activity equipment • Space to develop <p>Promotion</p> <ul style="list-style-type: none"> • Website, email, Facebook • Face to face meetings 	<p>Business Attributes</p> <ul style="list-style-type: none"> • Urban location (close to neighbors) • Security (no fencing) • Noise restrictions • One dining room • Accommodation capacity • Not family friendly (price and play equipment) • Limited regular Christmas / New Year's bookings. <p>Facilities</p> <ul style="list-style-type: none"> • Physical gradient • Heritage listing of main building and Chapel • Kitchen - capacity to store stock • Capacity of laundry and storage of linen • Maintenance on buildings • Symons Retreat Centre stairs – step and difficult climb <p>Promotion</p> <ul style="list-style-type: none"> • Delayed WOW factor upon arrival
OPPORTUNITIES	THREATS
<p>Business Attributes</p> <ul style="list-style-type: none"> • Increased retreat / corporate groups • Increased music camps • Low season tariff (Nov to Jan) • In partnership – mission camps <p>Programs and outdoor education</p> <ul style="list-style-type: none"> • Urban program for rural schools • Onsite leadership training <p>Facilities</p> <ul style="list-style-type: none"> • Stillpoint space - additional meeting space or additional accommodation / meeting space • Outdoor community space <p>Promotion</p> <ul style="list-style-type: none"> • Trade shows and networks • Web media – video and virtual tours 	<p>Compliance</p> <ul style="list-style-type: none"> • Bushfire and fire safety (room capacity) • Bunk bed standards <p>Competition</p> <ul style="list-style-type: none"> • Camp Warradale • YHA Adelaide <p>Financial</p> <ul style="list-style-type: none"> • Water charges • Economic climate • Increase of cancellations from Church groups and / or declining numbers

Goals

Nunyara will build upon the improvements made in recent times in order to achieve the following goals:

- convert the building currently occupied by Stillpoint into one large meeting space (subject to approval of a business plan).
- construct a garage to house a workshop, laundry and storage area.
- improve the step access to Symons' Retreat Centre
- enhance the physical condition of all buildings and assets in particular the main building bedrooms.
- upgrade bunk beds to meet current design standard.
- install a walk-in freezer
- continue to develop site activities.

Key Milestones

Nunyara will aim to achieve the following:

- 2017 – refit the building currently occupied by Stillpoint.
- 2017 – improve stair access to Symons Retreat Centre.
- 2018 – construct a new workshop to include a laundry and storage space.
- 2018 – install a walk-in freezer in the kitchen.
- 2019 – complete the refurbishment of the main building bedrooms.
- 2020 – resurface the tennis / basketball court.

Four Year Budget

Assumptions

Nunyara's Four Year Budget forecast is based on the following:

- Income from residential camps will increase annually by 3% each year.
- Costs will increase annually by on average 2.0% to 2.5%.
- The refit of the current Stillpoint space and construction of a new workshop and laundry facility will be funded from current cash reserves.
- Lost rental income from Stillpoint (approximately \$12,000 per annum) will be offset by meeting room charges and an increase in occupancy.
- \$15,000 will be spent annually on contract painting.
- \$20,000 will be spent in 2020 to resurface the tennis / basketball court.

Forecast

2017 - 2020					
* approved budget					
	2016*	2017	2018	2019	2020
Income					
Camp	\$809,183	\$837,504	\$866,817	\$897,156	\$928,556
Retreat Centre	\$109,215	\$113,038	\$116,994	\$121,089	\$125,327
Conferences	\$74,465	\$77,071	\$79,769	\$82,561	\$85,450
Sundry	\$46,020	\$34,440	\$35,129	\$35,832	\$36,548
Total Income	\$1038,883	\$1,062,054	1,098,709	\$1,136,873	\$1,175,882
Variable Costs					
	\$401,633	\$411,674	\$421,966	\$432,515	\$443,328
Gross Surplus	\$637,250	\$650,380	\$676,743	\$704,122	\$732,554
Expenses					
Administration Costs	\$161,875	\$183,152	\$187,731	\$192,424	\$197,2355
Cleaning Supplies	\$14,431	\$14,792	\$15,162	\$15,541	\$15,929
Insurance	\$10,140	\$10,394	\$10,653	\$10,920	\$11,193
Marketing and Promotion	\$7,000	\$7,175	\$7,354	\$7,538	\$7,727
Rates and Utilities	\$61,345	\$63,723	\$65,923	\$68,198	\$69,903
Repairs and Maintenance	\$69,000	\$70,725	\$72,493	\$74,305	\$96,163
Tools and Equipment	\$15,000	\$15,375	\$15,759	\$16,153	\$16,557
Waste Removal	\$2,700	\$2,768	\$2,837	\$2,908	\$2,980
Staffing On-costs	\$258,780	\$265,250	\$271,881	\$275,254	\$282,135
Total Expenses	\$617,081	\$633,353	\$649,793	\$663,241	\$699,822
Net Surplus / Deficit	\$20,169	\$17,027	\$26,951	\$40,881	\$32,732
Non Cash Items					
	\$67,151	\$68,830	\$70,551	\$72,314	\$74,122
Capital					
	\$25,000	\$136,750	\$136,750	\$36,750	\$30,000
Net Cashflow Position	\$62,320	-\$50,893	-\$39,249	\$76,445	\$76,854

