



# Resources Board and Property Trust Report

## 1. Executive Summary

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”.

This report outlines how the Resources Board and Resources Ministry Centre team have implemented the Resources Board’s mandate since it reported to the 2018 Presbytery and Synod annual meeting. It covers key strategic areas of focus including financial accountability obligations and resource governance matters.

Reports are included from operational areas of responsibility within the Resources Ministry Centre (Financial Services, Human Resources, Information Technology and Telecommunications (IT&T), Insurance Services, Investment Services, Property Services, Uniting Venues SA, Work Health Safety). The report recognises the significant contribution of Resources Board and Property Trust members, sub-committee members and Resources staff. It also commends the significant contribution of the late Mr Brian Jones OAM and Mr Donald Sarre, past Chairs and Governors of Parkin Mission and Parkin Trust. Their diligence and commitment are acknowledged with gratitude. Likewise, the report commends Rev Dr Graham Humphris for his contribution over the past 5 years as Chairperson of Property Trust and Chairperson of Resources Board. The report concludes with key areas for forward thinking.

Members of Presbytery and Synod are invited to seek clarification from authors on matters covered in the report prior to the meeting so that any research can be undertaken if required. Please forward your queries to [resources@sa.uca.org.au](mailto:resources@sa.uca.org.au) or call the office on 8236 4200.

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## 2. Summary of key activities and outcomes since November 2018

### 2.1 Key Strategic Areas of Focus

Since the 2018 annual Presbytery and Synod meeting, the Resources Board and its Executive have met on 8 occasions. The following matters outline strategic items for which the Board has exercised its oversight.

#### 2.1.1 Financial Accountability Obligations

##### 2.1.1.1 Presentation of Additional 2018 Financial Statements

In total, 30 financial statements for various entities within the Uniting Church will be prepared for the financial year ending 31 December 2018. The June Presbytery and Synod meeting adopted financial statements for 23 of the 30 entities within the church. The financial statements for the Thuruna Campsite, Community Outreach Mission Network, Hope Mission Network, 3D Net Mission Network, Northern Rural Mission Network and The Parkin Trust Incorporated and The Parkin Mission of South Australia Incorporated were pending at the time of the June meeting. These financial statements have been endorsed by the Resources Board and are now presented for adoption. The financial statements are available on the website (<https://sa.uca.org.au/documents/synoddoc/reports/section-2/S2-6-1-Additional-Financial-Statements-2018.pdf>).

The Uniting Church Investment Committee noted The Parkin Trust Incorporated and The Parkin Mission of South Australia Incorporated for which it has delegated financial oversight at its meeting in July 2019.

Of note, since the May meeting, the UCSA Building Fund has been returned to the Index. The UCSA Building Fund is one of the Synod's Deductible Gift Recipient (DGR) funds. The fund was dormant during 2018, but will remain open should it be required in the future and given DGR funds are difficult to establish. The UCSA Building Fund rules require that proper financial statements are kept. For consistency the UCSA Building Fund has been returned to the Index of Financial Statements for adoption by the Synod.

### PROPOSAL

That the Synod resolve to

1. **APPROVE the adoption of the financial statements for the year ending 31 December 2018 for**
  - a. **Thuruna Campsite**
  - b. **Community Outreach Mission Network**
  - c. **Hope Mission Network**
  - d. **3D Net Mission Network**
  - e. **Northern Rural Mission Network**
  - f. **The Parkin Trust Incorporated**
  - g. **The Parkin Mission of South Australia Incorporated**
  - h. **UCSA Building Fund**

### 2.1.1.2 Accountability for Separately Incorporated Bodies

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

The Resources Board by-law requires that the Parkin Mission of SA Inc. and Parkin Trust Inc. shall report their financial performance to the Synod through the Resources Board. Each year the governors advise the anticipated annual grant to the Mission and Service Fund and Uniting College. During 2019 Parkin Mission and Parkin Trust will provide an annual grant of \$1,266,000 and \$311,000 respectively. The grants are distributed as per the terms of the Mission and Trust through the Mission and Service Fund budget process and are approved at the annual Presbytery and Synod meeting. An annual certificate (refer Attachment 1) 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. Grants from the Trust are directed for the use of Uniting College. The annual summaries produced by the Parkin Mission and Parkin Trust Governors are attached (refer Attachment 2 and Attachment 3).

#### ***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 Synod annual meeting webpage). The financial statements for the UCACDG, which includes a summary of the activities of the Wesley Church Kent Town Organ Fund and the Centre for Music Liturgy and the Arts Fund, were presented and approved at the June meeting.

#### ***Uniting Church SA Investment Fund Ltd***

The Uniting Church SA Investment Fund Ltd (UCSAIF) was established in June 2017. UCSAIF (trading as UC Invest) was created in response to substantial changes made to the regulatory framework by the Australian Securities and Investments Commission (ASIC) and Australian Prudential Regulatory Authority (APRA) and allows the Church's investment structure to meet their requirements. The Church acquired an Australian Financial Service Licence (AFSL) in order that UC Invest can continue to offer a similar range of products and services as it has previously, and in doing so, protect future annual grants to the Mission and Service Fund.

The governance structure of UCSAIF identifies the Synod (or the Synod Standing Committee) as the appointing and approving authority. UCSAIF and the Uniting Church Investment Committee share members in common. The UCSAIF convened its AGM on 23 May 2019 and the annual report is available on the website (<https://sa.uca.org.au/documents/resources-board/2018-Financial-Report-Uniting-Church-SA-Investment-Fund.pdf>).

The continued support of UC Invest's customers is greatly valued and has enabled the Synod to operate strongly over many years. UC Invest is expected to contribute \$2,269,500 during 2019.

## 2.1.2 Resource Governance

### 2.1.2.1 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 together with accumulated deficits of \$4.3m since the global financial crisis, has eroded reserves available for future years' ministry and mission. This prompted the Presbytery and Synod to request that the then 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.

During 2015 the Presbytery and Synod meeting agreed measures to work towards establishing a sustainable financial future for the Mission and Service Fund, such that the Resources Board was able to present a balanced budget for 2016. Since 2016 Mission and Service Fund has achieved small surpluses.

The 2019 Mission and Service Fund budget was adopted at the 2018 annual Presbytery and Synod meeting anticipating a break even result. At mid-year and as a part of the 2019 budget process, the Executive Officer Resources reviewed of the Fund's income and expenses and concluded that there are no material issues that have arisen since the budget was adopted and no foreseeable changes identified 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:

- Contributions to fund the new national Safe Church Unit
- Any payments under the proposed complaints resolution (Redress) in accordance with the national Redress scheme.
- Premiums paid in excess of deceased member contributions made to their Protect and Provide Funeral accounts.

As per our practice, the proposed 2020 Mission and Service Fund Budget has been endorsed by the Resources Board and Standing Committee for the approval of this meeting and is presented in a separate paper.

#### ***Specific Entities/Funds***

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

##### RH White Settlement

Managed by the Resources Board, the RH White Settlement consists of two parts which have the primary purpose of promoting Bible studies and for such other religious or educational purposes as the Synod directs. Funding is directed towards the activities of the UCLT. During 2018 the RH White Settlement provided funding of approximately \$610,000.

