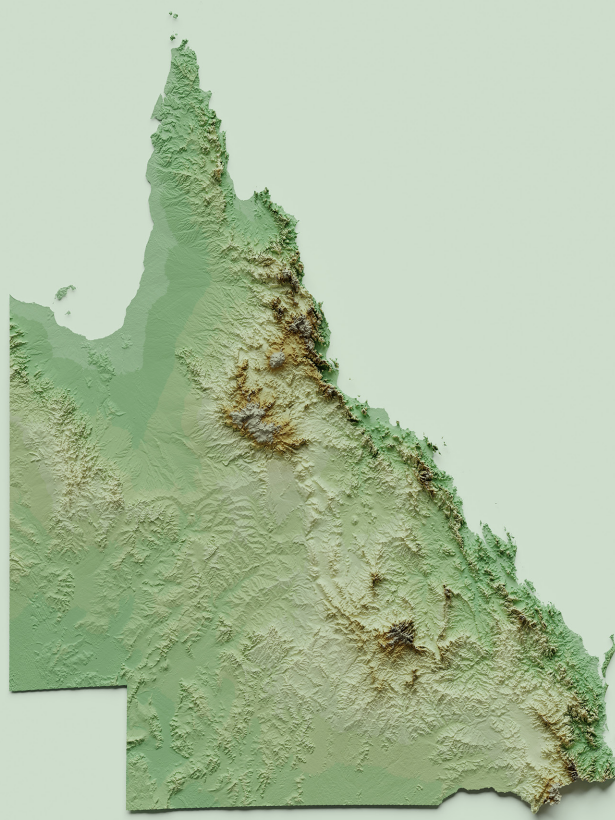


# Resourcing Flourishing Presbyteries

A Draft Proposal for Presbytery Consultation



*renewal*



The Uniting Church in Australia  
QUEENSLAND SYNOD

QUEENSLAND SYNOD SHARED AMBITION - REAFFIRMED AT THE 38TH SYNOD

*One church,*

active in every Queensland community,  
bearers of Christ's offer of life in all its fullness.

Together we are committed to a

*flourishing future*

for church and community.

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QUEENSLAND SYNOD STRATEGIC FOUNDATIONS

**MISSION RENEWAL AND GROWTH**

We will accompany the Church, supporting renewed discipleship, new growth and missional development.  
We will deepen our covenant with the UAICC and advocate and act for Social Justice for all.

**FLOURISHING PRESBYTERIES**

We will co-create plans to support Presbyteries, developing  
new approaches to shared and delegated responsibilities.

**FORMING LEADERS**

We will embed, build, and optimise the Synod's leadership principles and pathways,  
and develop emerging leaders across Queensland.

**FIT-FOR-PURPOSE GOVERNANCE**

We will improve whole-of-church governance processes and structures, implement governance review  
outcomes for institutions, and develop the capability of governing bodies and councils of the Church.

**STEWARDED RESOURCES**

We will steward our resources and innovate and diversify funding sources to improve financial  
sustainability for the Office of the Synod and the wider Church in Queensland.

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# Executive summary

## Introduction

This draft proposal on *Resourcing Flourishing Presbyteries* is part of the Synod's discussion about Presbytery capacity building in Queensland with a focus on supporting renewal and growth across the Church in Queensland. The objective of this proposal is to establish a long-term, equitable and sustainable resourcing model to support flourishing Presbyteries serving a growing and renewing Church. The current approach to Presbytery funding is unsustainable. It relies on an inequitable allocation of resources, significant dependence on CPMP contributions, and the use of financial reserves to support Presbytery operations.

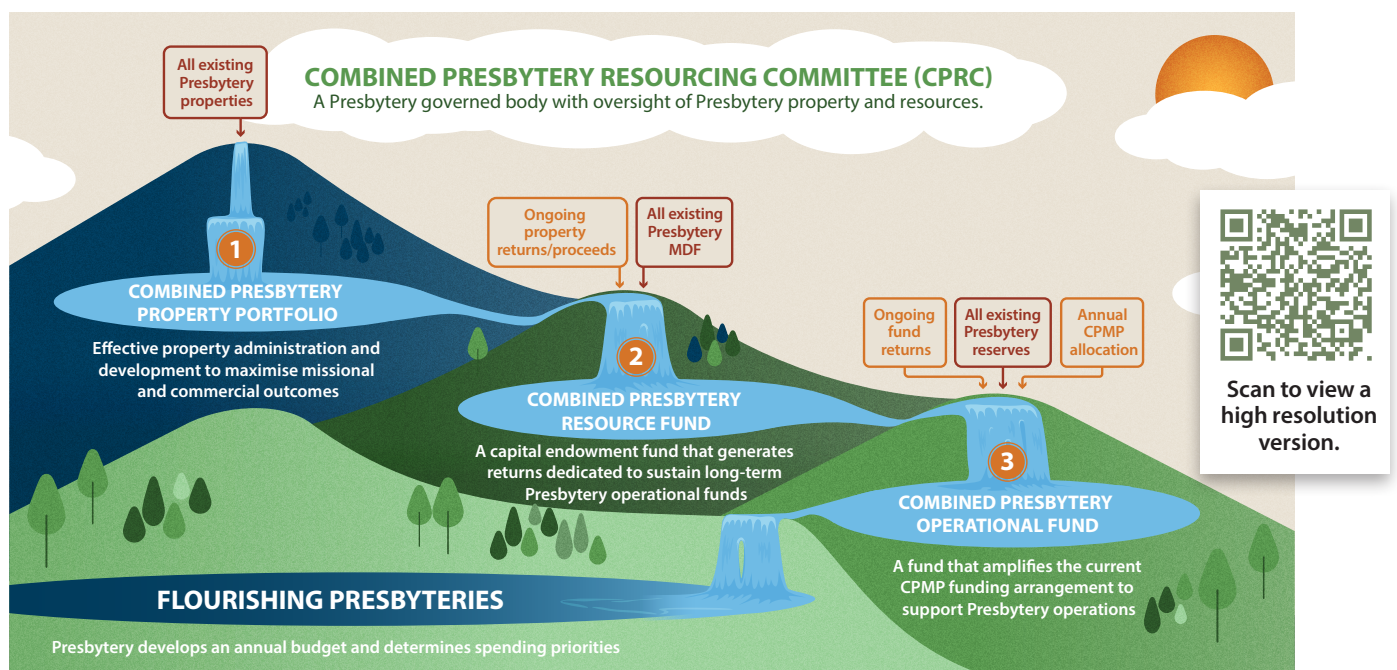
This proposal was developed through discussions with Presbytery leadership teams across Queensland, led by the General Secretary of the Synod. Consultation and inputs into the development of the model included the development of a discussion paper, nine meetings with Presbytery leadership teams across Queensland, regular talks with Presbytery leaders and other stakeholders, feedback from Synod committees and advice from a specialised working group. This extensive process shaped this current draft proposal. The Synod Standing Committee is now seeking formal consultation feedback, before a final proposal is developed for consideration at the 39<sup>th</sup> Synod meeting in October 2026.

## Summary of the Proposal

The proposal is for the establishment of the following:

- A **Combined Presbytery Resourcing Committee (CPRC)** to oversee Presbytery property (note that this does not include congregation property) and resources. This committee will be designated as the responsible body for all Presbytery properties and financial assets.
- **All existing Presbytery property and financial assets are held in common** to support the operational funding needs and priorities of Presbyteries in Queensland.
- A **Combined Presbytery Resource Fund (CPRF)** is established as a capital endowment fund to support Presbytery funding needs into the future.