Four Year Capital Expense Plan

Nunyara's four year capex plan is attached as follows:



Uniting Venues SA
Capital Expenditure (Proposed) - 2017 to 2020

Uniting Venues SA

Nunyara

2017		2018		2019		2020	
Stillpoint - Renovation	\$100,000	Workshop / Laundry / Storage	\$100,000	Main Building - Showers (4)	\$10,000	Main Building - Toilets	\$25,000
Symons House - Stairs	\$15,000	Kitchen - Walk-in Freezer	\$15,000	Kitchen - Brat Pan	\$5,000	Contingency	\$5,000
Main Building - Showers (4)	\$10,000	Main Building - Showers (4)	\$10,000	Workshop - Ride on Mower	\$5,000		
Main Building - Carpet (4)	\$3,500	Main Building - Carpet (4)	\$3,500	Activities - Bike Trailer	\$5,000		
Main Building - Bunk Beds (10)	\$3,250	Main Building - Bunk Beds (10)	\$3,250	Main Building - Carpet (4)	\$3,500		
Contingency	\$5,000	Contingency	\$5,000	Main Building - Bunk Beds (10)	\$3,250		
				Contingency	\$5,000		
	\$136,750		\$136,750		\$36,750		\$30,000

Beyond Limits Outdoor Education Operational Plan 2017 - 2020



Beyond Limits
Uniting Venues SA

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Overview

This plan is to be read in conjunction with the UVSA Business Plan 2017 – 2020.

Beyond Limits Outdoor Education was established in 2013. The purpose of Beyond Limits is twofold: to present the Gospel through experiential learning activities and to raise young Christian leaders through discipleship and mentoring.

The management of Beyond Limits is shared amongst the UVSA management team. The GM UVSA is responsible for overall management of Beyond Limits including finance, human resources, business development and compliance. Each venue manager is responsible for the delivery of programs and development of activities at their venue. Once financially sustainable, it is envisaged that a program manager will be employed to manage Beyond Limits.

Like each venue, Beyond Limits is financially independent and operates its own books of account and bank account. Up until 2015, Adare and Nunyara had been financially supporting Beyond Limits with annual gifts of up to \$10,000 each. Beyond Limits is expected to be financially self-sustaining from 2016 and beyond.

Demand for onsite activities at Adare, Nunyara and Tarooki continues to grow organically while active business development through the addition of new programs including tent style camps, social justice and incursions has attracted new groups. There is also some evidence that expedition style camps would add value to the existing 'Sequential Camps Experience' framework.

SWOT Analysis

Beyond Limits' strengths, weaknesses, opportunities and threats are identified as follows:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Experienced leadership • Captured school market through venue bookings • Multi venues – multi year level programs • Venues with space for activities • Natural features close by - such as beaches, rivers, bike trails and national parks. • Relationship with UC Camping (Vic) • Relationship with other CVA venues • Member Outdoors SA • Christian facilitators • Synod collective insurance • Accreditation with CVA 	<ul style="list-style-type: none"> • Limited capital • No 'high end' activities • High overhead costs of camp component due to high end meals, accommodation and facilities.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Proclaim the Gospel • Enhance existing client relationships through face to face meetings • Construct additional onsite activities • Facilitator training • Relationship with UCLT • Relationship with entities associated with UCSA • Expeditions and offsite activities • Holiday camps • Increase market share 	<ul style="list-style-type: none"> • Other outdoor education providers and campsites • Government and bureaucratic red tape • Potential changes to regulations and standards, resulting in additional costs of compliance • DECS position on religion in schools

Goals

Beyond Limits will build upon the improvements made in recent times in order to achieve the following goals:

- continue to develop the sequential camp experience by intentionally targeting current guests as well as independent Christian and Catholic schools
- transition selected staff from casual to permanent part-time
- expand the number of social justice programs year on year
- intentionally increase the number of incursions (held in schools) year on year
- explore opportunities to operate from a Northern / Yorke Peninsula location
- develop mutually beneficial relationships with entities associated with UCSA
- seek to provide off-site expeditions and partnership holiday programs

- work towards employing a Program Manager by 2020.

