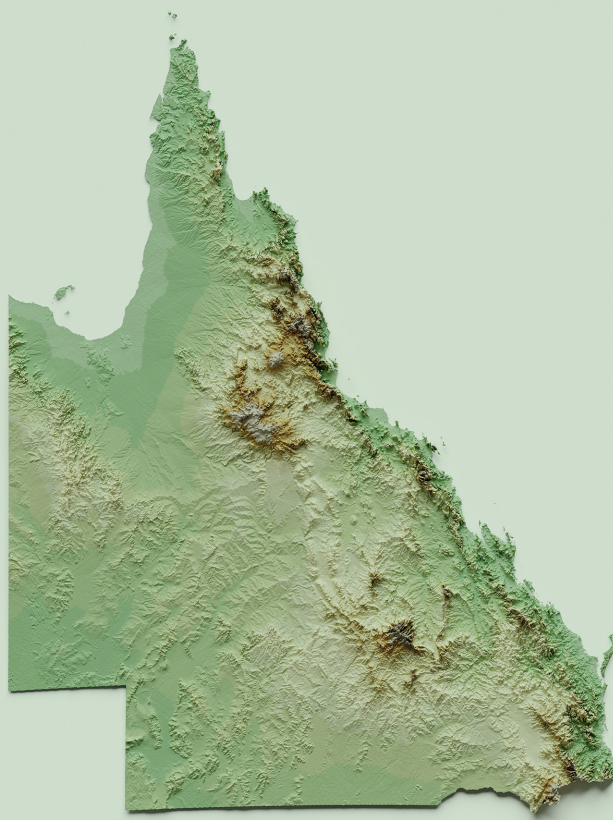


Resourcing Flourishing Presbyteries

General Proposal 2 for the 39th Synod



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.

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.

STEWARDING 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 general proposal on Resourcing Flourishing Presbyteries is a fundamental part of presbytery capacity building in Queensland, with a focus on supporting renewal and growth across the Church in Queensland. The current approach to resourcing presbyteries is becoming increasingly unsustainable. Rising costs and growing capacity needs are placing pressure on presbyteries, while financial resources vary significantly across them.

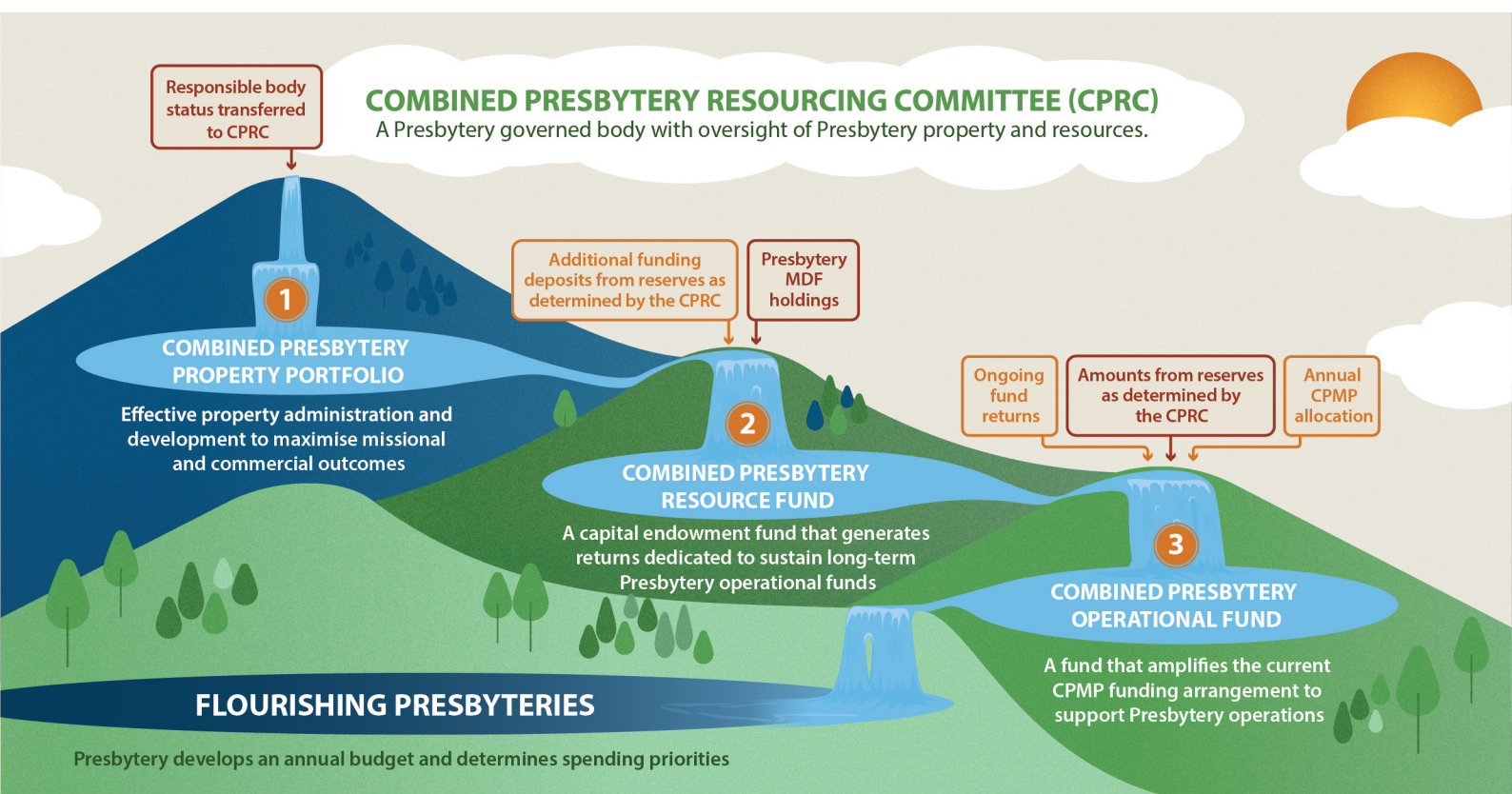
This proposal seeks to respond to the call of God to be a growing and renewing Church in Queensland. It takes a long-term view of resourcing by boldly reimagining a shared wealth and common life model of resourcing of presbyteries, of faithful stewardship of resources and of investing in congregations and faith communities to be renewed in their worship, witness and service. This model does not include congregation-related resourcing or property. The current process for congregations remains unchanged in this proposal.