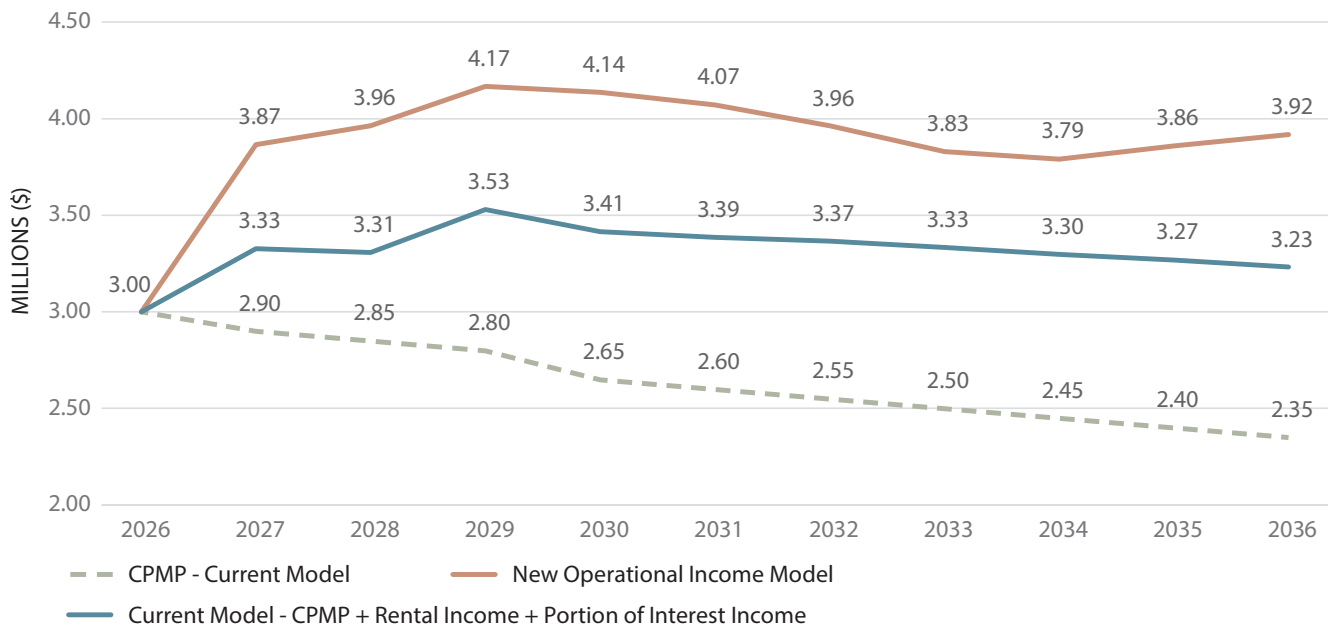
## Proposed model



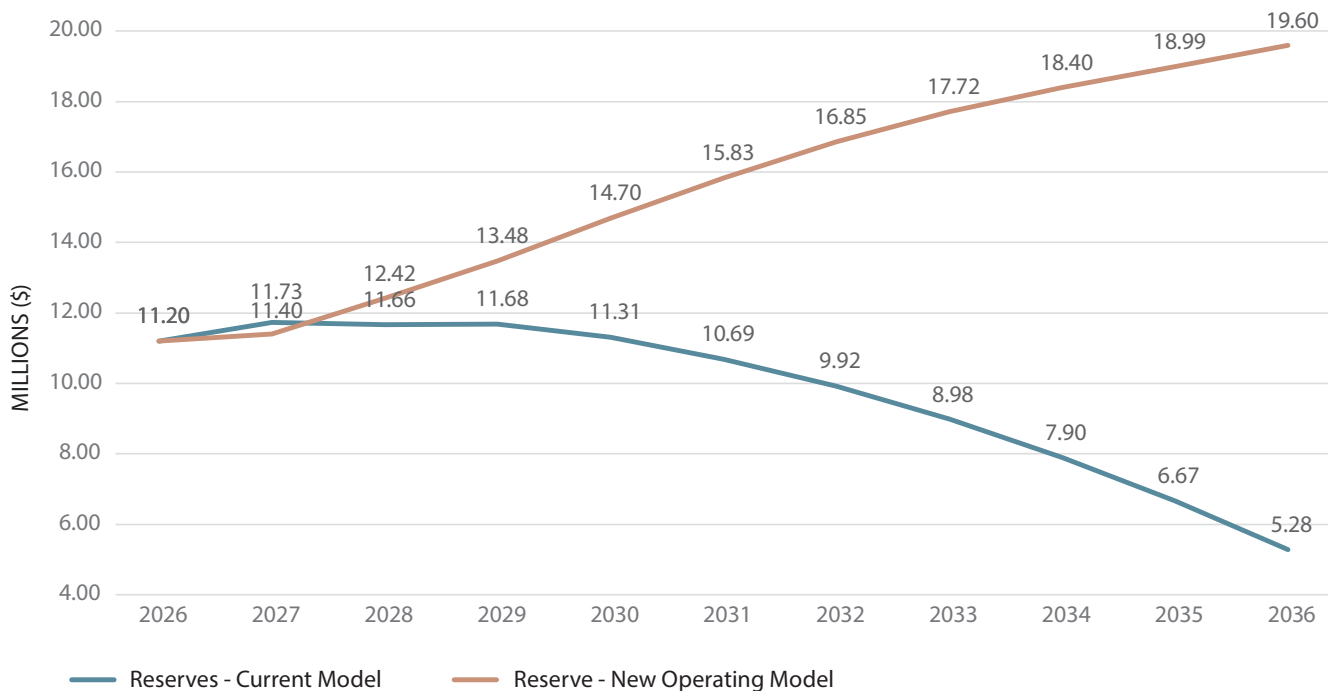
## Financial Modelling

The image below shows an indicative financial model using current data. Without changes, it is expected that CPMP income from congregations will decline as a source for Presbytery funding because of the capacity of congregations to pay, while the Resource model's components boost and maintain resources over time. Longer term, the plan is to gradually reduce reliance on CPMP as a source of Presbytery funding. Currently, each Presbytery has different funding sources, such as financial reserves or MDF holdings, which support various initiatives within the Presbytery. CPMP makes up different levels of a Presbytery budget according to the available resources of each Presbytery. Reinvesting these reserves and distributing earnings builds capital and creates a sustainable income source for all Presbyteries, rather than drawing down on reserves/MDF. In addition to this, the reserves graph indicates that this increase in available funding is sustained in the longer term, intentionally reducing reliance on CPMP contributions over time

### Income Comparison



### Reserves Comparison



## Consultation Questions

All Presbyteries in Queensland are asked to provide their feedback on the proposal and are requested to respond to the following three issues by May 31, 2026.

### **Issue 1 – The establishment of the Combined Presbytery Resource Committee pursuant to Regulations 3.7.4.6 (a) and 3.8.2 including operating the Combined Presbytery Operational Fund pursuant to Regulation 3.8.6.**

*Is the Presbytery generally supportive of the Synod establishing a body, to be called the **Combined Presbytery Resource Committee (CPRC)**, in accordance with the following object, purpose, responsibilities and membership? Please also add any additional feedback you would like to give regarding the Combined Presbytery Resourcing Committee.*

### **Object**

To ensure long-term, equitable and sustainable funding to support Presbyteries in Queensland to flourish in their service of a growing and renewing Church.

### **Purpose**

1. To oversee Presbytery property, capital and annual budget funding related decisions on behalf of all Presbyteries in Queensland.
2. To establish, administer and manage, pursuant to Regulation 3.8.6<sup>1</sup>, an operational fund in its name to provide for the proper discharge of its object, purposes, and responsibilities.
3. With the administration and specialised support of the Synod, to implement a shared wealth and common life approach to all Presbytery properties stewarding resources to maximise missional and commercial outcomes.
4. To act as all Presbyteries' Responsible body as defined by Regulation 4.1.
5. To advise the Synod Finance, Investment and Property Board in relation to the funding requirements for the Combined Presbytery Resource Fund.

### **Responsibilities**

1. To prudentially manage the Combined Presbytery Operation Fund and to authorise distributions from such fund to Presbyteries having regard to each Presbytery's annual budget submission for operational, missional and strategic initiatives.
2. To oversee the CPMP funding allocation method having regard to each Presbytery's annual budget submission for operational, missional and strategic initiatives.
3. To work collaboratively with other funding bodies within the Synod including MC3 (Church Renewal Fund), Muth arak (Covenant Ministry Fund) and the FIP Board (Mission Development Fund and other financial resources).
4. To provide its views to the FIP Board about the prudential management of the Combined Presbytery Resource Fund.
5. To undertake, on behalf of all Presbyteries, its powers, roles and responsibilities for the management and administration of all Presbytery's property (note that this does not include Congregation property decisions).
6. To exercise the following specified financial powers in relation to the Combined Presbytery Operational Fund (CPOF) as set out in regulation 3.7.4.6(a), namely, the power to:
  - Invest the funds, not immediately required for the purposes of the CPOF, in the Uniting Church Investment Service: Reg.3.7.4.6(a)(i).
  - Accept money on deposit: Reg. 3.7.4.6(a)(ii).
  - Enter into financial transactions with or without security, for the purposes of the CPRC, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per financial transaction: Reg. 3.7.4.6(a)(iv).

1. Regulation 3.8.6 provides: "Congregations, Church Councils, Presbyteries, Synods, the Assembly or **other bodies may establish funds** to provide for the proper discharge of their purposes, responsibilities and objects, and they shall respectively be **managed and administered** by such persons or **bodies** and **in such manner as** the Church Council (or Church Councils working collaboratively), Presbytery, **Synod** or Assembly **may determine**."

- Issue, draw, accept, endorse or discount bills of exchange, promissory notes, payment orders or other negotiable instruments, for the purposes of the CPRC, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per transaction: Reg.3.7.4.6(a)(v).
- Enter into any transaction for the purpose of reducing the risk of loss or increasing the prospect of gain arising from changes in interest, discount or currency exchange rates or other rates or factors affecting financial markets, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per transaction: Reg.3.7.4.6(a)(vi).
- Guarantee, indemnify or be surety for the payment of money or performance of contracts or obligations by any person with or without securing the liabilities so incurred for the purposes of the CPRC, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per transaction: Reg. 3.7.4.6(a)(vii).

## Membership

1. Presbytery appointed members with each Presbytery appointing an equal number of members (final number of appointments is to be determined by the number of Presbyteries in Queensland).
2. Ex officio members:
  - Chair of the FIP Board of the Synod
  - General Secretary or their delegate
3. Non-voting members:
  - Executive Director of Finance, Property and Enterprises (Queensland Synod)
4. Chairperson
  - To be elected by the Committee from members of the Committee

### **Issue 2 – Establishing a Capital Endowment Fund – the Combined Presbytery Resource Fund pursuant to Regulation 3.8.6**

*Is the Presbytery supportive of the Synod establishing a capital endowment fund to be named the **Combined Presbytery Resource Fund (CPRF)** with the below purpose? See the body of this Paper for the details of the fund.*

#### **Purpose:**

The Combined Presbytery Resource Fund is to be used for the following purposes:

1. Provide ongoing financial resources to fund Presbytery staff/ministry positions and administrative operations to enable the effective fulfillment of the responsibilities of a Presbytery.
2. Resource Presbytery initiatives and programs.
3. Resource new and ongoing initiatives, projects, and ministries that align with the priorities of a Presbytery.
4. Support training, leadership development and projects that strengthen the capacity of Presbyteries in serving congregations and faith communities in their worship, witness and service.

### **Issue 3 – Each Presbytery appointing the Combined Presbytery Resourcing Committee as its Responsible body pursuant to Regulation 4.1 for all Presbytery property including Presbytery money and investments not required for operational funding.**

It is proposed that all Presbyteries pass a resolution irrevocably appointing the CPRC as the body to undertake all of their responsibilities with care and due diligence for the management and administration of all of current Presbytery property and to manage all other financial assets of the current Presbyteries that are not required for operational funding.

*Is the Presbytery supportive of passing such a resolution?*

# 1. Theological Reflection

## A Theology of Abundance and Generosity

As the Church responds to God's call to renewal, we are invited to reflect on the abundant grace of God embodied in the life, death and resurrection of Jesus, and our response in love, faith and hope to God's mission. Stewardship and witness are closely connected. The Church's approach to property and resources must be understood in relation to the Christian community's involvement in God's mission.

Divine generosity comes first. As God's image and Christ's body in the world, the Church's fundamental commitment to acts of generosity is always an 'imaging' of God, providing tangible reflections of God's already gracious abundance. Everything flows from this and may be expressed as some form of 'giving back' or 'releasing' what has been entrusted to our care.

The Church has never been entrusted with resources for its own sake nor for personal/congregational accumulation (Luke 12.42-48), but rather so that everyone's needs may be seen and met (consider the early church in Acts 2.44-45). In all of this, the Church's decisions about its resources should witness to the generous nature and open heart of God, expressed consistently throughout the biblical narrative in a plethora of ways.

## Property and Stewardship

Theological reflection on property emphasises the Church as a community of people, the use of property to support the Church's participation in God's mission, and the importance of transparency and accountability. Meanwhile, theological reflection on stewardship highlights the Church's role as a steward of God's creation, reflecting God's generosity, and maintaining rigorous financial accountability. Together these concepts guide the Church to make decisions regarding its resources, to prioritise God's mission, and reflect its theological commitments, ensuring that both property and resources serve as tools for ministry and human flourishing, and bear witness to God's abundant mission.

## Diakonia of the Saints - An Invitation to Sharing Abundance

In stewarding the resources of the Church, the Jerusalem Collection organised by Paul exemplifies God's radical vision of abundance in which resources are shared so that *"none may have too much, and none may have too little"* (2 Cor 8:15). In 2 Corinthians 8-9, Paul exhorts the Corinthian community to reflect on God's blessing to them of being made rich through Christ's poverty (2 Cor 8:9), and he invites them to respond to this grace by participating in the "Ministry (diakonia) of the Saints"—a ministry fundamentally characterised by grace.

This ministry is an expression of grace because it arises in response to God's prior act of grace in Jesus Christ. It overflows into the generous and grace-filled response of the giver, which in turn evokes thanksgiving and praise from the recipient. It is a ministry of grace as it embodies the divine vision that *"none should have too much and none should have too little,"* and it is a ministry of grace because it yields a *"harvest of righteousness"* - the Spirit's renewing work amongst God's people for the sake of mission.

The Diakonia of the Saints—the sharing of resources for the mission of God—thus points the Church toward an acknowledgment of its abundance. It cultivates a practice of generosity in response to divine grace oriented toward renewal and provides the community with an opportunity to enact God's vision of shared abundance. In so doing, the Church lives out the vocation of the Uniting Church in Australia to be a "fellowship of reconciliation".

In summary, the Church's stewardship of resources is grounded in a theology of abundance and generosity, reflecting God's grace and ensuring that property and assets serve God's mission. Decisions about resources must prioritise transparency, accountability, and the needs of the community, mirroring God's open-hearted generosity. By sharing abundance through ministries like the Diakonia of the Saints, where none should have too much and none should have too little, the Church actively participates in God's vision, fostering renewal and embodying its call to be a fellowship of reconciliation.

