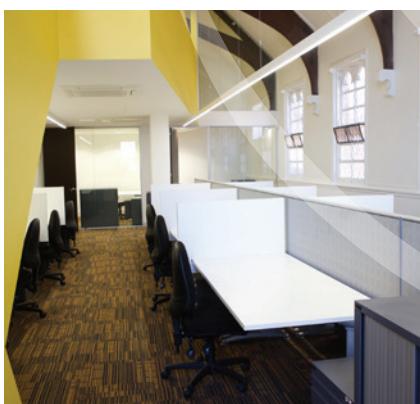
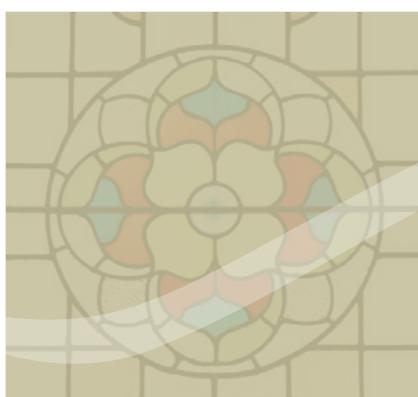




Uniting Church in Australia
SYNOD OF VICTORIA AND TASMANIA

Property for Mission Workbook



Property for Mission Workbook (2nd Edition) is a resource of the Uniting Church in Australia, Synod of Victoria and Tasmania, Property Services.

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Contents:

Introduction

Summary Overview	1
------------------	---

Inquiry Manual

Inquiry One: Mission Commitments and Activities Overview	2
---	---

Explanation	2
-------------	---

Using the Reporting Page	2
--------------------------	---

Inquiry Two: Property Requirements – Spaces and Places	5
---	---

Explanation	5
-------------	---

Using the Reporting Page	5
--------------------------	---

Inquiry Three: Property Audit and User Priority	7
--	---

Explanation	7
-------------	---

Using the Reporting Pages	7
---------------------------	---

Inquiry Four: Funds and Finances	11
---	----

Explanation	11
-------------	----

Using the Reporting Page	11
--------------------------	----

Inquiry Five: Property for Mission Assessment	13
--	----

Explanation	13
-------------	----

Using the Reporting Pages	13
---------------------------	----

Inquiry Six: Vision for Property	16
---	----

Activities One – Three	16
------------------------	----

Using the Reporting Pages	16
---------------------------	----

Contents continues on next page...

Reporting Pages

Coversheet and Endorsement	18
R1 Mission Commitments and Activities Overview	19
R2 Property Requirements – Spaces and Places	20
R3A Audit of Current Property	21
R3B Property User Priority	22
R4 Funds and Finances	23
R5A Property for Mission Assessment Record	24
R5B Collated Assessment Records	25
R6A Vision for Property: Engaging our imagination – telling the story of our property vision (Activity 1)	26
R6B Vision for Property: Description of our property vision (Activity 2)	28
R6C Vision for Property: Visualising our property vision (Activity 3)	29

Appendices:

One Property for Mission Workbook: Detailed Explanations, Questions & Answers	30
What inquiry does the Workbook facilitate?	30
Maintaining connection with the Church Council	31
What is included in the Workbook?	31
Why use this Workbook?	32
Expectations of the Councils of the Church?	32
What about Mission Plans?	33
What about Property details?	33
Two MSR Vision Statement and Mission Principles	34
Three Understanding the Questions in Reporting Pages R5A and R513	35

Introduction

Summary Overview

Welcome to the Uniting Church, Synod of Victoria and Tasmania's *Property for Mission Workbook*.

The purpose of the *Property for Mission Workbook* is to record information that can assist in understanding a church community's property requirements to meet current and planned mission commitments.

The *Property for Mission Workbook* is intended to be completed by a Task Group appointed by the Church Council.

The Workbook comprises an ordered journey through a series of six inquiries in respect to property for mission requirements as follows:

- Inquiry One: Mission Commitments and Activities Overview
- Inquiry Two: Property Requirements – Spaces and Places
- Inquiry Three: Property Audit and User Priority
- Inquiry Four: Funds and Finances
- Inquiry Five: Property for Mission Assessment
- Inquiry Six: Vision for Property

Prior to undertaking the Workbook's inquiries, it is necessary for the participating Church Council to have:

- Prepared a Mission Plan
- Compiled information in respect to property user agreements (leases, licence agreements, Memorandums of Understanding (MOU), regular hall hire arrangements etc)
- Compiled historical financial information in respect to the congregation(s) funds and finances
- Appointed a Task Group to complete the workbook in consultation with Church Council

Explanation and instructions can be found for each Workbook inquiry. These should be read before filling out the relevant Reporting Page.

Having completed the six 'Property for Mission' inquiries and associated 'Reporting Pages' the Task Group submits the Workbook for Church Council endorsement. The information contained in the Workbook can then be used to inform the objectives for action to property.

Additional explanation's and resource materials can be found in the Appendices section. These include:

1. Property for Mission Workbook: Detailed Explanations, Questions and Answers
2. MSR Vision Statement and Mission Principles
3. Understanding the Question in Reporting Pages R5A and R5B.