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



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.

God's 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 (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's mission, expressed in Scripture.

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.

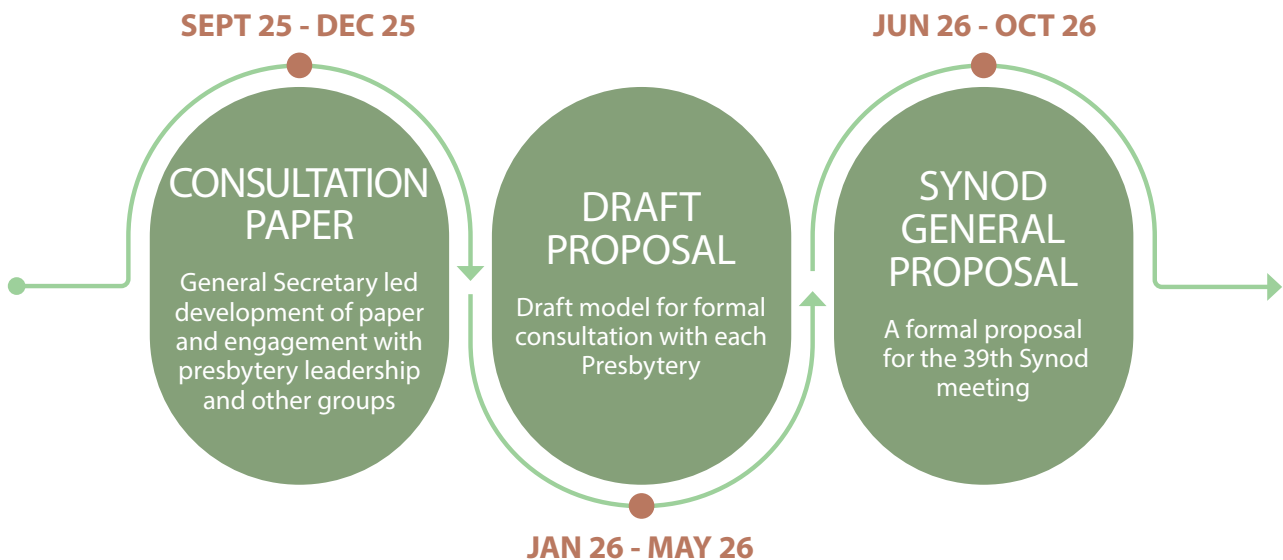
This ministry is an expression of grace because it arises in response to God's prior act of grace in Jesus Christ. It overflows into the generous and grace-filled response of the giver, which in turn evokes thanksgiving and praise from the recipient. It is a ministry of grace as it embodies the divine 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.

3. Consultation process for developing the proposal

This proposal was developed through a thorough consultation process, led by the General Secretary of the Synod. Consultation and inputs included the development of a discussion paper in September 2025, 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 a formal consultation paper distributed to Presbyteries in February 2026. The feedback from the consultation has been carefully considered and incorporated into this proposal. The General Proposal has been endorsed by the Synod Standing Committee for the discernment of the 39th Synod.



Consultation feedback from presbyteries

Each presbytery in Queensland was invited to make a formal submission to the Synod Standing Committee in response to the consultation paper on the resourcing model. Across presbyteries there is broad support for the intent of reform, particularly the move toward shared resourcing, improved sustainability and collaboration. There were also consistent themes on how to further develop the model that, if adopted, would provide further support for it.

Key responses to the consultation paper include:

- A desire for further details about the governance of the model. Presbytery members want transparency about who will control and oversee the fund, and who will make investment decisions.
- Fairness and equity across the presbyteries, particularly the Greater Regional Queensland Presbytery compared to the south-eastern presbyteries.
- Clarification on any impact to the current modes of income for presbyteries.

- Use of capital versus interest. Presbytery members asked for clarity around the potential circumstances for drawing on capital (for example, major building projects).
- Greater understanding of how the model will benefit congregations.
- Loss of local control and decision making.
- Equitable representation on CPRC, not equal numbers per presbytery. This is based on concerns for how a regional presbytery (under the three Presbytery option) would have its voice adequately represented.
- Clarity on the role of Muth arrak in the decision-making process.
- Transition arrangements for current ministry commitments of presbyteries and funds for specified purposes within Presbyteries.