# 2. Model Development and the Consultation Process

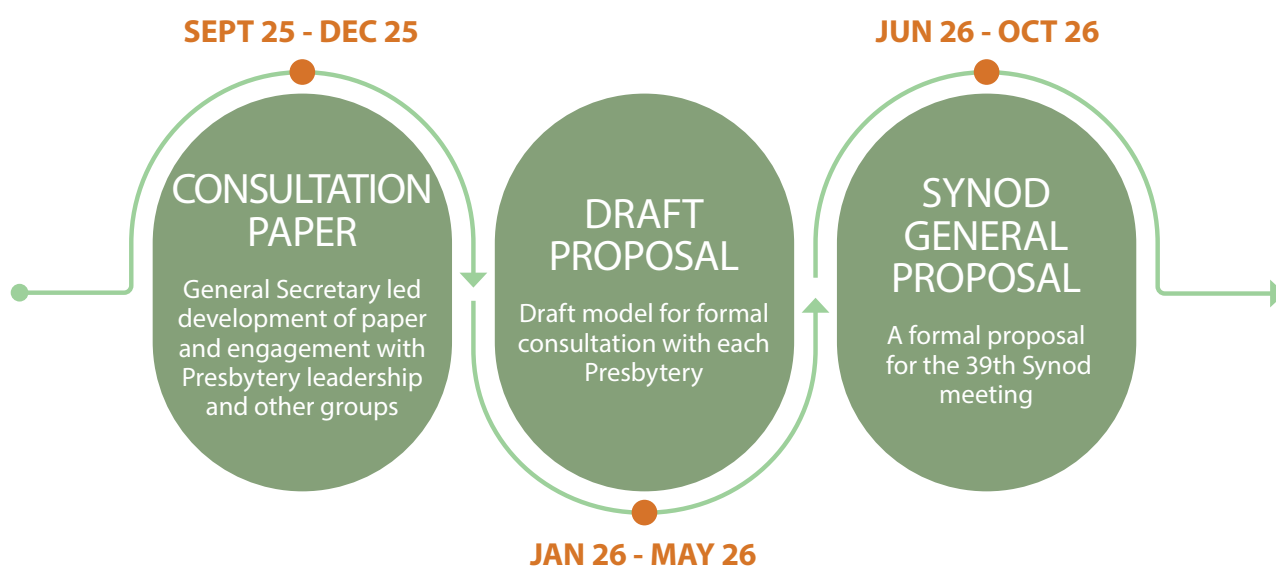
## Process

When the Queensland Synod began discussing Presbytery Capacity Building, it also needed to address how to support the resource needs of Presbyteries. The Synod Standing Committee approved a process to run alongside the Presbytery Capacity Building conversation, to be led by the General Secretary. In its first phase, the process centred on engaging with Presbytery leadership teams throughout Queensland. To develop the model, consultations included creating a discussion paper, holding nine meetings with leadership teams, having ongoing conversations with leaders and stakeholders, gathering feedback from Synod committees, and receiving input from a dedicated working group chaired by the General Secretary.

Based on this process, the Synod Standing Committee has approved the current draft proposal for formal consultation with each Presbytery in Queensland. Each Presbytery is invited to consider this draft proposal and submit a written response to the General Secretary on three specified issues listed below (outlined in detail in the Executive Summary) by May 31, 2026.

- Issue 1**      **The establishment of the Combined Presbytery Resource Committee pursuant to Regulations 3.7.4.6 (a) and 3.8.2 including operating the Combined Presbytery Operational Fund pursuant to Regulation 3.8.6.**
- Issue 2**      **Establishing a Capital Endowment Fund – the Combined Presbytery Resource Fund pursuant to Regulation 3.8.6.**
- Issue 3**      **Each Presbytery appointing the Combined Presbytery Resourcing Committee as its Responsible body pursuant to Regulation 4.1 for all Presbytery property including Presbytery money and investments not required for operational funding.**

The Synod Standing Committee will review Presbytery feedback to this draft proposal, and this will be the basis of a general proposal for the October 2026 Synod meeting. A summary of the process is outlined below.



# 3. The Model

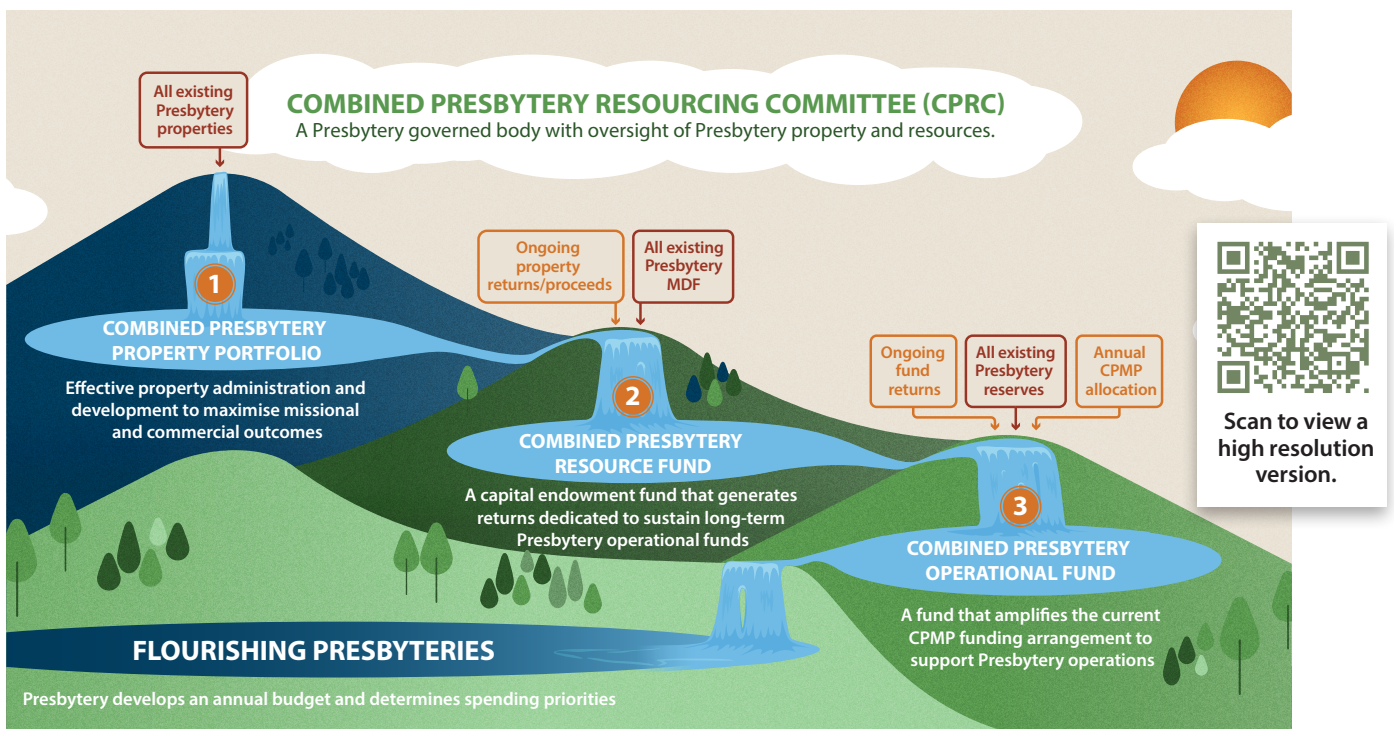
## Summary

The purpose of the Resourcing Flourishing Presbyteries model is to establish a long-term, equitable and sustainable resourcing model to support flourishing Presbyteries serving a growing and renewing Church. This proposal seeks to respond to the call of God to be a growing and renewing Church in Queensland. It takes a long-term view of resourcing by boldly reimagining a shared wealth and common life model of resourcing of Presbyteries, of faithful stewardship of property resources and of investing in congregations and faith communities to be renewed in their worship, witness and service. The model ensures that each Presbytery determines its funding priorities and strategic requirements to ensure the effective functioning of the Presbytery in exercising oversight, exhorting and encouraging congregations and faith communities in their worship, witness and service. The proposed model combines Presbytery property and finances, uses central governance, and establishes long-term funding base for future operational needs of each Presbytery in Queensland.

Key parts of the model are listed below:

- A new committee is established termed the Combined Presbytery Resourcing Committee (CPRC). It will oversee all Presbytery property (note that this does not include congregation property) and financial resources. This committee will be designated as the responsible body for all Presbytery properties and financial assets.
- All existing Presbytery property and financial assets are held in common to support the operational funding needs and priorities of Presbyteries in Queensland.
- A Combined Presbytery Resource Fund is established as a capital endowment fund to support Presbytery funding needs into the future.
- The existing Mission Development Fund holdings that Presbytery are the Responsible Body for, will be transferred to the Combined Presbytery Resource Fund. Future property sales proceeds for Presbytery related property will also go to this fund.
- Each Presbytery's operating income and budget for each financial year will be funded through the combined resources outlined above.

## Proposed model



## Combined Presbytery Resourcing Committee

<b>Overview</b>	The establishment of a Combined Presbytery Resourcing Committee (CPRC) that oversees all Presbytery property, capital and operational-related funding decisions on behalf of the combined Presbyteries. The objective of this Committee is to ensure long-term, equitable and sustainable funding of Presbyteries in Queensland.
<b>Members</b>	Nominees elected by each Presbytery, ex officio members and non-voting members.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Whole of Synod asset management for all Presbytery related properties</li> <li>• Administrative support from the Synod Office</li> <li>• Unlocks and resources the development of underutilised assets</li> <li>• Ensures equitable and needs based funding of each Presbytery in Queensland</li> <li>• Critical funding pipeline for the Presbytery Resource Fund</li> </ul>

### Object

To ensure long-term, equitable and sustainable funding to support Presbyteries in Queensland to flourish in their service of a growing and renewing Church.

### Purpose

1. To oversee Presbytery property, capital and annual budget funding related decisions on behalf of all Presbyteries in Queensland.
2. To establish, administer and manage, pursuant to Regulation 3.8.6<sup>2</sup>, an operational fund in its name to provide for the proper discharge of its object, purposes, and responsibilities.
3. With the administration and specialised support of the Synod, to implement a shared wealth and common life approach to all Presbytery properties stewarding resources to maximise missional and commercial outcomes.
4. To act as all Presbyteries' Responsible body as defined by Regulation 4.1.
5. To advise the Synod Finance, Investment and Property Board in relation to the funding requirements for the Combined Presbytery Resource Fund.

### Responsibilities

1. To prudentially manage the Combined Presbytery Operation Fund and to authorise distributions from such fund to Presbyteries having regard to each Presbytery's annual budget submission for operational, missional and strategic initiatives.
2. To oversee the CPMP funding allocation method having regard to each Presbytery's annual budget submission for operational, missional and strategic initiatives.
3. To work collaboratively with other funding bodies within the Synod including MC3 (Church Renewal Fund), Muth arrak (Covenant Ministry Fund) and the FIP Board (Mission Development Fund and other financial resources).
4. To provide its views to the FIP Board about the prudential management of the Combined Presbytery Resource Fund.
5. To undertake, on behalf of all Presbyteries, its powers, roles and responsibilities for the management and administration of all Presbytery's property (note that this does not include Congregation property decisions).
6. To exercise the following specified financial powers in relation to the Combined Presbytery Operational Fund (CPOF) as set out in regulation 3.7.4.6(a), namely, the power to:
  - o Invest the funds, not immediately required for the purposes of the CPOF, in the Uniting Church Investment Service: Reg.3.7.4.6(a)(i).

2. Regulation 3.8.6 provides: "Congregations, Church Councils, Presbyteries, Synods, the Assembly or **other bodies may establish funds** to provide for the proper discharge of their purposes, responsibilities and objects, and they shall respectively be **managed and administered** by such persons or **bodies** and **in such manner as** the Church Council (or Church Councils working collaboratively), Presbytery, **Synod** or Assembly **may determine**."

- o Accept money on deposit: Reg. 3.7.4.6(a)(ii).
- o Enter into financial transactions with or without security, for the purposes of the CPRC, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per financial transaction: Reg. 3.7.4.6(a)(iv).
- o Issue, draw, accept, endorse or discount bills of exchange, promissory notes, payment orders or other negotiable instruments, for the purposes of the CPRC, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per transaction: Reg.3.7.4.6(a)(v).
- o Enter into any transaction for the purpose of reducing the risk of loss or increasing the prospect of gain arising from changes in interest, discount or currency exchange rates or other rates or factors affecting financial markets, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per transaction: Reg.3.7.4.6(a)(vi).
- o Guarantee, indemnify or be surety for the payment of money or performance of contracts or obligations by any person with or without securing the liabilities so incurred for the purposes of the CPRC, provided the monetary value is equal to or does not exceed \$100,000, or such other limit as prescribed by Synod, per transaction: Reg. 3.7.4.6(a)(vii).