Key Milestones

Beyond Limits will aim to achieve the following:

- 2017 – appoint two permanent part-time program coordinators.
- 2017 – investigate Certificate III in Outdoor Education for staff.
- 2018 – investigate and introduce (if viable) operating from third party venues, expeditions, and partnership holiday programs with other providers.
- 2020 – employ a Program Manager

Four Year Budget

Assumptions

Beyond Limits' Three Year Budget forecast is based on the following:

- Income from on-site programs fees will increase annually by 5%.
- Income from off-site programs fees will increase annually by 7.5%.
- Salaries and wages will increase annually by approximately 2.5%.

Forecast

2017 - 2020 *approved budget					
	2016*	2017	2018	2019	2020
Income					
Program Fees (on-site)	\$178,500	\$187,425	\$196,796	\$206,636	\$216,968
Program Fees (off-site)	\$0	\$5,000	\$5,375	\$5,778	\$6,211
<i>Total Income</i>	<u>\$178,500</u>	<u>\$192,425</u>	<u>\$202,171</u>	<u>\$212,414</u>	<u>\$223,179</u>
Expenses					
Wages – Coordinator	\$66,938	\$72,159	\$75,814	\$79,655	\$83,692
Wages – Facilitator	\$80,325	\$86,591	\$90,977	\$95,586	\$100,431
	<u>\$147,263</u>	<u>\$158,751</u>	<u>\$166,791</u>	<u>\$175,242</u>	<u>\$184,123</u>
Administration	\$4,370	\$4,479	\$4,591	\$4,706	\$4,824
Program Supplies	\$1,785	\$1,830	\$1,875	\$1,922	\$1,970
Staff On-Costs	\$20,569	\$21,083	\$22,137	\$23,244	\$24,406
	<u>\$26,724</u>	<u>\$27,392</u>	<u>\$28,604</u>	<u>\$29,873</u>	<u>\$31,200</u>
Surplus	<u>\$4,513</u>	<u>\$6,282</u>	<u>\$6,776</u>	<u>\$7,300</u>	<u>\$7,856</u>

Tarooki Campsite Operational Plan 2017 - 2020



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Overview

This plan is to be read in conjunction with the UVSA Business Plan 2017 – 2020.

The name Tarooki means “Seagull” in the local indigenous Boandik language. Tarooki is situated on two acres of natural bush land and is located within walking distance of the Robe town centre. The site provides accommodation for up to 74 people in both dormitory and ensuite twin share rooms. On-site facilities include a well-appointed conference room with full audio and visual equipment and kitchen facilities. The facility overlooks Lake Fellmongery and ideal for seminars, workshops and conferences.

In 2012 Tarooki employed a permanent part-time manager (FTE 0.5) to further develop the ministry and business model. Since this appointment, Tarooki has experienced growth in both school camps and functions / weddings. Initiatives such as in-house catering and programmed camps to schools, with a large emphasis on outdoor education, have helped grow the business. For the first three years the manager’s position was partly funded by surplus property sale funds. Since 2015 Tarooki has been able to fully fund the position.

The vision of the present management committee is to attract more people to the site including campers, the local community, the Uniting Church regionally, and those across the state who may be in need of respite in our beautiful part of the world.

Over the next five years, we see this site transitioning from the present management committee to a manager, overseen wholly by the General Manager of Uniting Venues SA. The site will continue to grow and develop, extending its facilities where possible to hosts people of all ages for work, school and recreation.