Key developments following the consultation paper

The consultation paper has been further developed according to this feedback. This includes additions and changes in the following areas:

- A new section has been included on the Combined Presbytery Resourcing Committee's reporting requirements to strengthen transparency in decision-making and clarify the Committee's reporting accountability.
- Changes to the membership composition to the CPRC to ensure a Regional Presbytery is appropriately represented on the Committee.
- More details regarding capital funding requirements set aside outside the Combined Presbytery Resourcing Fund (the endowment fund).
- Reworked financial modelling with assumptions clearly articulated.
- The provision of a high level 5-year budget based on the Presbytery Capacity model.
- Clarification on oversight responsibility for faith communities that are utilising a Church building for worship, witness and service.
- Transition arrangements for presbyteries' financial arrangements and ministry and mission commitments.
- Details about how the Combined Presbytery Resource Fund will be managed.

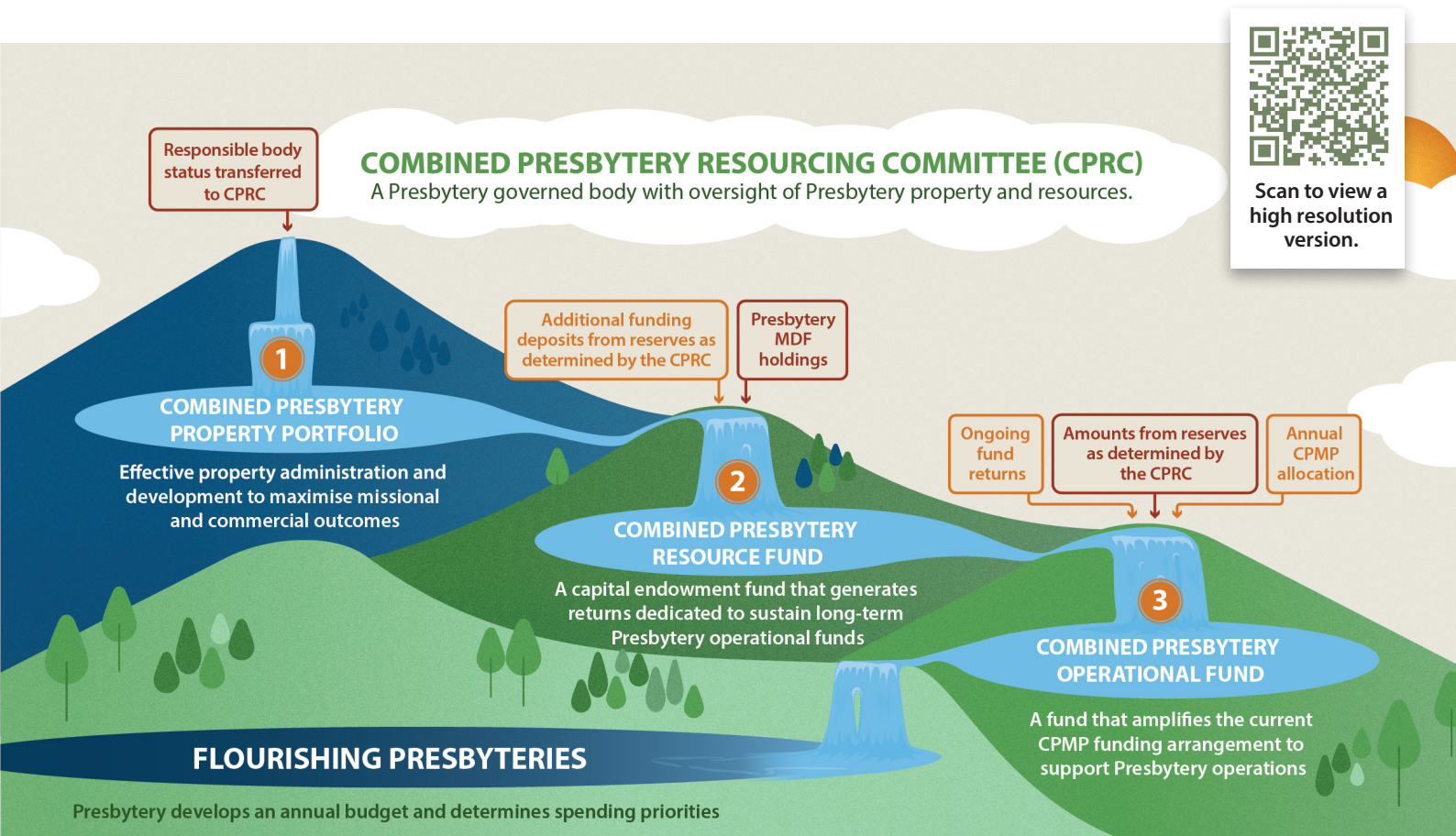
4. The resourcing model explained

The proposal is for the establishment of the following:

- A Combined Presbytery Resourcing Committee (CPRC) to oversee presbytery property and resources (note that this does not include congregation property). This committee will be designated as the responsible body for all presbytery properties and financial assets, within the terms of reference for the Committee.
- If a property is used by a faith community, oversight of its management remains with the presbytery.
- 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.
- Operational funding is established for presbytery operational funding needs and for capital requirement of presbytery property.

In simple terms, this proposal creates a shared resourcing model for presbyteries across Queensland. It brings presbytery property and financial resources into a more coordinated system so they can be managed fairly, transparently and sustainably for the benefit of all presbyteries.

The model does not apply to congregation property. Congregation property decisions remain unchanged where congregations are the Responsible Body. Where a faith community is using a Church building for worship, witness and service, the presbytery will continue to oversee its management.



The model has three main parts that are all important for flourishing resourcing of Presbyteries.