### Membership

1. Presbytery appointed members with each Presbytery appointing an equal amount of members (final number of appointments is to be determined by the amount of Presbyteries in Queensland).
2. Ex officio members:
  - o Chair of the FIP Board of the Synod or their delegate
  - o General Secretary or their delegate
3. Non-voting members:
  - o Executive Director of Finance, Property and Enterprises (Queensland Synod)
4. Chairperson is to be elected by the Committee.

## Combined Presbytery Property Portfolio

<b>Overview</b>	Consolidate all Presbytery properties for collective use across the Presbyteries. Adopt a shared wealth and common approach to managing Presbytery assets, with Synod oversight and development assistance to optimise both missional objectives and commercial opportunities.
<b>Management of Portfolio</b>	<ul style="list-style-type: none"> <li>• Decisions made in line with UCA Regulations, Federal, State and General law</li> <li>• The CPRC is to be appointed the Responsible body for all Presbytery property</li> <li>• The FIP Board of the Synod oversee property sales and development approval decision in the same way as currently exists</li> <li>• The Synod Office advises and supports the development of properties</li> </ul>

### Appointment of the CPRC as the Responsible Body

It is proposed that, following the approval of a General Proposal at the Synod meeting in October, and upon the formation of any new Presbytery, each Presbytery formally passes a resolution to designate the CPRC as the Responsible body for the management of all Presbytery property at that point in time. This is a bold reimagining of Presbytery based resources towards a shared life and commonwealth approach to ensure that none should have too much and none should have too little.

**Property** is defined as *“whatsoever nature whether real or personal, and includes money, investments, and rights relating to property”* (Reg. 4.1).

**Responsible body** is defined as *“a body that is responsible for the management and administration of property, and*

which either itself carries out those responsibilities or appoints another body to undertake them either in whole or in part.” (Reg. 4.1).

### Future Property Decisions and Presbytery Powers, Roles and Responsibilities

A resolution passed by each Presbytery addresses all **current** Presbytery properties for the purposes of this model. However, future property may also fall under the responsibility of the Combined Presbytery Resourcing Committee. This will require a passing of a resolution of the Presbytery to appoint the CPRC as the Responsible body for that particular property on a case-by-case basis. The Regulations define the powers and duties of a Presbytery regarding a range of property matters. These other matters will continue to be managed by the Presbytery and **not the CPRC**, unless the Presbytery appoints the CPRC for any of these powers, roles or responsibilities.

#### Example

On the 1st of July 2027 the Presbytery of Central Queensland passes a resolution for the Combined Presbytery Resourcing Committee to be appointed the Responsible body for all Presbytery property as of this date. This included 4 houses, 3 Church Buildings, \$305,000 in cash reserves and investments, and \$800,000 in Mission Development Funds holdings. In February 2028, a congregation in Mackay closed and the Presbytery became the Responsible body for that Property. After discernment, the Presbytery made a decision that this property does not have a missional usage and is best developed or sold. The Presbytery then resolves to appoint the CPRC as the Responsible body for this property.

## Combined Presbytery Resource Fund

<b>Overview</b>	Establishment of a dedicated capital endowment fund that generates returns to sustain long-term Presbytery funding
<b>Funding Sources</b>	<ul style="list-style-type: none"> <li>Existing Presbytery MDF may be transferred through amendment to MDF Policy</li> <li>CPRC may allocate a portion of MDF holdings for capital work requirements</li> <li>Property sales proceeds from Presbytery property</li> <li>Discretionary contribution from property proceeds (Presbytery and congregations)</li> </ul>
<b>Distribution of Funding</b>	<ul style="list-style-type: none"> <li>The FIPB allocates annual funding in consultation with the CPRC</li> </ul>
<b>Management of Funding</b>	<ul style="list-style-type: none"> <li>Decisions made in line with UCA Regulations, Federal, State and General law</li> <li>A capital endowment fund will be established for Presbytery Support purposes</li> <li>The FIP Board are accountable for the strategic investment of the endowment fund.</li> <li>The FIP Board are accountable for determining the appropriate total amount of monies to be drawn annually, achieving good stewardship now and in the future</li> </ul>

The Combined Presbytery Resource Fund (CPRF) supports Presbytery staffing, administration, and initiatives by investing its assets and distributing a portion of the earnings annually. As the fund grows, it increases its capacity to provide long-term financial support for its purposes outlined below.

It is important to note that the endowment fund is focused on using resources sustainably to support the organisation’s mission in the immediate, medium, and long term. By carefully managing the Combined Presbytery Resource Fund, we can ensure a stable and enduring financial resource that supports current and future Presbytery resourcing needs.

### Purposes of the Fund

The Combined Presbytery Resource Fund is to be used for the following purposes:

1. Provide ongoing financial resources to fund Presbytery staff/ministry positions and administrative operations to enable the effective fulfillment of the responsibilities of a Presbytery.
2. Resource Presbytery initiatives and programs.
3. Resource new and ongoing initiatives, projects, and ministries that align with the priorities of a Presbytery.
4. Support training, leadership development and projects that strengthen the capacity of Presbyteries in serving congregations and faith communities in their worship, witness and service.

### How an Endowment Fund Works

- **Establishment:** The endowment fund, known as the Combined Presbytery Resource Fund, is created by decision of the Queensland Synod. Initial and ongoing monies into the funds will come from Presbytery property proceeds of sale, Presbytery MDF and other fund-raising efforts as determined by the CPRC. These are intended to support long-term Presbytery resourcing.
- **Investment:** The principal amount of the Fund is invested in a diversified portfolio, which may include cash, stocks, bonds, real estate, and alternative investments. The goal is to generate income and achieve capital growth over the long term. For the Uniting Church in Australia Queensland Synod, this means ethically investing in a way that aligns with our values and mission.
- **Income Usage:** The income generated from the investments is used to fund projects and initiatives aligning with purposes of the Fund. Typically, only a small percentage of the endowment fund's assets are spent each year to ensure the fund's longevity.

### Role of the FIP Board

The FIP Board is responsible for the investment strategy for the endowment funds. When making these decisions, the Board will consider several key issues such as, but not limited to:

- **Purpose:** If the purpose of each fund is discerned to be slightly different, then a different investment strategy may be applied. Clarity of purpose specified in the set-up documents is vital to guide the investment strategy.
- **Risk Tolerance:** Assessing the level of risk the Synod is willing to accept in its investment portfolio to generate income and achieve capital growth, noting that some asset classes can decrease in value in the short term.
- **Diversification:** Ensuring the investment portfolio is diversified across various asset classes to mitigate risk and enhance returns.
- **Ethical Considerations:** Aligning investments with the values and mission of the Uniting Church, avoiding investments in industries that conflict with the Church's principles.
- **Market Conditions:** Evaluating current and projected market conditions to make informed investment decisions that optimise returns.
- **Performance Monitoring:** Regularly reviewing the performance of the investment portfolio to ensure it meets the set objectives and making adjustments as necessary.

## Combined Presbytery Operational Fund

<b>Overview</b>	<ul style="list-style-type: none"> <li>• Amplify the current CPMP funding arrangement and implement a shared wealth and common life approach to all Presbytery funding</li> <li>• Streamline and standardise the annual funding processes</li> </ul>
<b>Funding Sources</b>	<ul style="list-style-type: none"> <li>• CPMP annual allocation</li> <li>• Presbytery reserves</li> <li>• Distributions from the Combined Presbytery Resource Fund</li> </ul>

<b>Distribution of Funding</b>	<ul style="list-style-type: none"> <li>• Annual funding distribution for each Presbytery</li> <li>• Each Presbytery submits a funding budget annually for operational expenditure and strategic resourcing</li> <li>• Governed by the Combined Presbytery Resource Committee</li> </ul>
<b>Management of Funding</b>	<ul style="list-style-type: none"> <li>• Decisions made in line with UCA Regulations, Federal, State and General law</li> <li>• An operational fund will be established for Presbytery Resourcing purposes</li> <li>• The CPRC are accountable for determining the appropriate total amount of monies to be drawn periodically, achieving good stewardship now and in the future</li> <li>• Administration support by Synod Office</li> </ul>

The operational fund supports Presbytery activities each financial year. Each Presbytery prepares its budget and funding requests based on its unique needs, then submits them to the Combined Presbytery Resource Committee.

The Committee can draw on several funding sources, with the balance among them expected to shift over time. Initially, most funding will come from the Combined Presbytery Mission Pool (CPMP). As the Combined Presbytery Resource Fund grows, reliance on the CPMP is expected to decrease. Section 4 provides an overview of current funding sources along with a projected outlook for the next ten years.

## The Model: Summary of what is changing

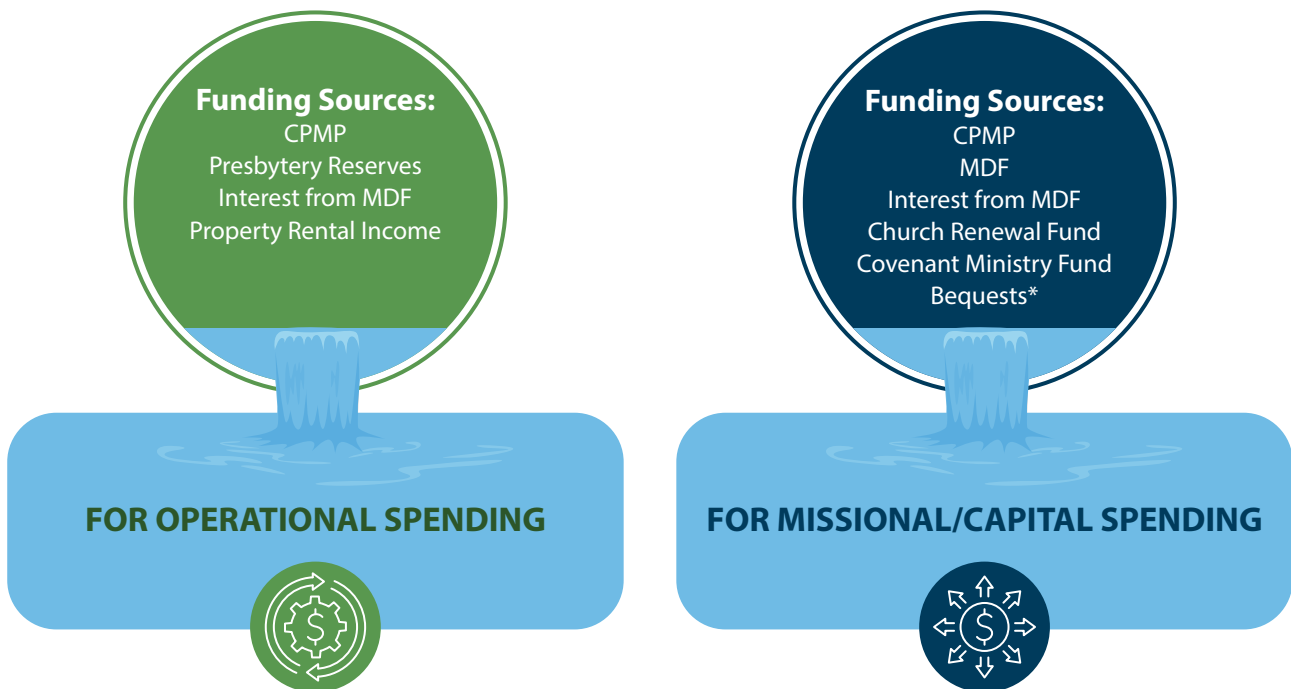
<p><b>What stays the same?</b></p> <ul style="list-style-type: none"> <li>• Congregation related property decisions</li> <li>• Presbytery determines their funding priority requests through a budget process</li> <li>• CPMP contributions from Congregations are organised by each Presbytery</li> <li>• Annual prioritisation and budget process for each Presbytery</li> <li>• Each Presbytery manages its operational funding during each Financial Year</li> </ul>	<p><b>What is different?</b></p> <ul style="list-style-type: none"> <li>• A committee that oversees all Presbytery related property</li> <li>• Combining all existing resources of Presbyteries for a common usage</li> <li>• Combined property portfolio</li> <li>• Establishment of a Combined Presbytery Resource Fund.</li> <li>• Combined Presbytery financial reserves</li> <li>• Existing Presbytery MDF may be transferred through amendment to MDF Policy, CPRC may allocate a portion of MDF holdings for capital work requirements</li> <li>• Reduced reliance on CPMP contributions in the longer term</li> </ul>
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# 4. Funding Sources for Presbyteries

## Current Funding Sources

Presbyteries receive funding from several sources, but they mainly depend on the Combined Presbytery Mission Pool (CPMP), which receives contributions from Queensland congregations as allocated by each Presbytery. Presbyteries also utilise financial reserves, the Mission Development Fund, and income from properties to support their operations. For each Presbytery, the funding sources are different depending on their available resources and funding needs. Key challenges for the current funding sources include:

- Heavy dependence on CPMP funding from congregations, even though it hasn't kept up with inflation and is likely to decrease further in the coming years because of the capacity to pay.
- Varied financial reserves and Mission Development Funds across Presbyteries due to differences in property asset and sales, along with distinct funding requirements for each Presbytery.
- A perceived need for greater transparency in annual CPMP procedures among Presbyteries.