SWOT Analysis

Tarooki's strengths, weaknesses, opportunities and threats are identified as follows:

STRENGTHS	WEAKNESSES
<p>Business Attributes</p> <ul style="list-style-type: none"> • Committee Support • Member – Uniting Venues SA • Member – CVA • Idyllic location • Volunteer achievements • Solid reputation • Guest Wi-Fi • No competition close-by • Provide in-house catering • Venue manager <p>Location</p> <ul style="list-style-type: none"> • Views • Access to beach • Access to Ski Lake and other internal waterways • Proximity to Little Dip National Park • Historic Robe • Geologically rich coastline <p>Facilities</p> <ul style="list-style-type: none"> • Well-presented facility • Multi- function room <p>Promotion</p> <ul style="list-style-type: none"> • Return business • Website • Facebook • Google search <p>Programs and Outdoor Education</p> <ul style="list-style-type: none"> • Outdoor education programs offered 	<p>Business Attributes</p> <ul style="list-style-type: none"> • One group only site • Recruitment of new committee and volunteer members <p>Location</p> <ul style="list-style-type: none"> • Cost of travel to site from Adelaide • Winter months <p>Facilities</p> <ul style="list-style-type: none"> • Lack of second “messy activities” space, also available to be used by groups over the weekend when congregation is using multi-purpose space. <p>Promotion</p> <ul style="list-style-type: none"> • Locally in Robe
OPPORTUNITIES	THREATS
<p>Business Attributes</p> <ul style="list-style-type: none"> • Staff development and training <p>Facilities</p> <ul style="list-style-type: none"> • Outdoor community spaces • Another recreation space • More program activities provided on site <p>Promotion</p> <ul style="list-style-type: none"> • Weddings and better website usage • Webmedia – videos & virtual tours 	<p>Rising cost of utilities</p> <p>Changing regulations and compliance</p> <ul style="list-style-type: none"> • bunk bed standards

Goals

Tarooki will build upon the improvements made in recent times in order to achieve the following goals:

- transition from management committee to a management structure within the next four years
- extend the dining room and deck areas
- promote programs based on outdoor activities
- encourage the use of in-house catering

Four Year Budget

Assumptions

Tarooki's Four Year Budget forecast is based on the following:

- A conservative approach has been adopted and increased occupancy would improve the forecast position.
- Income from catered residential camps will increase annually.
- Costs will increase annually by between 2% to 2.5%.
- A loan of up to \$100,000 will be required to fund the extension to the dining area

Four Year Capital Expense Plan

Tarooki's four year Capital Expense Plan includes the following:

- Extend the dining hall and deck area.
- Replace the floor covering in the main hall / dining room.
- Replace external cladding.
- Replace bathroom tiling.

Forecast

2017 - 2020 *approved budget					
	2016*	2017	2018	2019	2020
Income					
Camp (self-catered)	\$70,000	\$73,850	\$77,543	\$81,420	\$85,491
Camp (catered)	\$24,500	\$25,848	\$27,140	\$28,497	\$29,922
Conferences	\$4,000	\$4,220	\$4,431	\$4,653	4,885
Sundry	\$1,700	\$1,550	\$1,600	\$1,700	\$1,700
<i>Total Income</i>	<u>\$100,200</u>	<u>\$105,468</u>	<u>\$110,713</u>	<u>\$116,269</u>	<u>\$121,997</u>
Variable Costs	<u>\$8,550</u>	<u>\$9,020</u>	<u>\$9,471</u>	<u>9,945</u>	<u>\$10,442</u>
<i>Gross Surplus</i>	<u>\$91,450</u>	<u>\$96,447</u>	<u>\$101,242</u>	<u>\$106,324</u>	<u>\$111,555</u>
Expenses					
Administration Costs	\$2,300	\$2,415	\$2,536	\$2663	\$2,689
Interest	\$3,500	\$1,250	\$3,250	\$3,000	\$2,750
Cleaning Supplies	\$1,300	\$1,500	\$1,700	\$1,900	\$2,200
Insurance	\$2,700	\$3,000	\$3,150	\$3,200	\$3,450
Marketing and Promotion	\$1,000	\$1,500	\$2,000	\$2,500	\$3,000
Rates and Utilities	\$8,000	\$9,000	\$10,000	\$11,000	\$12,000
Repairs and Maintenance	\$15,000	\$15,750	\$16,538	\$17,364	\$18,233
Tools and Equipment	\$950	\$1,000	\$1,080	\$1,166	\$1,260
Waste Removal	\$420	\$450	\$470	\$500	\$530
Staffing On-costs	\$40,000	\$43,000	\$46,000	\$49,000	\$52,000
<i>Total Expenses</i>	<u>\$75,170</u>	<u>\$78,865</u>	<u>\$86,723</u>	<u>\$92,293</u>	<u>\$98,112</u>
Net Surplus / Deficit	<u>\$16,280</u>	<u>\$17,582</u>	<u>\$14,519</u>	<u>\$14,031</u>	<u>\$13,444</u>
Loan Principal	\$0	\$2,750	\$8,415	\$8,415	\$8,415
Net Cashflow Position	<u>\$16,280</u>	<u>\$14,832</u>	<u>\$6,104</u>	<u>\$5,616</u>	<u>\$5,029</u>

Emmaus Campsite Operational Plan 2017 - 2020



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Overview

This plan is to be read in conjunction with the UVSA Business Plan 2017 – 2020.