1. The Combined Presbytery Resourcing Committee provides governance and makes funding decisions.
2. The Combined Presbytery Resource Fund is the long-term fund that invests capital and generates income for the future.
3. The Combined Presbytery Operational Fund is the annual working fund that supports Presbytery staffing, administration, operations and strategic initiatives.

Each Presbytery will continue to identify its own needs and priorities through an annual budget and funding request. The CPRC will consider those requests alongside available resources, agreed priorities and the long-term sustainability of the whole model. This is intended to ensure resources are shared fairly, decisions are transparent, and Presbyteries are supported to serve congregations and faith communities in their worship, witness and service.

Combined Presbytery Resourcing Committee (CPRC)

Overview	The establishment of a Combined Presbytery Resourcing Committee (CPRC) that oversees all presbytery property, responsible for capital funding allocation and annual budget funding related decisions on behalf of all presbyteries in Queensland. This establishes well-defined governance, roles, and decision-making frameworks for presbytery funding. Its purpose is to ensure long-term, equitable and sustainable funding to support presbyteries in Queensland to flourish in their service of a growing and renewing Church.
Members	Nominees elected by each Presbytery, ex officio members and non-voting members.
Benefits	• Transparent and accountable governance. • Ensures fair distribution of resources across presbyteries by recognising differing contexts, capacities, and needs. • Whole of Synod asset management for all presbytery related properties. • Administrative support from the Synod Office. • Unlocks and resources the development of underutilised assets. • Critical funding pipeline for the Presbytery Resource Fund.

Combined Presbytery Property Portfolio

Overview	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 for properties.
Management of Portfolio	• Decisions made in line with UCA Regulations, Federal, State and General law. • The CPRC is to be appointed the Responsible body for all presbytery property. • The FIP Board of the Synod oversee property sales and development approval decision in the same way as currently exists. • The Synod Office advises and supports the development of properties.

This does not include property that is occupied by a Faith Community within the presbytery. The presbytery will maintain oversight of its management in these cases. 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 considers a proposal to designate the CPRC as the responsible body for the management of all presbytery property at that point in time.

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 as it relates to congregations. These other matters will continue to be managed by the presbytery and **not the CPRC**, unless the presbytery delegates any of these powers, roles or responsibilities to the CPRC.

Example of how this works

On the 1st of July 2027 the Greater Regional Queensland Presbytery passes a resolution for the Combined Presbytery Resourcing Committee to be appointed the responsible body for all presbytery property. This included four houses, three 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

Overview	Establishment of a dedicated capital endowment fund that generates returns to sustain long-term Presbytery funding. The CPRF purpose is to preserve and grow capital, generate investment income, and provide equitable, sustainable funding for Presbytery ministry and mission into the future.
Funding Sources	- Existing Presbytery MDF may be transferred through amendment to MDF Policy. - CPRC may allocate a portion of MDF holdings for capital work requirements. - Property sales proceeds from presbytery property are transferred to this Fund in accordance with Synod property sales proceeds policies. - Discretionary contribution from property proceeds (presbytery and congregations)
Distribution of Funding	The FIP Board ensures that earning from the Fund are available to support the work of Presbyteries.
Management of Funding	- Decisions made in line with UCA Regulations, Federal, State and General law. - A capital endowment fund will be established for Presbytery Support purposes. - The FIP Board are accountable for the strategic investment of the endowment fund. - 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.

The Combined Presbytery Resource Fund (CPRF) supports presbytery staffing, administration, operating costs, 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.

This is the long-term fund. It is designed to grow and generate income over time.

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.

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.

Combined Presbytery Operational Fund

Overview	• A common fund established to support presbytery funding needs in Queensland and that is administered by the CPRC.
Funding Sources	• Combined Presbytery Mission Pool (CPMP) annual allocation. • Presbytery reserves that are not transferred into the CPRF and are not required for funding commitments. • Income distributions from the CPRF.
Distribution of Funding	• Annual funding distribution for each Presbytery. • Each presbytery submits a funding budget annually for operational expenditure and strategic resourcing for the year. • Governed by the Combined Presbytery Resource Committee.
Management of Funding	• Decisions made in line with UCA Regulations, Federal, State and General law. • An operational fund will be established for Presbytery Resourcing purposes. • The CPRC are accountable for determining the appropriate total amount of monies to be drawn periodically, achieving good stewardship now and in the future. • Administration support by Synod Office.

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.

A summary of the benefits of the resourcing model

There are numerous benefits from adopting the proposed Resourcing Model. These include the following.

- **Resourcing renewal and growth**
It is a model designed to resource presbyteries to support a renewing and growing Church in Queensland
- **Long-term sustainability of funding**
Establishes a stable and enduring funding base through an endowment model, reducing reliance on declining income sources.
- **Equitable, needs-based resource allocation**
Ensures fair distribution of resources across presbyteries by recognising differing contexts, capacities, and needs. This means presbyteries with different contexts, geography, capacity and mission opportunities can be supported more equitably.
- **Stronger financial resilience**
Builds and grows shared capital rather than drawing down reserves, creating an ongoing income stream for mission that prioritises stewardship of resources for future generations.
- **Unlocking value from underutilised assets**
Provides capability and scale to develop assets more effectively, generating increased income for future ministry.
- **Enhanced collaboration and shared mission focus**
Moves the Church toward a shared “common life” approach to resourcing presbyteries.
- **Strong governance with a shared approach to resourcing presbyteries**
Strengthens governance through a common life approach to resourcing decisions for presbyteries.