##### Uniting Church Loan Fund (By-law 18.7)

Managed by the Uniting Church Investment Committee, the Uniting Church Loan Fund is held to provide loans for eligible Congregations, Faith Communities and other Uniting Church entities within

the Presbytery and Synod of South Australia for the purpose of funding approved projects. The Uniting Church Loan Fund had equity of \$9.9 million at 31<sup>st</sup> December 2018.

#### Cockrell Bequest

The Cockrell Bequest comprises funds gifted to the church by Bessie Cockrell in 1982. The Property Trust agreed to use the income from the bequest for the benefit of chaplaincy work funded through the Mission and Service Fund. The annual bequest equates to approximately \$37,000.

#### Uniting Foundation

The Uniting Foundation accepts bequests, donations and grants from individuals, congregations and organisations. These gifts are invested and the income received is used to make grants to further the work of the Uniting Church in SA. The Resources Board is responsible for the financial management, governance and oversight of Uniting Foundation. The Uniting Foundation had equity of \$5.7 million at 31<sup>st</sup> December 2018. The Resources Board approved a maximum 2019 distribution from the Uniting Foundation of \$320,000, compared with \$475,000 in 2018. This reduction in the distribution is primarily attributable to a loss on revaluation of financial assets as at 31 December 2018, reflecting a drop in the market value of funds invested.

#### Epworth SA Fund

Managed by the Uniting Church Investment Committee, this distinct fund is held with its purposes remaining consistent with the Constitution of Epworth SA Inc. During 2018 Epworth SA Fund granted the Mission and Service Fund \$671,838. At 31<sup>st</sup> December 2018 equity of the Epworth SA Fund was \$10.9 million (compared with \$11.5m in 2017).

### 2.1.2.2 Property

#### ***Brooklyn Park Refurbishment Project***

As reported previously in the General Secretary's report to the June 2016 Presbytery and Synod meeting, the Brooklyn Park Refurbishment Team (BPRT) was formed by Standing Committee in September 2015 after conversations concluded regarding alternative sites for Uniting College. 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

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

#### Northern Section

In June 2016 Standing Committee resolved that the Resources Board (in consultation with the BPRT) take action in relation to the Northern Section with a view to extinguishing the loan which was established to purchase the site from the Catholic Church. The Uniting Church (UCSA) negotiated

the sale of the northern section of the Brooklyn Park site to Emmaus Christian College (ECC), with settlement occurring August 2018.

ECC has refurbished a portion of the building to establish an Early Learning Centre together with a Reception to Year 2 College by 2020, which will extend through to Year 6 in years to come.

The Church looks forward to having a Christian school operating on the Brooklyn Park campus at the start of 2020. It is hoped that strong partnerships will be formed between the entities on the site; namely, the Uniting Church SA, Adelaide West Uniting Church, Emmaus Christian College, the Uniting College of Leadership & Theology, Adelaide College of Divinity and the UAICC.

As part of the arrangements of sale, the Uniting Church has upgraded and expanded the existing carpark on site, which will be made available for all tenants to use.

#### Middle Section - Yarthu Apinhi – to learn to grow'

The middle section of the Brooklyn Park site, 'Yarthu Apinhi ' (to learn to grow) is home to the Uniting College of Leadership & Theology, Adelaide College of Divinity, Adelaide Theological library, the state office of UAICC (Uniting Aboriginal and Islander Christian Congress) and TAACL (Training Aboriginal Christian Leaders).

The building refurbishment was completed in 2018, and the focus this year has been on developing the surrounding area. The car park to accommodate 170 vehicles was completed early in 2019 and the landscaping of the site has been recently completed. These new areas provide a multi-purpose space that can be used by many groups from across the site. The Brooklyn Park Refurbishment Project is now complete.

#### Southern Section (Adelaide West Uniting Church and associated carparks)

A section of the carpark was resealed to accommodate a site wide fire infrastructure, which provided the Church with greater protection. Additionally all of the line marking was redone. It is appropriate to thank the leadership and members of the Adelaide West Congregation for their patience during the extended construction period.

#### 2.1.2.3 Uniting Church Investment Committee

The Uniting Church Investment Committee (UCIC), a sub-committee of the Resources Board, is accountable for the policy, strategy and financial sustainability of investments within the Synod/Presbytery.

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. As at 1<sup>st</sup> April 2018, retail clients of UC Invest previously within the Property Trust legal structure were transitioned to the Uniting Church SA Investment Fund Ltd (UCSAIF) – see 2.1.1.2.3 above. At this time the UC Invest brand was transferred, under agreement to UCSAIF.

UCIC continues to manage the investments of the Church under the name Uniting Fund SA together with the investments of other entities within the Church's Property Trust and other organisations associated with the Church. A report regarding the investment operations is provided below at 2.2.5.

The members of the committee are Michael McClaren (Chairperson), Kevin Bengler (Deputy Chairperson) Allison Ashby, Karen Eley, Wayne Matters, Peter Battersby. Tom Adams concludes his service on the Investment Committee at the rise of this Synod meeting. Tom has been a member of the UCIC since its inception in 2013 and prior to that, served on the UC Invest Board which preceded UCIC. Tom has brought expertise in investment, finance and governance and has shared his wisdom and insight generously and diligently. Tom's understanding of and passion for the Church have been a gift to the Committee and his contribution will be missed. Paul Barnett (Manager Investment Services) resources the UCIC and leads the Investment Services team.

### **2.1.3 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. The membership of the EIWG consists of Rowan Steele and Heather Hill (appointed UCSA non-employee members) and Tom Adams (Resources Board representative). The generous contribution of these volunteers is greatly appreciated. The Executive Officer Resources together with the Mission Resourcing Team Leader co-convene meetings together with Paul Barnett (Manager, Investment Services) who attends to resource the meeting.

The Uniting Church SA Ethical Investment Policy and Procedures (EIP&P), approved in June 2015, seeks to avoid investment in enterprises whose products or practices are known to: cause or perpetuate injustice and suffering, infringe on human rights; or cause unacceptable levels of damage to the environment. Industries unsuitable for investment include thermal coal extraction and exploration, armaments, uranium, gambling, alcohol, tobacco and pornography.

The Ethical Investment Policy applies to all Synod and Presbytery entities that have investment assets and report directly to the Resources Board and/or Synod. Congregations, whilst covered by the Ethical Investment Policy, are not monitored by the Synod of SA for compliance with the policy but are asked to be diligent and attentive in their selection of investments.

Recently the EIP&P was amended to align with the investment practices of the Synod, Presbytery and Congregations. The EIWG has established, and monitors, an Exclusion List which lists companies, products, activities and/or industries to avoid. This list is largely based on the Uniting Church Investment Committee's investment activities and as such it is not an exhaustive list of companies to be avoided and nor is it possible to create a static, exhaustive list of all listed companies as it is continually changing. For that reason it is likely that Uniting Church SA entities may currently be investing in companies which have not been considered by the EIWG which, if the policy were applied, may be excluded. To ensure better alignment with the EIP, the EIWG has agreed that Uniting Church SA entities which have investment assets include a statement in their annual audited financial statements acknowledging that, to their best of their knowledge, they have complied with Uniting Church SA's Ethical Investment Policy.