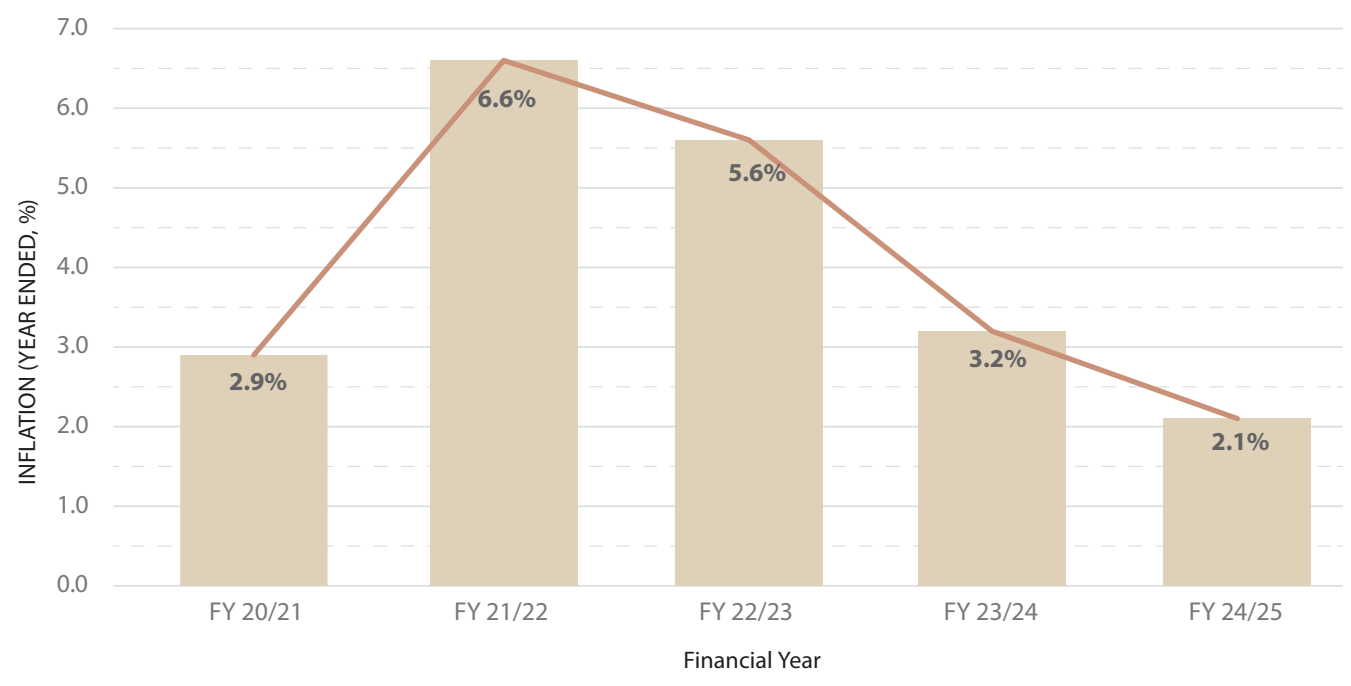


## CPMP

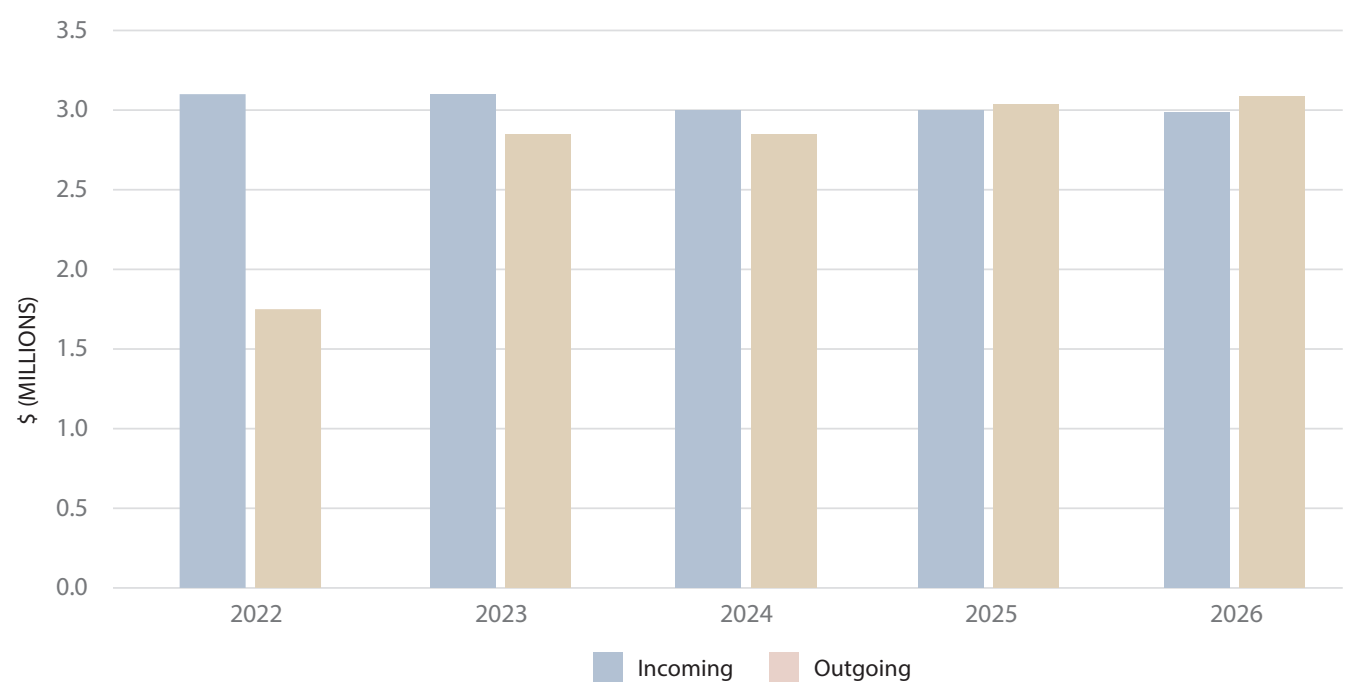
The data below presents CPMP income and expenditure over the previous five years. Note that these are only CPMP and are exclusive of project and Bush Chaplaincy/Patrol Ministry funding. It is evident that the overall quantum of CPMP has experienced only a modest reduction during this timeframe, despite cumulative inflation exceeding 20% over the same period. Consequently, while the cost base has grown, CPMP income has marginally declined. When adjusted for inflation, this represents a significant decrease in CPMP of more than 20% over the last five years.

The largest change in outgoing/expenditure funds to Presbyteries is a 78.08% increase (\$1,351,960.04) from 2022 to 2026. Moreton Rivers saw the highest rise at 215%, while the Downs Presbytery decreased by 30.79% (-\$64,238.04) over the same period. Most presbyteries have stabilised funding over three years, except for Moreton Rivers, which increased withdrawals. Bremer Brisbane partly achieved stability by drawing interest from MDF accounts.

### Australia CPI Inflation by Financial Year (FY20-21 to FY24-25)



### CPMP Incoming / Outgoing



## Current Combined Resources

In addition to CPMP, each Presbytery has different levels of financial reserves, property and of Mission Development Funds holdings. The current state is listed below. Under the current MDF Policy, congregations that hold funds for over 7 years without a mission plan transfer responsibility for those holdings to their Presbytery.

After excluding funds with mission plans, ongoing projects, or earmarked for special purposes, the potential Presbytery balances as of January 2026 are:

	<b>November 2025</b>	<b>Potential 2026</b>
Bremer Brisbane Presbytery	\$ 762,415	\$ 1,348,694
Carpentaria Presbytery	\$ 335,625	\$ 367,149
Central Queensland Presbytery	\$ 12,872	\$ 90,603
Mary Burnett Presbytery	\$ 527,271	\$ 2,020,270
Moreton Rivers Presbytery	\$ 4,141,914	\$ 5,829,710
South Moreton Presbytery	\$ 717,455	\$ 2,123,132
The Downs Presbytery	\$ 369,990	\$ 559,232
<b>Total</b>	<b>\$ 6,867,542</b>	<b>\$ 12,338,789</b>

Below is a summary of the property holding of each Presbytery as of December 2025. These are desktop valuations and should be seen as indicative of current Presbytery property portfolios.

<b>Presbytery Responsible Body</b>	<b>Sum of Est. Market Value</b>	<b>Description ('house' includes manses)</b>	<b>Houses</b>	<b>Other</b>
Presbytery of Bremer Brisbane	\$ 5,231,875	5 houses (inc. 3 at Ripley), Church/Pres office	\$ 5,050,000	\$ 181,875
Presbytery of Carpentaria	\$ 1,607,035	1 house, 2 Church/halls	\$ 685,000	\$ 922,035
Presbytery of Central Queensland	\$ 1,287,588	2 houses, 2 churches	\$ 1,060,000	\$ 227,588
Presbytery of Mary Burnett	\$ 2,970,000	1 house, Maroochydore church	\$ 970,000	\$ 2,000,000
Presbytery of Moreton Rivers	\$ 14,325,475	2 houses, 1 townhouse, Ashgrove Ave site, Kilcoy subdivision, Clayfield church/hall	\$ 2,480,000	\$ 11,845,475
Presbytery of South Moreton	\$ 15,242,250	2 houses, Sunnybank site, Thornlands site	\$ 3,080,000	\$ 12,162,250
Presbytery of The Downs	\$ 1,360,000	1 house, 2 churches	\$ 310,000	\$ 1,050,000
<b>Total</b>	<b>\$ 42,024,223</b>		<b>\$ 13,635,000</b>	<b>\$ 28,389,223</b>

## Ten Year Funding with Proposed Model

The table below presents an indicative financial projection of the Resourcing Flourishing Presbyteries model.