5. Financial modelling of the resource model

This section outlines the financial modelling used to assess how the Resourcing Model would operate in practice. An indicative financial model has been prepared over a 10-year period.

Below is a financial model that has been prepared under 3 scenarios that demonstrates the benefits of the model:

1. Assumes there is no change to the current financial arrangements ("As Is")
2. Assumes the Resourcing Model is adopted ("RM")
3. Assume the Resource Model is adopted but assumptions are more positive ("RM-High")

Assumption	Scenario 1 • As-Is	Scenario 2 • Resource Model	Scenario 3 • Resource Model - High	Rationale
Presbytery MDF to CPRF	\$8.0M	\$3.0M	\$3.0M	~\$8m balance less \$5M for Ashgrove (can't include committed projects into the endowment fund).
Congregation MDF (>7 yrs) to CPRF	--	\$2.8M	\$5.7M	~\$5.7M balance, CPOF model assumes 50% with no existing need and can be transferred to endowment, CPOF-High model assumes 100%.
CPRF interest rate	4.50%	6.00%	6.00%	Higher return given higher balance and restricted access
% of property sale proceeds to CPRF	100.00%	30.00%	30.00%	Given endowment, not 100% to CPRF (in practice would be subject to cash projections).
Property Value Growth	2.00%	2.00%	2.00%	
Property Yield (Net rent/property value)	2.85%	3.64%	3.91%	Potential for improved returns through specialist support for the committee
Reserve interest rate	4.50%	4.75%	6.00%	Higher return given higher balance
Growth in Presbytery funds required	3.00%	3.00%	3.00%	CPI (RBA target 2-3% and currently over 4%)
CPMP movement	-3.00%	-3.00%	-3.00%	Decline in number of congregations and ability to pay for existing (applied across all, not specific to any areas)
Access to capital	Fully liquid	Endowment • limited	Endowment • limited	Ability to withdraw capital from endowment by rare exception.

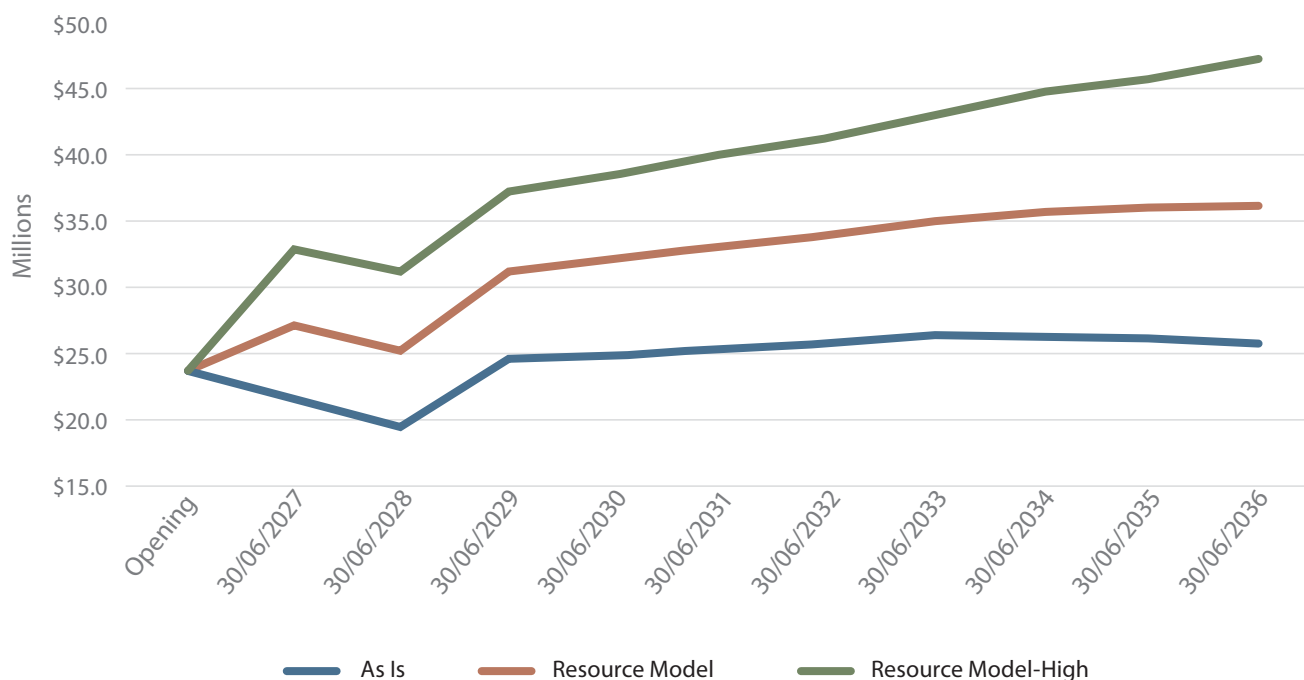
The above assumptions produce the following results:

Measure	Scenario 1 - As-Is	Scenario 2 - Resource Model	Scenario 3 - Resource Model - High	Comments
CPRF interest income (10 yr)	\$1.6M	\$3.7M	\$5.3M	Additional funds invested the key (~75% of the variance), higher return (6% vs 4.5%) less of an impact
Net property income (10 yr)	\$6.1M	\$6.7M	\$7.2M	Improved yield driving variance
Retirement interest income (10 yr)	\$0.8M	\$3.2M	\$6.7M	Compound returns as balance grows (key is initial funding from MDF and the rotating surplus/(deficit)
CPMP funding	\$2.9M (yr 1) \$2.2M (year 10)	Same	Same	Congregations' ability to pay reducing
Presbytery funds required	\$2.7M (yr 1) \$3.5M (year10)	Same	Same	To be confirmed (Y23 suggests CMP higher than cross subsidy to Presbytery)
Net surplus (10yr)	(3.3M)	\$1.7M	7.2M	Improves the position but if CPMP does fall by ~\$1M there will still be a long term issue
<u>Closing asset values (FY2036)</u>				
• Property	\$22.4M	\$22.4M	\$22.4M	
• CPRF	\$3.4M	\$6.9M	\$9.7M	
• Reserves	(\$0.0M)	\$7.0M	\$15.1M	
Total	\$25.8M	\$36.3M	\$47.2M	Higher initial funds in CPRF and better returns slows the impact of the decline in CPMP

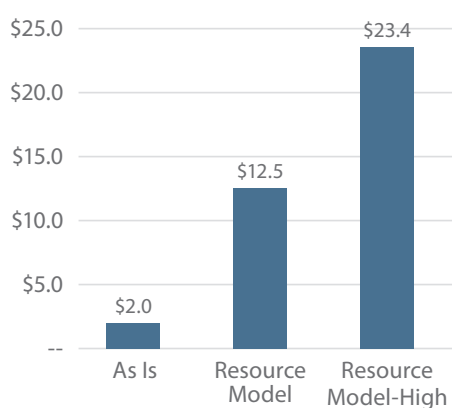
The financial model indicates that the Resource Model provides the following benefits:

1. Enables funds previously used for capital purposes to be used to support operations.
2. Collectively managing property should deliver better returns.
3. The retention of money in the endowment fund and size of the fund will provide an opportunity to have longer term investments generating a higher return.
4. The higher the amount of funds invested in the Resource Fund initially will greatly enhance the ability for the presbyteries to absorb a reduction in income.

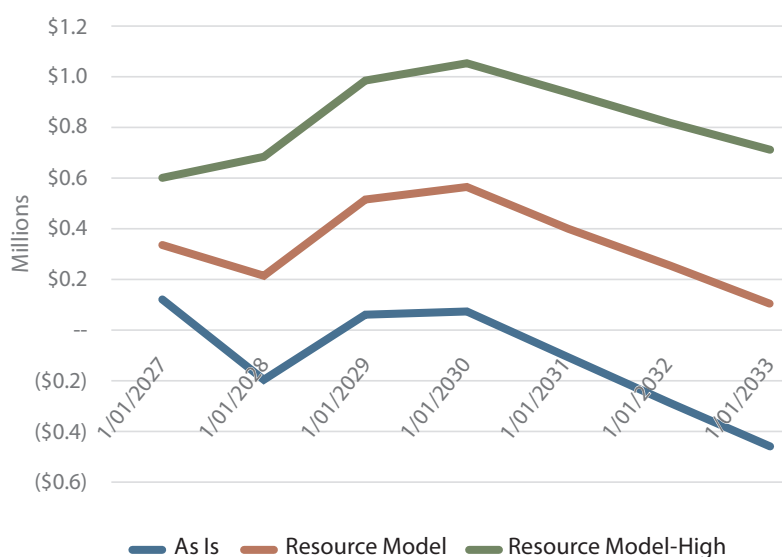
Total asset values



Growth in asset values



Surplus (deficit)



6. A five-year budget

Five-year budget – comparison

Net result (\$000's)	2027	2028	2029	2030	2031
Do Nothing - 7 Presbyteries	\$125	(\$190)	\$63	\$77	(\$97)
Presbytery Resourcing Model Base Scenario	\$334	\$217	\$509	\$558	\$409
Presbytery Resourcing Model High Scenario	\$596	\$680	\$984	\$1,052	\$938
MDF interest funding available	\$303	\$190	\$133	\$132	\$132
Combined Presbytery Resource Fund Base Model	\$264	\$349	\$354	\$363	\$372
Combined Presbytery Resource Fund High Scenario	\$349	\$520	\$525	\$534	\$543

Assumptions

- P&L Data is based on FY26 Actual expenditure for the 7 presbyteries - CPI 3% annually.
- Assumed CPMP decline of 3% annually though expectation is CPMP may grow.
- Presbytery Resourcing Model Base assumes the 50% of >7 year MDF is available for CPRF.
- Presbytery Resourcing Model High assumes the 100% of >7 year MDF is available for CPRF.
- Combined Presbytery Resource Model (CPRF) assumes 100% current Presbytery MDF is used in the CPRF excluding Ashgrove.
- 30% of property sales goes into the endowment fund (allowing for capital upkeep)
- Church Planting continues - no capital expectation on plants assumed
- Combined Presbytery Resource Committee(CPRC) will make the decision on % of sale will go to Reserves or MDF
- Assumed no savings or efficiencies through costs - potential for stronger performance.