The EIWG has considered the treatment of Managed Funds within the context of the EIP&P. A managed fund is an investment scheme in which an investment manager invests its client's funds in a selection of investments. Essentially it is an easy way to diversify investment and spread risk without the need to

purchase multiple stocks. The EIWG agreed that Uniting Church SA entities should avoid investing in managed funds where the breakdown of the investible organisations within the managed fund cannot be identified. This avoids inadvertently investing in organisations that would otherwise be excluded if the Ethical investment Policy were applied.

#### **2.1.4 Risk Management Committee**

The work of the Risk Management Committee contributes to the UCSA's capacity to steward its resources responsibly, enabling future missional activity. The Risk Management Committee (RMC) was established in 2015 to oversee risk management on behalf of Standing Committee, and in particular, to establish and maintain a co-ordinated and systematic process which will provide direction to, and controls for, the organisation in regard to Synod-wide risk management. The Synod Standing Committee seeks to develop an effective risk management culture that is consistent with the Church's values. The Risk Management Committee has met twice in 2019 to progress a number of matters.

Tickit-on-Demand, a web based Risk Management System, was purchased to manage compliance matters for Uniting Church SA Investment Fund Ltd (UCSAIF). UCSAIF now has Tickit-on-Demand in place to manage its monitoring and compliance obligations as the holder of an Australian Financial Services Licence. In due course, this system will be replicated for adoption by other Ministry Centres. The committee plans to work with each Ministry Centre to identify core risks within each Ministry Centre, including identification of risk, mitigation and control. This is expected to commence later in the year.

Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) for the Synod have been finalised and a flowchart for each of these plans is being developed. During the year the Synod Privacy Policy has been reviewed and updated in accordance with the Privacy Act 1988 and the church's compliance obligations in light of UCSAIF holding an Australian Financial Services Licence. A Data Breach Response plan has been developed in response to The Privacy Amendment (Notifiable Data Breaches) Act 2017 scheme.

Early in 2019 the IT&T team conducted a Full Scale Disaster Recovery Test which provided a number of opportunities for learning about the system by responding in real time. It was a valuable exercise which prepared the team in the event that a real failure occurs.

Finally, the membership of the RMC changed during 2019, with the inclusion of the Associate General Secretary (noting the AGS is the Synod Privacy Officer), and the departure of Astrid Kuivasaari and the subsequent appointment of Sue Raw as General Manager Resources. Rob Brown was thanked for his service as he concluded his tenure on the Committee.

#### **2.1.5 Other Strategic Matters**

##### **2.1.5.1 Property Review Project**

The Uniting Church in Australia Property Trust (S.A.) has responsibility for over 500 properties held for the beneficial use of congregations within the Uniting Church in SA. The UCA Constitution and Regulations require a congregation church council to be responsible for the management, including maintenance, and administration of all property held for its use and to undertake an annual property review. For a number of reasons, the Property Trust currently does not have a clear understanding of the condition of all the properties vested in it. Furthermore, there is no current mechanism to receive annual property review reports

from congregations, which as described, is a requirement under the regulations. The absence of this information creates a high risk to the Property Trust. At its planning meeting in February 2017, the Resources Board considered the risks associated with holding Church property and a proposal to initiate a Property Review. The Board requested in consultation with the Property Committee agreed a plan to undertake the review.

In May 2018, John Fong commenced in the role of Buildings Officer. John's primary role is to visit each of the properties held by the Trust, to undertake an assessment of the property, particularly in relation to statutory requirements such as asbestos registers, safety matters, and access arrangements, as well as undertake a general building condition inspection. John has reviewed nearly half of the properties held for the beneficial use of congregations within the Uniting Church in SA. It is anticipated that all the inspections will be completed by May 2020, and a report presented to the November 2020 meeting of Synod for consideration.

It is also anticipated that following this initial review that each Congregation will:

1. develop a Property Management Plan, based on a predetermined template which will satisfy the requirements of an Annual Property Review as per regulations
2. implement the Property Management Plan including the resolution of critical issues identified in consultation with the Property Services Team
3. provide annual reports to the Presbytery/Synod

#### 2.1.5.2 Synod and Presbytery Restructure

The structural separation of Presbytery and Synod and the establishment of multiple presbyteries has required changes to the funding arrangements particularly with regard to congregation contributions to support the work of presbyteries, together with changes to the financial administrative functions of Synod and Presbyteries. The Resources team has been instrumental in the design of the new financial structures.

#### ***Funding Assumptions***

An early step in the development of a presbytery funding model was the agreement of key assumptions which underpinned the presbytery funding model later agreed. Key assumptions included:

- That presbyteries will undertake the same responsibilities as per UCA Regulations 3.1.3, and any delegation of responsibilities to other councils will be done unilaterally
- Allocation of funds to resource presbyteries will follow the allocation of responsibilities
- That any new structure is sustainable into the future (noting there is a review period)
- The decision of Synod/Presbytery to maintain a M&SF balanced budget is an imperative
- Allocation of funds to resource presbyteries should also be based on good stewardship practices, including minimising or avoiding duplication of effort, avoiding the creation of structural inefficiencies and avoiding changes where no value-add can be demonstrated

#### ***Presbytery Funding Model***

The creation of multiple presbyteries meant that consideration be given to how resourcing is shared between Presbyteries into the future. Four funding models were developed, underpinned by the key assumptions (above), each designed to grow the mission of the whole church. Inherent in these models was a desire that congregations should continue to receive at least the same level of support as under the one Presbytery

arrangement. Also inherent in the models was a desire to share congregation contributions to the Mission and Service Fund (M&SF) (and formerly Mission Networks) equitably.

After much consideration, Standing Committee selected the 'Blended Pool & Flow funding Model'. This model was designed to allow for the ease of movement of congregations between presbyteries, so should any presbytery later divide into smaller presbyteries, the principles and calculations underpinning the model remains constant.

### ***Executive Administrative and Financial Functions***

Also underpinning the funding model was an agreed set of Executive Administrative and Financial Functions to be provided by the Synod largely free of charge to presbyteries. It was agreed that this approach would minimise duplication of effort and avoid the creation of structural inefficiencies. Furthermore, it provides a consistent reporting framework across all presbyteries. Because it is essentially a continuation of the current arrangements, it was intended to minimise disruption to congregations and will into the future allow statutory and regulatory obligations of the church to be met with more certainty if managed centrally.