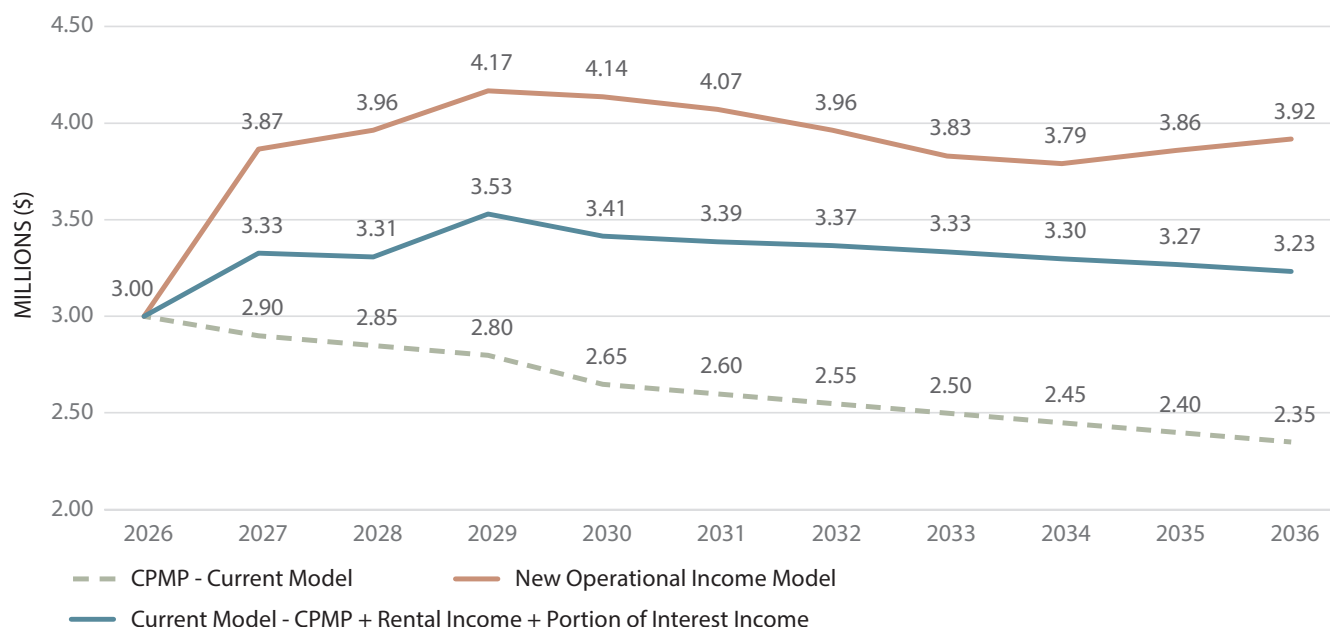
Note: All numerical figures below displayed are in millions (\$M).

		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
<b>Operational Fund</b>	CPMP	3.00	3.00	2.85	2.80	2.65	2.50	2.30	2.10	2.00	2.00	2.00
	Reserves	11.20	11.40	12.42	13.48	14.70	15.83	16.85	17.72	18.40	18.99	19.60
	Interest on reserves		0.46	0.50	0.54	0.59	0.63	0.67	0.71	0.74	0.76	0.78
	Rental income from properties		0.20	0.21	0.46	0.47	0.47	0.48	0.48	0.48	0.49	0.49
	Interest earned On Endowment Below	0.00	0.21	0.41	0.37	0.43	0.47	0.51	0.54	0.58	0.61	0.64
	<b>Total available for use</b>	<b>3.00</b>	<b>3.87</b>	<b>3.96</b>	<b>4.17</b>	<b>4.14</b>	<b>4.07</b>	<b>3.96</b>	<b>3.83</b>	<b>3.79</b>	<b>3.86</b>	<b>3.92</b>
<b>Combined Presbytery Resource Fund (CPRF) Endowment Fund</b>	MDF	6.88	10.69	10.19	9.19	10.69	11.69	12.69	13.54	14.39	15.24	16.09
	Congregation MDF (Taken up at 7 Years)	3.80	2.00	1.50	1.50	1.00	1.00	0.85	0.85	0.85	0.85	0.85
	Project Expenditure		2.50	2.50								
	Interest earned (set at 4%)	0.21	0.41	0.37	0.43	0.47	0.51	0.54	0.58	0.61	0.64	0.68

The following graphs compare the 10-year income and reserve projections between the as-is model (i.e. if no changes made) and the Resourcing Flourishing Presbyteries model.

### 1. Income Projections

#### Comparison Between Ongoing CPMP, CPMP with Rental Income & portion of potential interest and New Operational Income Model



The above calculations are based on estimates calculated as of 19 January 2026. Key assumptions to the projections include:

- **CPMP:** The initial decrease in CPMP funding is based on feedback from Presbyteries regarding the difficulties of some congregations in sustaining current levels of CPMP. It should be noted that over the last three years CPMP has remained unchanged but has not kept pace with CPI. The longer term plan is to reduce the reliance of CPMP and the overall contribution of congregations.

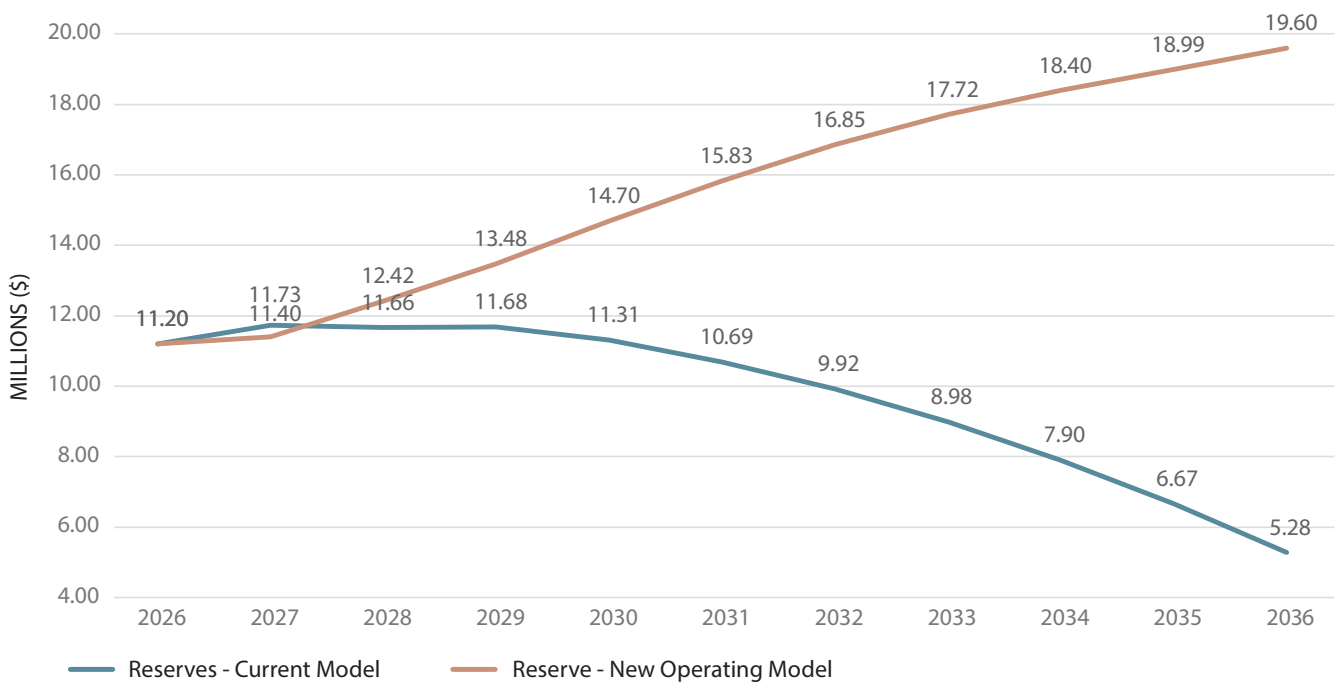
- **Reserves:** Some reserves are held in UCIS accounts, others in operating accounts or term deposits at various banks. Interest is calculated at estimated rates of 4% for UCIS deposits, assuming all Presbyteries agree to pool funds and share benefits.
- **Rental Income:** Most presbyteries have some form of real estate from which they received rental income. The model reflects the outflow of MDF funds in the '27 and '28 financial years for the building of the Ashgrove Development as well as the estimated 5% return on investment in the form of increased rental income from 2028.

It should be noted that further opportunity for uplift in both ongoing income and the endowment fund is possible through the development of assets held for ongoing rental or sale respectively. As property plans are not known at this time, it has not been modelled. The formation of the Combined Presbytery Resourcing Committee and the expertise it will assemble should enable a smooth, mature decision-making process for development opportunities beyond just selling buildings and land as they stand.

- **Endowment Fund and Interest:** All available MDF amounts from Presbyteries will be combined into an Endowment Fund, generating income for shared use. The 2026 figures reflect current holdings and funds moving up at the seven-year mark. Interest earned each year will be used operationally in the following year. Interest calculated through December 2026 will be added to the MDF balance, with the final six months' interest also included before transferring to the endowment instead of operations in 2027.
- **Interest:** Both interest calculations have been conducted at a rate of 4% for 2026 and beyond. These figures are intended as prudent estimates and should be interpreted accordingly. All projections provided are independent of other initiatives currently under consideration .

## 2. Reserves Projections

### Reserves Comparison



The above calculations are based on estimates as of 19 January 2026. Anticipated decrease in CPMP payments, coupled with rising operational costs within the Presbyteries, indicate that reserve funds will become the sole financial resource for each presbytery. As these reserves are inherently finite, this approach has limited sustainability unless income is increased beyond current levels. CPMP remains the central source of revenue but funding is sustained in the new model, with reduced reliance on CPMP contributions projected. The comparative analysis of reserves demonstrates that, despite escalating costs, the revised funding model enhances reserve levels; these reserves may then be invested for further growth and improved interest returns. This creates a longer-term growing income base compared to declining reserves and declining CPMP contributions.

# 5. Implementation and Miscellaneous

It is envisaged that detailed transition planning will be undertaken to address the following areas as part of a General Proposal to the 39th Synod meeting.

- Proposed timeline and approach for existing Presbytery commitments.
- Comprehensive 5-year budget based on feedback from the Presbytery Capacity Building discussions.
- Work through existing funding commitments of Presbyteries.
- Work through the use of specified funding currently used within a Presbytery for a particular purpose.
- Annual decision making in relation to different funding sources (e.g. CRF and MC3).
- Agree on the structure of Presbyteries – i.e. set up as separate charities (along with all the administration that involves on an ongoing basis) or set them up under Church Regulations and account for them in the Synod office accounts

## 6. Terms

<b>CPOF</b>	Combined Presbytery Operational Fund
<b>CPRC</b>	Combined Presbytery Resourcing Committee
<b>FIPB</b>	Finance, Investment and Property Board
<b>CPRF</b>	Combined Presbytery Resource Fund
<b>Property</b>	as defined in Regulation 4.1, means property of whatsoever nature whether real or personal, and includes money, investments, and rights relating to property
<b>Responsible body</b>	as defined in Regulation 4.1, means a body that is responsible for the management and administration of property, and which either itself carries out those responsibilities or appoints another body to undertake them either in whole or in part <sup>3</sup> .

3. It is noted that the term, "Responsible body" is also defined in Part 1 of the Regulations as: "... means any body of the Church to which specific responsibilities are assigned by the Constitution or by any Regulation, by-law or rule;". That definition is broader than the definition in Regulation 4.1.

# Appendix A: Regulations

## Specific Powers, Roles and Responsibilities of Presbyteries as Responsible bodies

Under the proposal, the Presbyteries maintain the following powers, roles and responsibilities unless they resolve to appoint the CPRC for this purpose.