Resource model

Combined Presbytery resource fund base scenario

Net result (\$000's)	30/06/2027	30/06/2028	30/06/2029	30/06/2030	30/06/2031
Trading Income					
CPMP	\$3,008	\$2,918	\$2,830	\$2,745	\$2,663
Reserve Earnings	\$346	\$303	\$265	\$287	\$305
Net Rental	\$320	\$378	\$703	\$716	\$729
Property Income	\$172	\$178	\$183	\$188	\$194
Grants	\$134	\$138	\$143	\$147	\$151
Interest Income	\$17	\$17	\$18	\$18	\$19
Offerings	\$92	\$94	\$97	\$100	\$103
Other Income	\$916	\$943	\$971	\$1,000	\$1,030
UCA Income	\$6	\$6	\$7	\$7	\$7
Trading Income	\$5,011	\$4,976	\$5,217	\$5,209	\$5,202
Operating Expenses					
Personnel Costs	\$2,249	\$2,456	\$2,530	\$2,606	\$2,684
Admin & Office Expenses	\$757	\$779	\$803	\$827	\$852
Congregation Expenses	\$449	\$463	\$477	\$491	\$506
Property Expense	\$253	\$261	\$268	\$276	\$285
UCA Expenses	\$594	\$492	\$306	\$116	\$119
Other Expenses	\$639	\$658	\$677	\$698	\$719
Operating Expenses	\$4,941	\$5,109	\$5,062	\$5,014	\$5,164
Operational Surplus/(Deficit)	\$70	(\$133)	\$155	\$195	\$37
Combined Presbytery Resource Fund	\$264	\$349	\$354	\$363	\$372
Surplus/(Deficit)	\$334	\$217	\$509	\$558	\$409

7. Recommendations

Noting that recommendations 1 and 2 are subject to each Presbytery approving the appointment of the Combined Presbytery Resourcing Committee as its Responsible Body pursuant to Regulation 4.1, that the Synod:

Recommendation 1

That the Synod establishes the Combined Presbytery Resource Committee pursuant to Regulations 3.7.4.6 (a) and 3.8.2 according to the terms outlined at Appendix A. These terms are to be finalised, implemented and updated by the Synod Standing Committee consistent with the decision of the Synod.

Recommendation 2

That the Synod establishes a capital endowment fund – the Combined Presbytery Resource Fund pursuant to Regulation 3.8.6 according to the terms listed at Appendix B. These terms are to be finalised, implemented and updated by the Synod Standing Committee consistent with the decision of the Synod.

Recommendation 3

That a resolution is referred to each Presbytery for consideration 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. Further explanatory notes included at Appendix C.

Recommendation 4

That the General Secretary oversee the effective implementation of the model including transition arrangements, considering each Presbyteries mission and ministry commitments and the funding requirements for Presbyteries based on any outcome of General Proposal 1: Presbytery Capacity Building.

Recommendation 5

That the Synod Standing Committee ensure changes to Synod Policies, including the *Mission Development Fund*, to implement the approvals of the Synod.

8. Terms

Term	Use within the document
CPOF	Combined Presbytery Operational Fund
CPRC	Combined Presbytery Resourcing Committee
FIPB	Finance, Investment and Property Board
CPRF	Combined Presbytery Resource Fund
CPMP	Combined Presbytery Mission Pool
MDF	Mission Development Fund
Property	as defined in Regulation 4.1, means property of whatsoever nature whether real or personal, and includes money, investments, and rights relating to property.
Responsible body	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. ²

² 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: Combined Presbytery Resourcing Committee

Purpose

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

Responsibilities

1. Responsible for Presbytery property, capital funding allocation and annual budget funding related decisions on behalf of all Presbyteries in Queensland.
2. To establish, administer and manage, pursuant to Regulation 3.8.61, 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 Office, 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 each Presbyteries' Responsible body (subject to the approval of the Presbytery) for all Presbytery property, apart from property specifically excluded from this by a resolution of the Presbytery, for missional usage purposes. This does not include property that is occupied by a Faith Community within the Presbytery. Presbytery will maintain oversight of its management in these cases.
5. To advise the Synod Finance, Investment and Property Board in relation to the funding requirements for the Combined Presbytery Resource Fund.
6. To prudentially manage the Combined Presbytery Operational 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.
7. To oversee the CPMP funding allocation method and distribution of funds. Each Presbytery remains responsible for arranging and administering CPMP within its own region.
8. 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).
9. 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:
 - i. 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).
 - ii. Accept money on deposit: Reg. 3.7.4.6(a)(ii).
 - iii. 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). Transactions exceeding \$100,000 remain the responsibility of the FIP Board.
 - iv. 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).
 - 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).

- 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).

Reporting to presbyteries

The CPRC is required to report annually to each Presbytery:

1. Financial performance and distribution of resources.
 - o How much money is available, how it is being used, and the funding amount each Presbytery received.
2. Endowment fund health
 - o An update on the growth and financial performance of the Combined Presbytery Resource Fund.
 - o An annual financial statement.
3. Property and assets
 - o How Presbytery properties and assets are being managed and developed, and the current portfolio.
4. Governance and progress
 - o How well the model is being implemented and governed and the membership of the CPRC.

Accountability

The Combined Presbytery Resourcing Committee (the Committee) operates under the authority of, and is accountable to, the Synod Standing Committee (SSC) for the proper discharge of its responsibilities.

Membership

Presbytery appointed members:

- That there is an equal balance between Regional and metropolitan Presbytery appointees (For instance, if there are two metropolitan Presbyteries and one regional Presbytery, then the two metro Presbyteries may appoint two members each and the regional Presbytery up to four members)
- A nominee from Muth arrak.

Ex officio members:

- Chair of the FIP Board of the Synod or their delegate.
- General Secretary or their delegate.

Non-voting members:

- Executive Director of Finance, Property and Enterprises (Queensland Synod).

Chairperson:

- To be elected by the Committee from within the membership of the Committee.

Appendix B: Combined Presbytery Resourcing 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.