The Executive Administrative Functions are:

- The Work, Health, (Environment) and Safety (WHS)
- Human Resources – policy, involuntary termination, oversight of disciplinary action
- Payroll Bureau Service and associated Fringe Benefit Accounts (including PAYG and FBT reporting)
- Insurance – placement of cover and claims management
- Screening Services (criminal history check)
- Information Technology (and also consider Intellectual Property)
- Risk Management
- Privacy Corporate Governance
- Finance

Furthermore it was agreed that particular financial administrative functions would remain with Synod, as follows:

- Payroll
- Accounts Payable
- Ministers Fringe Benefit Accounts
- Accounts Receivable
- Congregation Contributions - collection and disbursement
- Ensure financial services remain compliant when legislation and accounting standards change
- Reporting –financial reports (actual versus budget) and annual financial statements.
- Audit processes
- Lodge returns with relevant authorities
- Provide appropriate data to authorised officer(s)
- Respond to queries from external regulators.

As per the Proposal to Presbyteries, all responsibility for property matters within Regulation 4.3.1 has and is expected to be referred to the Synod.

### 2.1.5.3 Property Committee Rules Review

The rules of the Property Committee were reviewed during the year, with effect from 1 July 2019. Changes include rewording to accommodate new structure of multiple Presbyteries and the Synod, changes in delegations to align with the Property Sales Proceeds Policy, removal of references to the Presbytery Strategy and Planning Team (PSPT), removal of the ex-officio role of the Executive Officer, Pastoral Relations and Mission Planning from the Committee, and inclusion of Presbytery representatives in an ex-officio capacity, together with a number of administrative updates.

### 2.1.5.4 Resources Board By-law Review

The Resources Board By-law 18.1 was reviewed and approved during the year. The review allowed for an update to the language and ensure consistency with the Resources Board Chairperson Position Description and to make the changes necessary to reflect the separation of Presbytery and Synod which took effect from the June 2019 Presbytery/Synod meetings.

### 2.1.5.5 Deductible Gift Recipient Funds Rules Review

The Uniting Church in South Australia has three funds with Deductible Gift Recipient (DGR) status, including The Uniting Church SA Relief Fund, The Uniting Church SA Arts and Cultural Development Group Inc. and the Uniting Church SA Building Fund. These Funds are managed within the Synod office which prepares its financial statements for audit, and is included with the Resources Ministry Centre annual report to Synod.

1. The Uniting Church SA Relief Fund was established to provide a mechanism to receive funds from the public and Church members for the purpose of assisting the Church to fulfil its mission in serving the community, in caring for people and in working for their welfare.
2. The Uniting Church SA Arts and Cultural Development Group Inc (UCSAACDG) is an incorporated body which houses the Centre for Music Liturgy and Arts and the Kent Town Organ Fund deductible gift recipient funds.
3. The Uniting Church South Australia Building Fund (UCSABF) is a deductible gift recipient fund, primarily to receive funds from the public and Church members exclusively for the acquisition, construction maintenance and/or other related incidental activities of any Church Education building.

The rules of the three Funds have been reviewed in order to address inconsistencies, improve their operations, and to update particular aspects of the rules to reflect changes within the Uniting Church in SA. The Fund rules are now in closer alignment with the governance practices of the Synod and the Resources Board, including referencing the Synod by-laws relating to the Resources Board.

## 2.2 Key areas and outcomes with an operational focus

Below is a summary of the Resources Team activities as it seeks to resource Congregations, the Presbytery and the Synod since the November 2018 report was written. These reports are intended to provide an overview of the nature and breadth of the work the team is responsible for and have been prepared by each of the team managers.

The Resources team understand its purpose is “*to provide exceptional service built on trust, integrity and clear communication*”. The Resources team members recognise the challenges volunteers, ministers and officers of the Church face as they execute their responsibilities within their congregations and therefore concentrate on providing services and information to enable people to carry out their responsibilities as easily, safely and as effectively as possible.

## **2.2.1 Financial Services (Andrew Fechner, Manager Financial Services)**

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

Diane Hughes who has served as Manager Financial Services for over 10 years resigned earlier in the year. Andrew Fechner, formerly Assistant Manager Investments won the role of Manager Financial Services and has brought his experience and financial expertise to the role. (Diane has since taken up a part time role as Acting Business Manager with the Uniting College for Leadership and Theology).

### **2.2.1.1 Payroll Bureau Service (PBS)**

The Payroll Bureau Service (PBS) serves congregations and organisations associated with the Church as well as Synod Ministry Centres (*including UCLT and UAICC*). As at September 2019 the PBS processes payroll for approximately 350 Uniting Church personnel (*ministers and lay people employed by Councils of Synod as well as congregational employees*).

During the year an additional six congregations elected to utilise the PBS, bringing the total number of congregations serviced to 143. This represents the vast majority of all congregations with paid personnel within the state.

We continue to encourage all employing congregations to use the PBS as the payroll landscape has become increasingly complex and regulated. This is evidenced by a number of high profile cases recently reporting in the media.

To further improve the service provided by the PBS, significant work has gone into the development of an employee self-services system. This will allow individuals to lodge timesheets and request leave online, view leave balances and update personal information. It is expected that these features will be gradually rolled out to individual congregations using the PBS during 2020.

### **2.2.1.2 Congregational Bookkeeping Unit (CBU)**

The Congregational Bookkeeping Unit (CBU) continues to provide regular bookkeeping services to 32 Congregations, Faith Communities and other Uniting Church entities.

Over the past 12 months CBU has assisted 25 congregations through consultation work. These consultations relate to GST, Payroll, BAS and PAYG queries and corrections. MYOB software installation and training services were conducted with 7 congregations. The MYOB software continues to be funded through the support of the David Williams Memorial Fund.

Through the CBU, 23 congregations have been able to access valuable auditing services from the panel of congregational auditors (*this is in addition to those congregations which are CBU bookkeeping clients*).

CBU, on behalf of the wider church, wishes to thank the congregational auditing panel which includes Peter Whiting, Stephen Bray, Randolph Alwis and Barry Atwell. These auditing services, which includes auditing of 50 congregations' accounts, are invaluable to the church.

We also recognise that Dorothy Ye Cui became a Registered BAS Agent during the year. This adds to the CBU's ability to continue to provide Uniting Church entities with an officially recognised professional service.

### 2.2.1.3 Mission and Service Fund Financial Services Team (including Screening Services)

In recognition of contributions made in 2018 to the Mission & Service Fund by congregations and faith communities, certificates of acknowledgement have been distributed. The 2018 response rate for contribution requests reached 89% and is currently standing at 88% for 2019.

Support to congregations regarding their *Australian Charities and Not-for-Profit Commission (ACNC)* reporting obligations continues to be provided. This includes assistance with the submission of the Annual Information Statement (AIS), in order that a congregation does not forfeit its charitable status.

Accounts Payable processed 1,675 payments to suppliers in the 12 month period and reimbursed approximately 2,700 payments back to fringe benefit account holders (*in total some 25-30 thousand individual transactions with each reimbursement payment being an average of 15 to 20 individual transactions*). There are currently 171 active fringe benefits accounts which are serviced, 69 of which also utilise the MasterCard facility linked to fringe benefit accounts.

The Screening Services Unit processed 1,709 police check applications for the period to 30 June 2019. Of these, 92% were undertaken for volunteer positions within the Uniting Church.

From 1 July 2019, new legislation came into effect in South Australia, which requires all volunteers and employees who have contact with children to hold a valid child-related screening authority. Significant work has gone into developing the processes which underpin this new legislation. Screening Services will be assisting volunteers and employees convert their existing screening authorities to new *Working With Children Checks*.