Emmaus is a Uniting Church SA camp established in 1963 and continues to be resourced by volunteers. A committee of approximately eight people, primarily from Balaklava UC, manage the day to day operations of the site with the support of the General Manager, UVSA. There have been many milestones and highlights over the years which have been achieved through the foresight and dedication of volunteers. The passion and vision for Emmaus campsite remains strong.

The current committee is respectful of past achievements while always looking to improve the Emmaus experience for users of the camp, remaining mindful of Emmaus's prime objective of being a place to reflect God's glory.

Emmaus is operated from April to November (outside the fire danger season) by volunteers from bookings through to working bees and everything in between. The only work contracted out is for specific maintenance involving specialist skills such as electrical or plumbing work. The committee have demonstrated good judgment, making plans for improvements but only beginning projects when in a sound financial position.

Achievements

Achievements over the past five years:

- Successful celebration of 50 years of Emmaus in 2013

- Installation of solar power at the camp site which has resulted in a large reduction in electricity costs
- Tiled the floors in both the Boys and Girls dormitories
- Refurbished the Leaders Hut – including new beds and furniture
- Refurbished the Halbury Church hall
- The Emmaus committee has assumed oversight of the adjacent Halbury Community Hall
- Assisted with the planning, grant funding and installation of a new toilet block at the Halbury Community Hall (including disabled facilities)
- Upgraded the access path between the Camp site and the Community Hall.

SWOT Analysis

Emmaus's strengths, weaknesses, opportunities and threats are identified as follows:

STRENGTHS	WEAKNESSES
Dedicated committee Isolated location - getaway Volunteer achievements Well presented facility (refurbished meeting hall, new kitchen) Versatile Accommodation - Leaders' Cottage separate to Bunk Accommodation Very good bedding Return business Low cost accommodation Reputation for affordable quality – word of mouth is working well Financially responsible	Limited bed capacity (44) Lack of activities provided on site Lack of maintained playing area Isolated location - staffing Fire season Low occupancy Located on crown land Style of accommodation (open dormitory) Summer months - heat
OPPORTUNITIES	THREATS
Improve advertising & signage Review costs, cost structures, camp pricing Target church and family camps Develop facilities (convert dormitories into cabins – with veranda) Playing area and other sports facilities Outdoor BBQ area	Other campsites Government and bureaucratic red tape Rising prices - electricity, gas and insurance Difficulty in recruiting new committee members and volunteers for working bees

Goals

Emmaus will build upon the improvements made in recent times in order to achieve the following goals:

- Lining of the recreation shed and purchase a table tennis table
- Update camp toilet/shower facilities and include disabled facility
- Demolition of former Halbury church (no longer usable) and creation of car park
- Build a storage shed to free up space in Church Hall
- Reverse cycle air-conditioning in dining room
- convert current boys dormitory accommodation into rooms
- Complete an asset register for the camp site

Five Year Budget

Assumptions

Emmaus's Five Year Budget forecast is based on the following:

- Income from residential camps will increase annually by between 2% to 5%.
- Costs will increase annually by between 2% to 2.5%.

Forecast

Emmaus' Five Year Budget forecast:

Emmaus Campsite 5 Year Budget (2016 - 2020)					
	2016	2017	2018	2019	2020
Income					
Camp Fees	\$18,000	\$19,000	\$20,000	\$21,000	\$22,000
Other Income	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<i>Total Income</i>	\$20,000	\$21,000	\$22,000	\$23,000	\$24,000
Expenses					
Administration Costs	\$2,000	\$2,100	\$2,200	\$2,300	\$2,400
Rates and Utilities	\$4,000	\$4,300	\$4,600	\$4,900	\$5,200
Repairs and Maintenance	\$5,000	\$5,100	\$5,200	\$5,300	\$5,400
Equipment and Fittings	\$2,000	\$2,040	\$2,080	\$2,120	\$2,160
<i>Total Expenses</i>	\$13,000	\$13,540	\$14,080	\$14,620	\$15,160
<i>Surplus</i>	\$7,000	\$7,460	\$7,920	\$8,380	\$8,840
Capital Works	\$15,000	\$15,000		\$20,000	

Five Year Maintenance Plan

Emmaus's Five Year Maintenance Plan includes the following:

- replace doors on dorms to include new security screen doors
- install a screen door on the leaders hut
- upgrade curtains in the dormitories
- upgrade the dismantlable toilet blocks (to include disabled access).
- convert the dormitory accommodation (to include smaller rooms).