Management of the Fund

The CPRC is required to report annually to each Presbytery:

Reporting to presbyteries

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

- Purpose: An investment strategy developed according to the purposes of the Fund and the funding requirements of Presbyteries.
- Risk Tolerance: Assessing the level of risk the Synod is willing to accept in its investment portfolio to generate income and achieve capital growth.
- Diversification: Ensuring the investment portfolio is diversified across various asset classes to reduce risk and enhance financial 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.
- Performance Monitoring: Regularly reviewing the performance of the investment portfolio to ensure it meets the set objectives, and making adjustments as necessary.

Appendix C: CPRC As Responsible Body

Explanatory Notes

Following the Synod meeting, all Presbyteries will consider a resolution to appoint the CPRC as the body to undertake all of their responsibilities 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. For property that is occupied by a Faith Community within the Presbytery, the Presbytery will maintain oversight of its management. If the Synod approves General Proposal 1: Presbytery Capacity Building, then this resolution will form part of the establishment of each new Presbytery effective on the 1st of July 2027.

The model is intended to be fair because resources will be considered across the whole life of the Church in Queensland, rather than being limited to the historic resources of each Presbytery. Funding decisions will be based on need, agreed priorities, available resources and transparent governance. This means Presbyteries with different contexts, geography, capacity and mission opportunities can be supported more equitably.

Appendix D: 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"³ should be classified as available for "Alternative Missional Use"⁴: 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".

³ As defined in Regulation 4.11.10(a)(iii).

⁴ "Alternative Missional Use" is defined in Reg. 4.11.10(a)(i).

- 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.
- 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 for the Model

Below are the assumptions of the draft proposal.

1. It has been assumed that this proposal does not involve the dissolution⁵ 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;⁶ 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.⁷
3. Synod has the power:
 - o pursuant to Regulation 3.7.4.6(a), to establish a body⁸ 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 3.8.2,⁹ 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 3.8.6¹⁰, 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).

⁵ For the purposes of this advice, 'dissolution' includes the cessation of recognition as a Congregation.

⁶ See Regulation 3.4.4(c)(iii).

⁷ "Body" is defined in clause 3 of the Constitution as: "includes council, committee, department, college, board, agency or other institution."

⁸ 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."

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 3.8.6 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 E: Five-year budget do nothing scenario

Net result (\$000's)	30/06/2027	30/06/2028	30/06/2029	30/06/2030	30/06/2031
Trading Income					
CPMP	\$3,008	\$2,918	\$2,830	\$2,745	\$2,663
Reserve Earnings	\$99	\$101	\$100	\$97	\$100
Net Rental	\$320	\$333	\$644	\$655	\$667
Property Income	\$172	\$178	\$183	\$188	\$194
Grants	\$134	\$138	\$143	\$147	\$151
Interest Income	\$17	\$17	\$18	\$18	\$19
Offerings	\$92	\$94	\$97	\$100	\$103
Other Income	\$916	\$943	\$971	\$1,000	\$1,030
UCA Income	\$6	\$6	\$7	\$7	\$7
Trading Income	\$4,763	\$4,729	\$4,992	\$4,959	\$4,935
Operating Expenses					
Personnel Costs	\$2,249	\$2,456	\$2,530	\$2,606	\$2,684
Admin & Office Expenses	\$757	\$779	\$803	\$827	\$852
Congregation Expenses	\$449	\$463	\$477	\$491	\$506
Property Expense	\$253	\$261	\$268	\$276	\$285
UCA Expenses	\$594	\$492	\$306	\$116	\$119
Other Expenses	\$639	\$658	\$677	\$698	\$719
Operating Expenses	\$4,941	\$5,109	\$5,062	\$5,014	\$5,164
Operational Surplus/(Deficit)	(\$178)	(\$380)	(\$70)	(\$55)	(\$229)
MDF	\$303	\$190	\$133	\$132	\$132
Surplus/(Deficit)	\$125	(\$190)	\$63	\$77	(\$97)

Appendix F: Five-year budget Combined Presbytery Resourcing Funding High Scenario

Net result (\$000's)	30/06/2027	30/06/2028	30/06/2029	30/06/2030	30/06/2031
Trading Income					
CPMP	\$3,008	\$2,918	\$2,830	\$2,745	\$2,663
Reserve Earnings	\$523	\$561	\$519	\$558	\$610
Net Rental	\$320	\$412	\$754	\$768	\$781
Property Income	\$172	\$178	\$183	\$188	\$194
Grants	\$134	\$138	\$143	\$147	\$151
Interest Income	\$17	\$17	\$18	\$18	\$19
Offerings	\$92	\$94	\$97	\$100	\$103
Other Income	\$916	\$943	\$971	\$1,000	\$1,030
UCA Income	\$6	\$6	\$7	\$7	\$7
Trading Income	\$5,187	\$5,268	\$5,521	\$5,532	\$5,559
Operating Expenses					
Personnel Costs	\$2,249	\$2,456	\$2,530	\$2,606	\$2,684
Admin & Office Expenses	\$757	\$779	\$803	\$827	\$852
Congregation Expenses	\$449	\$463	\$477	\$491	\$506
Property Expense	\$253	\$261	\$268	\$276	\$285
UCA Expenses	\$594	\$492	\$306	\$116	\$119
Other Expenses	\$639	\$658	\$677	\$698	\$719
Operating Expenses	\$4,941	\$5,109	\$5,062	\$5,014	\$5,164
Operational Surplus/(Deficit)	\$247	\$159	\$459	\$518	\$395
MDF	\$349	\$520	\$525	\$534	\$543
Surplus/(Deficit)	\$596	\$680	\$984	\$1,052	\$938

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