## 2.2.2 Human Resources (Karen Granger, Manager Human Resources)

The Human Resources team contributes to the stewardship of people and a positive workplace culture of growth, health and community. This enables Uniting Church SA to provide opportunities for leaders, staff and management to grow, feel valued and meaningfully contribute to the work of the Church.

The Synod Human Resources team encourages continuous improvement in human resources best practice, achieved through the provision of high-level leadership, resourcing, organisational systems and support.

Church Councils, on behalf of their congregations, receive the support 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 employment and industrial risk within the context of our mission and ministry environment.

#### 2.2.2.1 Workplace Compliance and Policy Development

Workplace policy review and development is an ongoing requirement to ensure legislative compliance and good management practices are adapted and maintained. Congregations can access policies and other information on the Uniting Church SA website, pertaining to work place practices. There are opportunities for congregations, Presbyteries and Synod ministry centres to make comment in relation to approved-drafts of new policies, prior to policy finalisation.

#### 2.2.2.2 Recruitment and Appointments of Key Lay Positions

The second half of 2018 and 2019 saw the recruitment and appointments of a number of key positions. This was primarily due to of staff resignations.

##### ***Synod Office, Uniting College, UAICC (Uniting Aboriginal & Islander Christian Congress)***

General Secretary, Associate General Secretary, Intergenerational Discipleship Developer (Youth & Young Adults), Covenanting & International Mission Officer, Graphic & Digital Designer (maternity leave), Events Coordinator (Logistic & Admin), Post Graduate Studies Coordinator (UCLT), PA to the Moderator, PA to the Principal, Training & Formation Officer (UAICC), Manager Financial Services, Senior Accountant (Investment Services), General Manager Resources, Business Development & Marketing Manager (UCLT), Communications & Events Manager.

##### ***Uniting Venues SA***

Beyond Limits Program Manager (UVSA) was appointed, in addition to the ongoing recruitment of a transient turnover of casual staff was undertaken, primarily in the areas of catering, cleaning and Beyond Limits program facilitators.

##### ***Congregations***

Synod Human Resources continues to provide advice and resources to Church Councils in their recruitment activities across the state.

#### 2.2.2.3 Communication Initiatives

The ongoing review and development of web-based resources aims to increase the service levels for Congregational Church Councils and the Councils of Synod. Councils of Synod refers to Uniting Church SA Synod Office, Uniting College for Leadership & Theology, Uniting Venues SA, and Uniting Aboriginal and Islander Christian Congress.

Opportunities to create greater awareness of Human Resource practices are constantly sought. These include presentations in meetings such as Resources Synod Open Days, Treasurers' workshops, Presbyteries, (former) Mission Networks, Ministers Days and Ministry Orientation Days. Human Resources also contributes to the Dollars & Sense electronic resource.

#### 2.2.2.4 Professional, Education & Development

Professional education and development of staff, management and leaders continues to be a focus. Leadership skills, management skills, coaching, training in 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 education and development. Individuals, ministry centres and other groups participate in the range of professional education and development initiatives. Recent education and development opportunities include Uniting Leaders 2019, Global Leadership Summit, a diverse range of occupational/industry body conferences, and specific workshops relating to resilience and mental health awareness in the workplace.

In 2019 there has been development and integration of a new exploration of a Human Capital Management (HCM) information system – ConnX. This system will better support and create greater efficiencies in the functions of payroll and human resources activities. The education and development module will provide a platform for effective management of UCSA mandated training and registration requirements, particularly in ministry positions.

#### 2.2.2.5 Challenges

The challenges for Human Resource activities primarily relate to managing the implications of employee relations, employment law, volunteer engagement and people 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 recognised as together we navigate this increasingly complex landscape.

### 2.2.3 Information Technology and Telecommunications (Marc Furnage, Manager IT&T)

IT&T continues to provide high quality IT services to the Synod, Uniting College (UCLT), Uniting Venues SA (UVSA), Adelaide College of Divinity (ACD) and the Adelaide Theological Library (ATL). The last 12 months has been rewarding with a significant amount being achieved which is explained in more detail below:

#### 2.2.3.1 Completed Projects

In January IT&T performed a “full scale” disaster recovery (DR) test. This test was far more in-depth than the usual offline / isolated tests as it involved actually running the live environment at the disaster recovery location for a short period. This significantly increased both the complexity as well as the risk involved in undertaking this task. Whilst minor improvements were identified for next time, the test itself was a resounding success.

After finishing the Windows Desktop and Office standardisation project IT&T then moved onto the Windows Server standardisation project. Previously IT&T were running four different versions of Windows Server which was not only inefficient, but most versions were nearing end of life. IT&T took the opportunity to upgrade to the latest version and in the process also upgraded the SQL databases to the latest version supported by the applications in use. This project was a success and has made the environment more secure and easier to manage than previously.

After the announcement of the Australian Catholic University data breach, IT&T had a deeper look into the server logs and discovered that the Uniting Church SA had been under a prolonged “password spray” attack (<https://doubleoctopus.com/security-wiki/threats-and-tools/password-spraying/>). In order to defend against this IT&T enabled Multi Factor Authentication for Office 365 and are currently working on improving system alerting to gain better visibility of these attacks as well as better securing other internet facing systems.

Recently IT&T performed some upgrades at the Adare and Tarooki UVSA sites. A WiFi network upgrade was completed at Adare which now provides significantly better coverage and speed for its guests. Tarooki has been added to the Uniting Church SA network with workstations now available at both the Robe and Kingston SE locations. In addition to this a WiFi network upgrade was completed at Tarooki to better serve its guests also. Nunyara are scheduled to upgrade their WiFi network early in 2020.

As part of the Building Management System upgrade at 212 Pirie Street (and the fact that now both this and the Brooklyn Park site use the same type of access card), IT&T has enabled all staff access cards to release print jobs at any printer regardless of location. This was the final step in creating a completely seamless working environment between both these locations.

#### 2.2.3.2 In Progress

IT&T is working alongside the Finance, Human Resources and Pastoral Relations teams to implement the new HR system called ConnX. This system will help automate significant manual processes and allow better information and insight on HR related matters. The product is currently undergoing testing ready to begin rolling out later in the year.

The 2018 IT Audit concluded as expected with the auditors only finding minor issues for IT&T to address. IT&T are currently preparing for the 2019 audit and will provide more information once outcomes from this are known.

The Presbytery Mapping solution is currently being enhanced to display Presbytery membership information which will provide a way to visually display congregations grouped by Presbytery. Further enhancements are planned for 2020 which will include the addition of data from the Presbytery property review into this solution.

IT&T are currently working on rolling out a new service desk solution to better manage internal workload / tasks. Currently IT&T are using a free helpdesk ticketing system with several spreadsheets alongside this, however this is cumbersome and inefficient. The hope is that the new service desk system will perform all these tasks thereby eliminating these spreadsheets and making internal IT&T process far more efficient.