Thuruna Campsite Operational Plan 2017 - 2020



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Overview

This plan is to be read in conjunction with the UVSA Business Plan 2017 – 2020.

Thuruna, an indigenous word meaning ‘together by the sea’, is a Uniting Church camp established by volunteers in 1962. Thuruna offers groups an affordable, self-contained beachfront getaway located 16km south of Tumbly Bay. The site accommodates up to 85 people in dormitory style accommodation in the main complex, and 12 people in Hamilton Cottage. 4 powered camping sites are also available when the whole site is booked. Facilities include a commercial kitchen and self-catering facilities for up to 100 people, BBQ area, meeting hall, games area and retreat rooms within a native bush and beach setting.

Thuruna is managed by a local management committee made up of volunteers. The low number of committee members and difficulty attracting new members is a concern. A paid caretaker is contracted on a per camp basis to inspect and maintain the site. Other contractors are engaged to carry out maintenance and repairs. The number of nights booked at both Thuruna complex and Hamilton Cottage have remained fairly consistent over the past three years.

In 2015 Thuruna undertook a Business Review process which identified many opportunities for improvement. We are gradually progressing through a number of strategies to streamline our processes to reduce the workload for volunteers and improve the Thuruna experience for users of the camp, maintaining Thuruna’s prime objective of being a place to reflect God’s glory.

SWOT Analysis

Thuruna's strengths, weaknesses, opportunities and threats are identified as follows:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Ideal beachfront location • Volunteer achievements • Versatile accommodation • Low cost accommodation • Return business • Financially responsible 	<ul style="list-style-type: none"> • Backlog of maintenance • Lack of activities provided on site • Distance from major towns/ Adelaide • Low occupancy • Difficulty recruiting new committee and volunteer members
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Online Booking System making the booking process more streamlined • Improve advertising • Target church, family and school camps 	<ul style="list-style-type: none"> • Other campsites • Rising prices – electricity, gas, insurance • Available capable caretakers • Government red tape

Goals

Thuruna will build upon the improvements made in recent times in order to achieve the following goals:

- Improve local marketing, advertising and online bookings
- Expand committee
- Improve the physical condition of both buildings and assets.

Four Year Budget

Assumptions

Thuruna's Four Year Budget forecast is based on the following:

- A conservative approach has been adopted and increased occupancy would improve the forecast position.
- Income from camps will increase annually by 2%.
- Costs will increase annually by 2%.

Forecast

2017 - 2020 *approved budget					
	2016*	2017	2018	2019	2020
Income					
Camp fees and deposits	\$46,090	\$47,012	\$47,952	\$48,911	\$49,889
<i>Total Income</i>	<u>\$46,090</u>	<u>\$47,012</u>	<u>\$47,952</u>	<u>\$48,911</u>	<u>\$49,889</u>
Expenses					
Utilities	\$9,910	\$10,108	\$10,310	\$10,517	\$10,727
Council Rates	\$1,300	\$1,326	\$1,353	\$1,380	\$1,407
Insurance	\$3,900	\$3,978	\$4,058	\$4,139	\$4,221
Deposit return	\$6,900	\$7,038	\$7,179	\$7,322	\$7,469
Caretaker	\$7,200	\$7,344	\$7,491	\$7,641	\$7,794
Repairs/ Maintenance	8,000	\$8,160	\$8,323	\$8,490	\$8,659
<i>Total Expenses</i>	<u>\$37,210</u>	<u>\$37,954</u>	<u>\$38,713</u>	<u>\$39,488</u>	<u>\$40,277</u>
Net Surplus / Deficit	<u>\$8,880</u>	<u>\$9,058</u>	<u>\$9,239</u>	<u>\$9,424</u>	<u>\$9,612</u>
Major purchases					
	\$0	\$2,000	\$5,000	\$3,000	\$3,000
Net Cashflow Position	<u>\$8,880</u>	<u>\$7,058</u>	<u>\$4,239</u>	<u>\$6,424</u>	<u>\$6,612</u>

Four Year Maintenance Plan

Thuruna's four year maintenance plan includes the following:

- Repaint buildings internally
- Replacement of major assets as required