Where a Congregation shares the use of its Church property with another Congregation/Faith Community and there is either disagreement or a failure to resolve issues between the participating Congregation(s) and Faith Community/ies, the Presbytery may decide the matter. In the circumstances outlined above, the Presbytery also has the powers set out in Reg.4.11.9(d) which provides that the Presbytery:

- (i) may dispense with the requirement that the responsibilities mentioned in Regulation 4.11.9(a)(iii) be jointly undertaken if it considers that it is appropriate to do so and the dispensation may be granted for a specified time and subject to conditions; and
- (ii) shall have authority to implement any changes to use, management or administration of a Church property, that it considers are necessary or desirable to implement a memorandum of understanding made pursuant to Regulation 4.11.9(a) or a decision made in accordance with Regulation 4.11.9(c)
- (iii) To convene a consultation with a Congregation and its Church Council to consider whether a recommendation should be made to Presbytery in Session, whether any of the "Congregational Property"<sup>4</sup> should be classified as available for "Alternative Missional Use"<sup>5</sup>: Reg. 4.11.10(b)(ii)(1).
- (iv) In any consultation between Presbytery and a Congregation as referred to in point (iii) immediately above: the Presbytery shall take proper account of the purpose, functions, responsibilities and rights of the Congregation as described in the Regulations;
  - a. the Presbytery and the Congregation have a responsibility to listen faithfully to one another; and
  - b. the Presbytery shall take into account any effect on an existing placement
- (v) The Presbytery in Session has to power to recommend that the Synod classify "Congregational Property" as available for "Alternative Missional Use": Reg. 4.11.10(b)(ii)(2). In doing so, it must provide to Synod and the Congregation written reasons for the recommendation: Reg. 4.11.10(d)(i).
- (vi) When a property or income from or proceeds of sale of property is classified as available for "Alternative Missional Use" a Presbytery may transfer responsibility for the management and control of the property or the benefit of use or income from the property or proceeds of sale of the property to another body (which may be the Presbytery itself): Reg. 4.11.10(e)(i).
- (vii) Prior to transferring the responsibility or benefit, the Presbytery shall ensure that appropriate arrangements are made for the care of the affected Congregation and its mission, and shall ensure that appropriate opportunities are made for the affected Congregation through its Church Council to make a contribution in the process that identifies the "Alternative Missional Use" to which the resources for which its Church Council was previously responsible, are put: Reg. 4.11.10(e)(ii).
- (viii) If, notwithstanding a resolution of the Synod referred to in Regulation 4.11.10 (b)(ii), responsibility for the management, control or benefit or use (as the case may be) has not been transferred to another body within three (3) years of the Synod or the Synod Standing Committee resolution: the classification shall cease to operate; and responsibility for the management and control or the benefit of use of the property shall remain with the existing Congregation and its Church Council: Reg. 4.11.10(f).
- (ix) A Presbytery may authorise the Presbytery Property Committee or another committee or committees to take responsibilities in respect of such one or more of the properties for which the Presbytery is itself responsible, including:
  - i. the supervision and use of the property;
  - ii. maintaining the property in good repair;
  - iii. reporting in respect of such matters as the Presbytery may require; and
  - iv. such other matters as the Presbytery may determine: Reg. 4.3.1(c). Note: This does not alter Presbytery's status as the "Responsible body".
  - v. To require Responsible bodies within their bounds to furnish such information regarding property affairs, including audited accounts, as the Presbytery requires from time to time: Reg. 4.11.5.

4. As defined in Regulation 4.11.10(a)(iii).

5. "Alternative Missional Use" is defined in Reg. 4.11.10(a)(i).

- vi. To require Responsible bodies within their bounds to furnish such returns to the Presbytery as shall be prescribed by the Presbytery: Reg. 4.11.8.
- vii. the role of receiving and dealing with applications to acquire property or to sell, mortgage, exchange or lease the property of pastoral charges in accordance with the provisions of the relevant Acts and Regulations: Reg. 3.1.3(o)(i).
- viii. the responsibility of appointing a qualified auditor who shall audit the books of account and report to the Presbytery at least annually: Reg. 3.3.1(o)(iii).

## Church Regulations Assumptions

Below are the assumptions of the draft proposal.

1. It has been assumed that this proposal does **not** involve the dissolution<sup>6</sup> or amalgamation or division of any existing Congregation.
2. If this proposal does involve the dissolution, amalgamation or division of any Congregation, then further consideration will need to be given to the application of other Regulations, such as:
  - o Regulation 3.4.3 which sets out the grounds on which, and the process to be followed, when consideration is being given to dissolving a Congregation, including that proper arrangements are made for any property affected;<sup>7</sup> or
  - o Regulation 3.4.4 which deals with the amalgamation or division of a Congregation, again including that proper arrangements are made for any property affected.<sup>8</sup>
3. Synod has the power:
  - o pursuant to Regulation 3.7.4.6(a), to establish a body<sup>9</sup> or bodies that have certain financial powers. Synod has, pursuant to that power, already established the **FIPB**; and
  - o pursuant to clause 32 of the Constitution and Regulation 3.8.2<sup>10</sup>, to establish and maintain such committees as are appropriate to the furtherance of its responsibilities. Synod's responsibilities include exercising "executive, administrative, pastoral and disciplinary functions over the Presbyteries within its bounds": cl.32.
4. It is open to the Synod to:
  - o establish a body, the **CPRC**, pursuant to Regulations 3.7.4.6(a) and 3.8.2;
  - o clearly articulate the objects, purposes and responsibilities of the **CPRC**; authorise the **CPRC** to exercise specified financial powers (set out below);
    - determine that the **CPRC** may establish, administer and manage, pursuant to Regulation 3.8.6<sup>11</sup>, the **CPOF** in its (**CPRC's**) name to provide for the proper discharge of its object, purposes and responsibilities (as articulated by Synod in accordance with the second dot point above).
    - have all Presbyteries pass a resolution appointing, pursuant to Regulation 4.1 (definition of "Responsible body"), the CPRC as the body to undertake all of their responsibilities for the management and administration of all of their property.
    - pursuant to Regulation 3.8.6, establish a capital endowment fund, the Combined Presbytery Resource Fund (CPRF), which is to be managed and administered by the FIPB in consultation with the CPRC.
    - It is open to Synod to establish the CPRC as a body that is authorised to exercise some or all of the financial powers set out in Regulation 3.7.4.6 with respect to the CPOF.
    - In relation to funds in the CPOF that are not immediately required for the purposes of that fund (surplus funds), the CPRC is to invest such surplus funds with the Uniting Church Investment Scheme (UCIS).

6. For the purposes of this advice, 'dissolution' includes the cessation of recognition as a Congregation.

7. See Regulation 3.4.4(c)(iii).

8. "Body" is defined in clause 3 of the Constitution as: "includes council, committee, department, college, board, agency or other institution."

9. Regulation 3.8.2 provides: "A Congregation or council may appoint and disband committees for such periods, on such terms and with such responsibilities as it deems appropriate."

10. Regulation 3.8.2 provides: "A Congregation or council may appoint and disband committees for such periods, on such terms and with such responsibilities as it deems appropriate."

11. Regulation 3.8.6 provides: "Congregations, Church Councils, Presbyteries, Synods, the Assembly **or other bodies may establish funds** to provide for the proper discharge of their purposes, responsibilities and objects, and they shall respectively be **managed and administered by** such persons or **bodies and in such manner as** the Church Council (or Church Councils working collaboratively), Presbytery, **Synod** or Assembly **may determine**."

5. Regulation 3.7.4.6 provides:

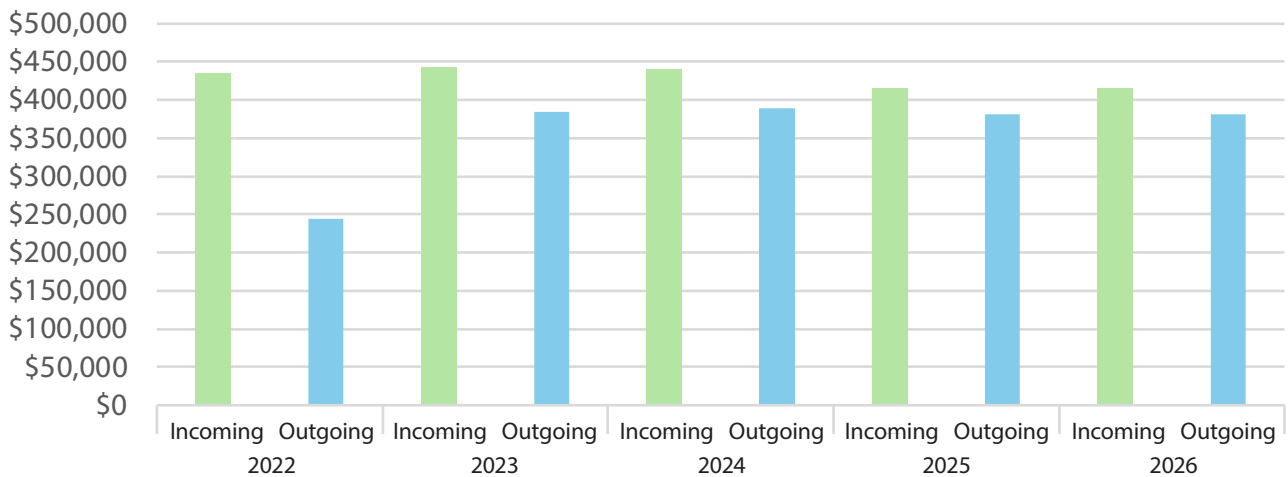
***“FINANCIAL TRANSACTIONS AND INVESTMENTS BODY***

- a. A Synod may establish a body or bodies authorised to:
- o invest and manage funds on behalf of the Synod or on behalf of any Presbytery, Congregation or other body within the bounds *of the Synod*;
  - o *accept money on deposit*;
  - o *borrow, raise, secure the payment of money or otherwise obtain financial accommodation including by the issue of debentures, bonds or other securities*
  - o *advance or lend money or otherwise make financial accommodation available or enter into financial transactions with or without security, at such rate of interest (if any) or for such other consideration (if any) and on such terms as to repayment and otherwise as the Synod may authorise*;
  - o *issue, draw, accept, endorse or discount bills of exchange, promissory notes, payment orders or other negotiable instruments*;
  - o enter into any transaction for the purpose of reducing the risk of loss or increasing the prospect of gain arising from changes in interest, discount or currency exchange rates or other rates or factors affecting financial markets;
  - o *guarantee, indemnify or be surety for the payment of money or performance of contracts or obligations by any person with or without securing the liabilities so incurred*
  - o *Subject to Regulation 3.7.4.6(b), all investments borrowings and other transactions authorised by this Regulation are to be made in the name of the Property Trust and within such guidelines as the Synod shall determine.*

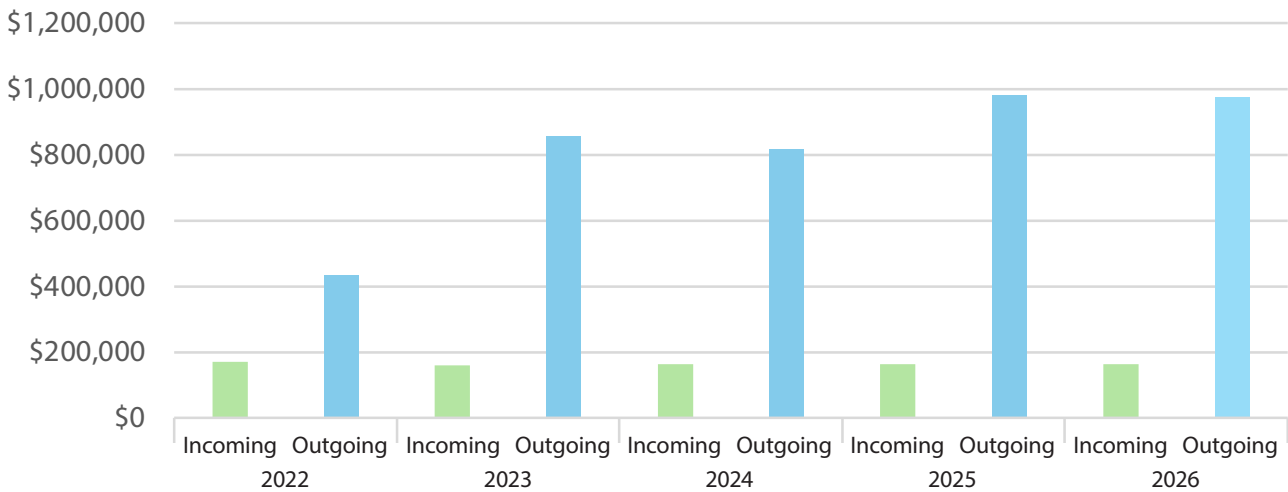
The body responsible for the management and administration of any fund may invest in its own name monies not immediately required for the purposes of that fund, provided that the amount and the period do not exceed the limits prescribed by the Synod and that the investment is of a nature approved by the Synod. Where the amount or period of a proposed investment exceeds the limits set down by the Synod the specific approval of the Synod shall be obtained for the investment made by the Synod investment agency on behalf of the fund concerned.”