#### 2.2.3.3 Futures

IT&T are currently seeking quotes to replace the main storage array due to the current array reaching end of life early next year. Work will commence later this year to provision the new array and migrate all servers and workstations across to this new array.

Due to IT&T’s significant involvement in the ConnX project, work on the payment gateway had to be put on hold during 2019. This will again become a key project for IT&T in 2020.

Apart from modifying the customer relationship management (CRM) facility to accommodate Multi-Presbyteries, no other major development work was undertaken during 2019 due to other priorities. CRM will again become a priority during 2020, with further enhancements delivering increased functionality for end users.

#### **2.2.4 Insurance Services (Tony Philips, Manager Insurance Services)**

Insurance Services provides insurance protection to the Uniting Church including cover 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 organisations associated with the church, such as schools, community groups, aged care and St Andrew’s Hospital. Insurance Services works collaboratively with these UCA SA group members to present a unified approach and to assume more control of our insurance program.

We continue to focus on reviewing the terms and conditions of our policies while ensuring the best possible protection and premiums are being provided by our Brokers and Insurers. Our goal is to achieve greater efficiency in cost control while at the same time to improve the services to congregations.

This year we have

- added more service providers, to assist congregations in controlling claims costs
- highlighted the value of good risk management to many congregations

##### **2.2.4.1 Insurance Services Website**

The insurance web page is continually being updated to provide information on various insurance matters. We will continue to focus on finding ways to minimise the risk of claims and in conjunction with Property Services, educate how to maintain properties and improve security. Introducing proactive measures to reduce claims costs assists in keeping premiums to a minimum whilst not affecting cover.

##### **2.2.4.2 Claims**

The number of insurance claims reported this calendar year continued to reduce from last year. We believe this indicates that many congregations are conscious of good risk management. No major claims were experienced from December 2018 to September 2019. We will continue to encourage congregations to report losses or damage as soon as possible after an event occurs to expedite the claims process and to assist Insurance Services to monitor and control costs.

#### **2.2.5 Investment Services (Paul Barnett, Manager Investment Services)**

The Uniting Church Investment Committee (UCIC) is mandated to manage the investments of the Presbytery/Synod, including Uniting Fund SA (prior to 31 March 2018 this fund was known as ‘UC Invest’), Uniting Foundation and Mission & Service Fund. UCIC also provides oversight to other fund entities which report via the Resources Board. The UCIC considers a number of factors in developing annual investment plans for these investment entities including investment goals, market conditions, predicted investment returns of particular investments and diversification of investment portfolios.

All financial reports for the year ended December 2018 were tabled at the June 2019 Presbytery and Synod meeting. The signed and audited financial statements for all Investment Services managed entities (including their investment portfolios) can be viewed on the website at <https://ucinvest.com.au/>

#### 2.2.5.1 Asset Allocation

Each year the UCIC considers the appropriate mix of financial assets in which each Property Trust investment entity should invest. This process takes into account the purpose of each entity, corpus requirements and the current investment climate. The performance of each entity is reviewed regularly throughout the year (against agreed benchmarks) to monitor and rectify any matters which may arise during the 12 month period. The Committee considers both the short and medium term outcomes when determining the appropriate asset allocations.

#### 2.2.5.2 Ethical Investing

With regard to ethical investing, the UCIC report the Synod's investments to each EIWG meeting for its review.

#### 2.2.5.3 Capital adequacy

Uniting Fund SA has continued to strengthen its financial position in 2019 maintaining an investment portfolio with a focus on quality investments which are paying strong levels of income. The Australian Stock Exchange indices are recording positive returns in 2019 while interest rate based investment returns continue to be 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 remain low.

### 2.2.6 Property Services (Matt Wilson, Manager Property and Projects)

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 bi-monthly during 2019 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

The Property Committee has met 5 times during the year and its membership has remained relatively constant. At the end of 2018, Cheryl Vandenberg and Nick Vartzokas concluded their membership and the Committee thanked them for their service to the church. Throughout 2019, Peter Goern (architect) and David Bailey (planner) have joined.

The significant matters considered by the Property Committee, together with the Property Services Team, in 2019 include:

- Review of the Property Committee Rules
- Various sales and purchases of real estate, and building works projects
- Ongoing oversight of the Property Review project
- Consideration of strategic planning options for the Golden Grove landbank site
- Approval of the Mt Barker Uniting Church heritage conservation works project
- Assistance to the Noarlunga Uniting Church with strategic property matters

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 delivered great outcomes for the Uniting Church and has continued to be active in responding to property matters within the Presbytery/Synod. Catherine Stock has continued to serve the church with excellence in her role as Senior Building and Projects Coordinator. This year has seen a reduction in the number of 'large-scale' projects, but an increase in maintenance and smaller projects. Trish Johnston continues to deliver transaction and leasing matters with distinction in the position of Property Coordinator. Beverly Ong has been working diligently as our Property Administration Assistant, undertaking a full records management systems review and auditing the hardcopy files, many of which date back multiple decades. John Fong has continued in his role as the Buildings Coordinator, to deliver the Property Review, and has met onsite with numerous congregations.

It has been particularly rewarding to finalise a number of longstanding projects, such as at Seeds Uniting Church and the Brooklyn Park Refurbishment project, which are now both complete.

## **2.2.7 Uniting Venues SA (Mark Lee, General Manager Uniting Venues SA)**

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

Uniting Venues SA (UVSA) has continued to prosper due to an emphasis on promoting the camps through networking and tradeshows as well as expansion of the services provided by Beyond Limits Outdoor Education. Beyond Limits is expected to host 145 programs in 2019 – this equates to approximately 8,700 participants. 2018 ended with a favorable financial result for Adare, Nunyara and Beyond Limits and \$23k was gifted by UVSA to the Mission and Service Fund.

### **2.2.7.1 UVSA Committee**

The 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 UVSA Committee met quarterly to discuss matters of strategic importance. The committee has overseen the rollout of the UVSA Ministry and Business Plan 2017 – 2020. In 2019, this included an extension to the Tarooki dining room and early consideration of a new workshop / laundry facility at Nunyara. Currently, the committee is determining the feasibility of an extension to Bethany Hall at Adare and possible additional accommodation at Nunyara.

### 2.2.7.2 Operational Outcomes

In early 2018, the operating hours of Adare's caravan park changed to school holiday and long weeks only. This allowed groups to access the cabins and Peter Wood Lodge and resulted in an increase in the average group size of schools. At the same time, a holiday program was introduced for caravan park guests during the Christmas / New Year period. The holiday program was well received by caravan park patrons. The introduction of casual customer service staff has raised the level of service provided at Adare.

Nunyara has prospered due to the addition of the Wayirriti Room (which was completed in mid-2018). In January 2019, Nunyara hosted the Uniting Church Assembly's 'National Young Adults Leaders Conference' and the Wayirriti Room provided the ideal space for praise and worship. The Wayirriti Room has also been used for conferences, indigenous art workshops and for even housing mountain bikes used by Australian's emerging professional mountain bike riders.

As planned, the responsibility for Tarooki transferred from the former Tarooki committee to the UVSA Committee. The former members of the Tarooki committee were commended for their years of commitment and passion to Tarooki. Operationally, Tarooki is set to host a record number of school 'program' camps during the second half of 2019. Increased marketing in late 2018 and the prospect of additional dining room space resulted in a number of bookings for the September to November period.

Beyond Limits Outdoor Education recorded steady growth and continues to provide new business opportunities for Adare, Nunyara and Tarooki. A Program Manager was appointed early in the year to manage the growth of activity programs. Further uptake of day incursions and activity programs provided at Wallaroo and were recorded. In 2020, Beyond Limits plans to expand their operations to include Douglas Scrub – a campsite operated by the Girl Guides located near in Blewitt Springs.

### 2.2.7.3 Emmaus and Thuruna

The Emmaus Committee has been diligent in the management both Emmaus Campsite and the nearby Halbury Memorial Hall and sporting oval. The hall has been a significant focus for the committee during the reporting period. Thuruna seeks to appoint a part time manager to assume responsibility for bookings and guest liaison. The Thuruna committee has struggled to attract new committees and are considering transitioning their responsibilities to the UVSA Committee from 2021.

UVSA is well placed for further growth of all products and services and is grateful for the support of the Synod and the various Uniting Church groups which patronise our venues. UVSA would like to acknowledge the growing partnership between Annesley Junior School and UVSA. In 2019, UVSA hosted two camps and a series of eight, day incursions. In 2020, Annesley and UVSA will attempt to double this as both organisations recognise the benefit of working collaboratively together. If you too seek a collaborative partnership with UVSA, current contact information is available on our website

<http://www.unitingvenueusa.org.au>

## 2.2.8 Work Health Safety (Wayne Booth, WHS Coordinator)

2018/ 2019 has seen further positive WHS progression and the WHS Coordinator role continues with the main aim of providing additional specialist support and guidance to the Human Resources, Property Services and Insurance Services departments. The previous twelve months have again seen a significant WHS input

into property related safety and compliance matters, largely and as expected due to the current Property Review being undertaken, but also due to the lengthy nature in which property safety matters take to be resolved.

Accident and incident rates across the corporate entities of the Presbytery and Synod (Councils of Synod) were again sound during 2018/19 with no SafeWork SA notifiable incidents occurring during the period and the total numbers of incidents reported falling slightly on the previous year, down from 107 to 103. Congregational incidents reported through to Synod have again been low, however one significant incident was notifiable to SafeWork SA with WHS notifying and supporting the congregation during the investigation and dealings with the regulator. This incident again involved an item falling from height, however this instance involved the storage of church equipment at height. The incident resulted in a significant head injury to a church member and a prohibition notice being issued to the congregation.

The incident above together with a number of previous incidents and recently identified property condition findings during the Property Review, confirm that this is a significant and serious risk to the church. Congregations are requested to contact UCA SA Synod Property Services and/or WHS Coordinator as soon as possible with any concerns relating to the safety of ceilings, roof timbers and coverings, towers, spires or other building structures – so that we can assist with ensuring these are addressed safely, timely, cost effectively and are in-line with any statutory compliance requirements.

WHS continues to support the existing and new IT based systems such as Ticket RM and the recently purchased ConnX systems, which whilst not directly purchased for WHS, have the additional potential capacity to provide significant WHS efficiency and improved outcomes for the Synod and congregations. Further development of these to support WHS is planned during the coming year.

This reporting period has seen a significant increase in workload and pressures placed on UCA SA staff and volunteers for all planned and additional Presbytery and Synod meetings held during a difficult period of change for the church. These meetings also attracted higher than usual and maximum venue capacity attendances and WHS would like formally recognise and commend the work of all those involved in ensuring they ran as safely as possible.

It continues to be clear that as a church we face some significant challenges with how we meet our safety and compliance duties whilst sustainably managing our increasingly costly and ageing buildings (with limited resources) and continue to be effective in our ministries. This is a challenge that we must rise to in order to ensure the safety, health and wellbeing of all those who benefit from the ministries we provide and use the resources and properties entrusted to us.

### **3. Recognition of Service**

#### **3.1 Recognition of Resources Board members**

I would like to take this opportunity to thank the Resources Board and Property Trust members and the members of sub-committees, who have generously shared their experience, skills and expertise across the wide range of Resources Board responsibilities. The Church is served most capably by these people, who dedicate many hours during the year to fulfil their roles with professionalism and a keen sense of

stewardship. 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 offered to the Church by the Resources Board members over the past year:

<b>Board Member</b>	<b>Area of Specialisation</b>
Rev Dr Graham Humphris (Chairperson)	Mission Resourcing, Uniting Church Ethos & Polity
Interim CEO/General Secretary Rev Rob Brown (until May 2019)	Corporate Governance, Uniting Church Ethos & Polity, Mission Resourcing
General Secretary Rev Felicity Amery (from May 2019)	Uniting Church Ethos & Polity
Moderator Rev Sue Ellis	Mission Resourcing, Uniting Church Ethos & Polity
Executive Officer, Resources Peter Battersby	Financial Management, Corporate Governance, Uniting Church Ethos & Polity
Executive Officer, Pastoral Relations and Mission Planning Rev Philip Gardner	Mission Planning, Uniting Church Ethos & Polity
Rev Ross Honey	Mission Resourcing, Uniting Church Ethos & Polity, Financial Management
Michael McClaren	Investment, Finance, Corporate Governance
Dr Alice McCleary	Financial Management, Corporate Governance
Michael O'Connell	Property
Steve Roder	Law, Corporate Governance, Property, Financial Management
Tom Adams (Co-opted)	Investment, Finance, Corporate Governance (commenced 6 months co-option from August 2018)
<b>Observer (non-voting)</b>	
General Manager Resources - Astrid Kuivasaari (until June 2019)	
General Manager Resources - Sue Raw (from August 2019)	
Manager Investment Services - Paul Barnett	
Secretary (non-voting) - Leah Hopton	

## 3.2 Recognition of Resources Team

It is my privilege again this year to commend the Resources team. This team, based in the Synod office and our Uniting Venues sites, strives to provide exceptional service built on trust, integrity and clear communication. Whilst covering a wide range of activities within the life of the church, each team member is dedicated to serving the Church. I commend each person for their contribution and for the way in which they approach their work. The Resources team is mindful and appreciative of the many others who willingly serve throughout the Synod and Presbyteries. We hope that together we can make 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, former General Manager Resources, Sue Raw, General Manager Resources and Leah Hopton, Executive Assistant.

## 3.3 Acknowledgements

### 3.3.1 Recognition of Chairperson Resources Board & Property Trust

In July, Graham Humphris tendered his resignation as Chair of the Property Trust and Chair of the Resources Board. The Property Trust and Resources Board members have a deep appreciation for Graham's leadership over the past 5 years. Graham's heart to see the church grow, together with his strategic leadership style, his wisdom and keen insight have allowed and encouraged members to engage in robust discussion in a collaborative environment. Graham has led the Board and Trust through many complex and defining decisions and has enabled resolution to be reached on matters of great significance to the life of the church. Graham has generously offered his time and counsel outside of Trust and Board meetings to progress a number significant matters. Members of the Board and Trust thank Graham for his leadership and contribution and wish him well as he continues to serve God through his new role as Chair of Generate Presbytery.