# Appendix B: Incoming/Outgoing CPMP by Presbytery

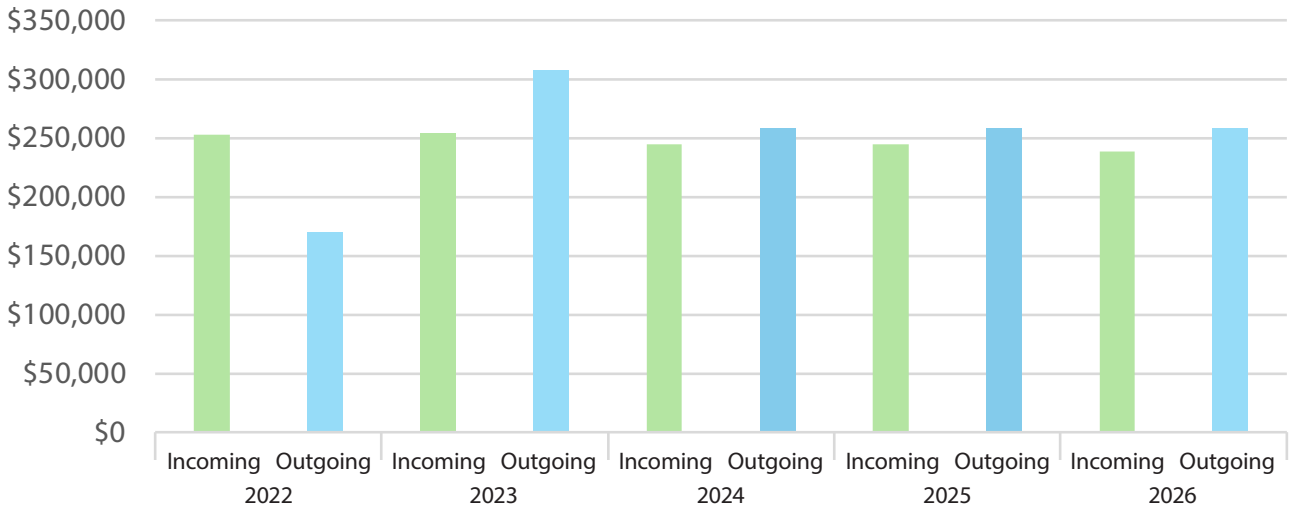
## Brisbane Bremer Presbytery



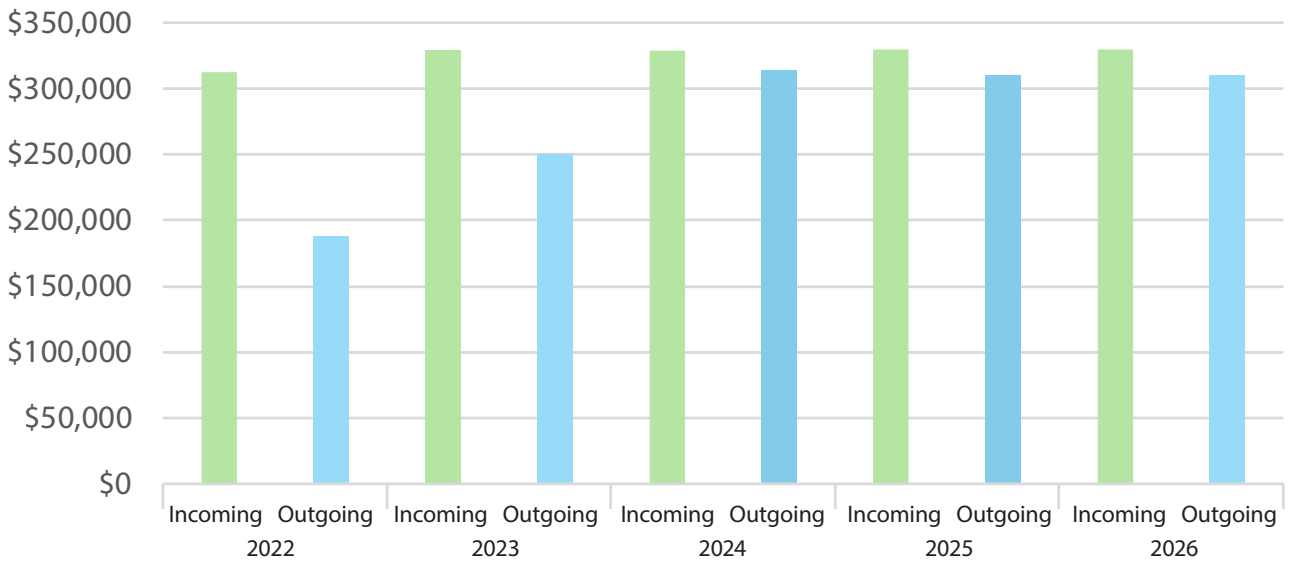
## Carpentaria



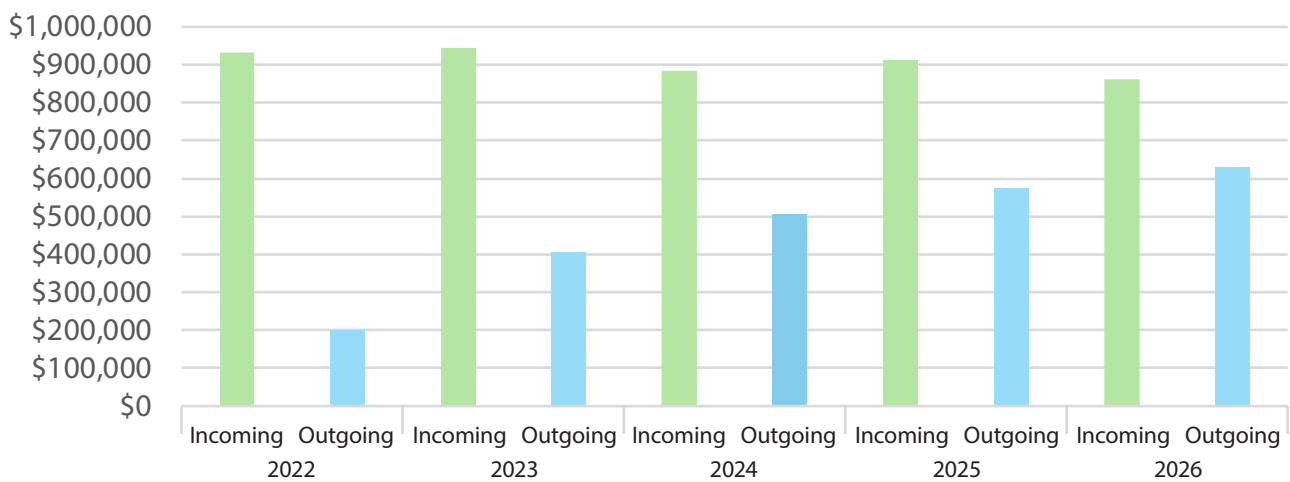
## Central Queensland



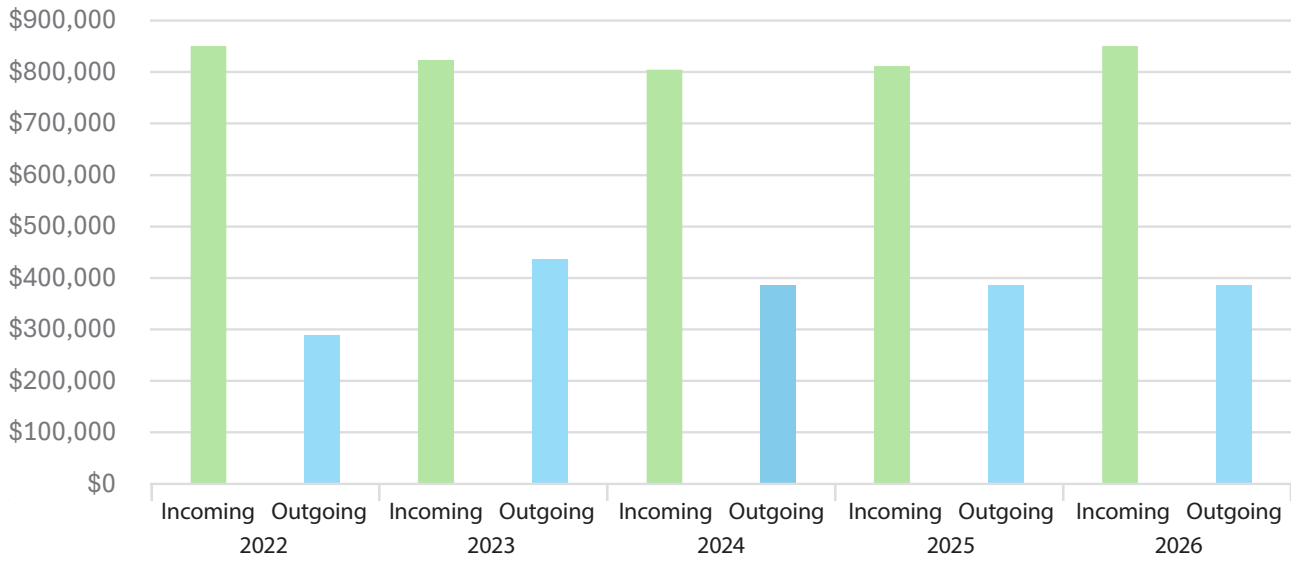
## Mary Burnett Presbytery



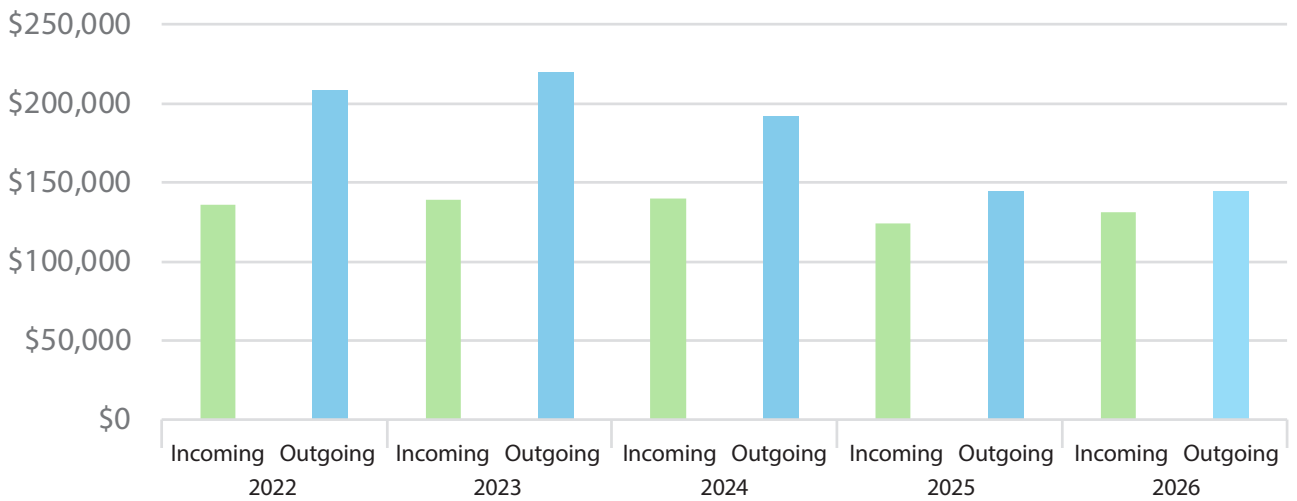
## Moreton Rivers Presbytery



### South Moreton



### The Downs



I am confident of this,  
that the one who began  
*a good work*  
among you will bring it  
to completion by the day  
of Jesus Christ.

**PHILIPPIANS 1:6 NRSV**



The Uniting Church in Australia  
QUEENSLAND SYNOD