### 3.3.2 Recognition of Parkin Mission of SA and Parkin Trust Governors/President

Together with the Governors of the Parkin Mission of SA and Parkin Trust, I wish to acknowledge and thank the long and dedicated service of Mr Brian Jones OAM and Mr Donald Sarre to the Uniting Church in South Australia.

Brian, who passed away in early June 2019, had faithfully served as a Governor and President of the Parkin Trust Inc. for 35 years (from Church Union in 1977 to November 2012). Brian also served as a Governor of the Parkin Mission of South Australia Inc. for 44 years (from July 1968 to November 2012) and President of the Parkin Mission for 35 years (November 1977 to November 2012). Brian's dedication to his interest was shown through his publishing of "Parkin's Passion" in 2007, detailing the history of William Parkin who established the Parkin Mission in 1882. Brian was a member of Pilgrim Uniting Church (formerly Stow Memorial Church) from the age of 17 years. He held leadership roles within Stow Church from the age of 19, including as Treasurer and Secretary. He was Treasurer of the Congregational Union of Australia from 1956 -1960. In the last week of his life, Brian was thrilled to be honoured as President Emeritus of Pilgrim Foundation, in recognition of his long involvement in financial decision making, and his commitment to the

church. Wider church involvement also included the Uniting Church Insurance Fund, the Uniting Church Investment Fund and the Uniting Church Historical Society. He was a Trustee of Pembroke School Incorporated for 8 years, and a member of the Hughes Bequest Committee of the University of Adelaide for three years. Brian was awarded an Order of Australia Medal for service to the Uniting Church in Australia and to the community.

Current governor and immediate past president Donald Sarre has indicated to the Parkin Mission of SA and Parkin Trust boards that he will be resigning from his role in October 2019. Donald joined the Parkin boards in November 2004 and for a period of 6 years served as President. Under Donald's leadership there were many new initiatives introduced and in particular in the areas of financial reporting, governance and the investment committee formation etc. Donald has been particularly strident in maintaining the Parkin Mission & Trust in accordance with the Deeds of each and to ensure both bodies continue to provide healthy grants to the UCA. Donald's inputs and work for Parkin will be missed.

## 4. Forward Thinking

During 2020, the Resources Board and Ministry Centre will focus on:

1. Overseeing the Presbytery Property Review to inform strategies for enhanced property stewardship
2. Responding to opportunities to best serve the Church into the future
3. Constructing a Synod wide risk register
4. Building relationships and supporting the work of the presbyteries
5. Overseeing the implementation and monitoring of the 2020 Mission and Service Fund budget

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

## 5. Proposals

That the Synod resolve to

1. **APPROVE** the adoption of the financial statements for the year ending 31 December 2018 for
  - a. **Thuruna Campsite**
  - b. **Community Outreach Mission Network**
  - c. **Hope Mission Network**
  - d. **3D Net Mission Network**
  - e. **Northern Rural Mission Network**
  - f. **The Parkin Trust Incorporated**
  - g. **The Parkin Mission of South Australia Incorporated**
  - h. **UCSA Building Fund**

### **Proposers**

Michael McClaren  
Member and Representative, Resources Board

Peter Battersby  
Executive Officer, Resources

**Rev Dr Graham Humphris**  
Chair, Resources Board  
20 September 2019

**Peter Battersby**  
Executive Officer, Resources

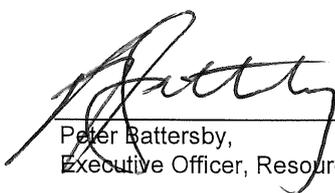


## CERTIFICATE OF EXPENDITURE

### 2018 GRANTS FROM PARKIN MISSION SOUTH AUSTRALIA INC.

Chaplaincy		\$	684,636
	Chaplaincy management & oversight		
	Chaplaincy training		
	Covenanting		
	RAH Chaplaincy		
	Mental Health Chaplaincy		
	Flinders Medical Chaplaincy		
	Disability Ministries		
	Tertiary Chaplaincy		
	QEH Chaplaincy		
Intergenerational Ministry		\$	264,812
Rural Ministry & Pastoral Relations		\$	258,659
Missiology		\$	27,893
<b>Sub-total</b>		<b>\$</b>	<b>1,236,000</b>
<b>TOTAL expenditure</b>		<b>\$</b>	<b>1,236,000</b>
<b>Total grants for 2018</b>		<b>\$</b>	<b>1,236,000</b>

The grants received from Parkin Mission South Australia Inc. have been expended in accordance with the deeds of the Mission.

  
 Peter Battersby,  
 Executive Officer, Resources

3<sup>rd</sup> June 2019  
 Date

**we seek to be an innovative, growing church proclaiming Jesus Christ, empowered by the Spirit to transform God's world**

**STREET ADDRESS** | Level 2, 212 Pirie St, Adelaide    **POSTAL ADDRESS** | Uniting Church SA, GPO Box 2145, Adelaide SA 5001  
**TEL** | 08 8236 4200    **COUNTRY CALLERS** | 1300 766 956    **FAX** | 08 8236 4201    **WEB** | [sa.uca.org.au](http://sa.uca.org.au)    **ABN** | 25 068 897 781

# The Parkin Mission of South Australia Incorporated

## Report to Synod for the Year ended 31<sup>st</sup> December 2018

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 31<sup>st</sup> December 2018

	Actual		Intended	
	2017 \$000	2018 \$000	2019 \$000	2020 \$000
Grant to Synod***	1,212	1,236	1,266	1,291
Additional One-off Grant	100			
Widows Benefactions	24	24		
Operating Income before Grant and Benefactions	1,523	1,668		
Capital gain/(loss)*	248	(2,620)		
Capital and Reserves** (excluding accumulated income)	19,589	17,199		

\*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 31<sup>st</sup> December 2018

	1 year	3 years	5 years
	%	%pa	%pa
Income return (including imputation credits)	8.0	7.7	7.7
Capital gain/(loss)	(12.6)	(3.6)	(2.3)
ASX200 increase/(decrease)	(6.9)	2.2	1.1



Paul Frisby  
President

# The Parkin Trust Incorporated

## Report to Synod for the Year ended 31<sup>st</sup> December 2018

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 31<sup>st</sup> December 2018

	Actual		Intended	
	2017 \$000	2018 \$000	2019 \$000	2020 \$000
Grant to the Uniting College For Leadership and Theology***	298	304	311	317
Additional One-off Grant	50			
Operating Income before Grant*	391	436		
Capital gain/(loss)*	65	(686)		
Value of Funds** (excluding accumulated income)	4,743	4,116		

\*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 31<sup>st</sup> December 2018

	1 year	3 years	5 years
	%	%pa	%pa
Income return (including imputation credits)	8.1	7.8	7.8
Capital gain/(loss)	(12.8)	(3.6)	(2.1)
ASX200 increase/(decrease)	(6.9)	2.2	1.1



**Paul Frisby**  
President