Inquiry One:

Mission Commitments and Activities Overview



What's in this section?

- Explanation
- Using the Reporting Page
- Sample Reporting Page R1

Reporting Pages

- R1: Mission Commitments and Activities Overview

Useful Appendices

- Two: Synod Vision and Mission Principles

Explanation

The Congregation's Mission Plan will provide the information required to complete the 'Mission Commitments and Activities Overview' Reporting Page R1 of the Workbook.

In the event a Church Council has not adopted a Mission Plan, the Vision Statement and Mission Principles adopted by the Synod and listed below can be a helpful starting point.

The 'Mission Commitments and Activities Overview' (R1) will be a constant point of reference in completing the remaining reporting pages.

Using the Mission Commitments and Activities Overview Page (R1):

There are four columns to use. From left to right, these are:

- A. Priority
- B. Mission Commitments
- C. Start Up Indicator
- D. Typical Mission Activities

A. Priority

This column is for indicating by use of a number the priority attached to engaging each mission dream and vision, commitment, or planned initiative. Number 1 recorded in this column represents the highest priority, and so forth.

B. Mission Commitments – dreams and visions, planned initiatives and continuing commitments

This column is for recording mission objectives from the most recent Mission Plan adopted by the Church Council. Such objectives reveal the focus and purposes of the Church community's mission.

The Synod's Vision and Mission Statement understands the Church in the Spirit is sent to:

- share the good news of Jesus Christ

- nurture disciples in life-giving communities of reconciliation
- respond in compassion to human need
- live justly and seeking justice for all
- care for creation
- listen to each generation and culture so as to live out the gospel in fresh ways
- pursue God's mission in partnership with others.

(Introducing the Vision & Mission Principle, 2017)

Mission can also include worship which draws us into community and from which we are sent to serve as part of God's mission.

C. Start Up Indicator

This column uses a three colour code system, so no words are required. The indicator assists in understanding when the mission commitments is expected to begin.

The colour system is as follows:

- Green = commitment is current and will continue into the foreseeable future
- Amber = commitment is planned and will commence in the period between now and in the next three years
- Blue = commitment is still a hoped for opportunity, but we would like to commence any activity related to this commitment three or more years from now.

Next to each mission commitment, use the appropriate colour code to indicate when the mission commitment is most likely to be engaged.

D. Typical Mission Activities

This column is for recording the events, activities and programs that give practical expression to the mission commitments identified in the first column. Examples of mission events, activities programs might include:

- Worship – which can be in a different range of traditions, styles, gathering spaces, and group sizes.
- Education – formation, discipleship – small groups, training, prayer groups.
- Community services – material aid and emergency relief, people helping activities, aged and elderly care services,
- Hospitality – Community meals, Café
- Nurture – Youth and Children's activities

R1

Mission Commitments and Activities Overview

The below reflects mission commitments supported by the Church community, and encourages further consideration of mission initiatives in response to continuing discernment of God's calling and sending the community. Start Up Indicator Categories are: (GREEN) Current and continuing; (AMBER) Planned to commence in next 3 years; and (BLUE) Hoped for opportunity likely to commence 3 or more years from now.

	Priority	Church Community Mission Commitments	Start Up indicator	Typical Mission events, activities, and programs requiring property
	1	Worship		2 weekly services, 1 weekly messy church, 1 meditation, 1 experimental service
	5	Playgroup		5 groups, half day per group, total 3 days per week
	2	Study groups		4 study groups, 5 times per year, 3 weeks per cycle.
	4	Material aid cooking class		6 weekly programs
	7	Regular dance program		2 after school sessions on each of 3 afternoons per week, total 6 times per week
	6	UnitingCare agency (co-located)		Material aid for emergency relief, open 5 mornings per week
If additional space is required please make a copy of this Reporting page and continue to complete the record.	3	Church Administration and pastoral care		Office activity, pastoral conversations, prayer, people helping

Reporting Pages

Inquiry Two:

Property Requirements – Spaces and Places



What's in this section?

- Explanation
- Using the Reporting Page
- Sample Reporting Page R2

Reporting Pages

- R2: Property Requirements – Spaces and Places

Explanation

Properly utilised property can enable mission. Now that the ‘Mission Commitments and Activities Overview’ Reporting Page has been completed, you are asked to consider the role of property in assisting the listed mission commitments to happen.

It is important to note that what you are recording is not the property ‘we have’ but the property ‘we need’ for these mission activities and commitments.

Using the Property Requirements – Spaces and Places Reporting Page (R2)

The ‘Property Requirements – Spaces and Places’ Reporting Page R2 provides a chart consisting of three columns and several rows.

The first column, titled ‘Mission Activities’ is a repeat of the Typical Mission Activities column from Reporting Page R1. Copy the listed activities in the R1 column into the R2 ‘Mission Activities’ column.

Use the ‘People and Frequency’ column to very briefly note only the

- age group
- number of people involved in each activity
- frequency of meeting and/or use of this space

The third column, titled ‘Spaces and Places’, is for recording details about the interior and exterior spaces required for each of the mission activities.

The required spaces and places property requirements will be compared at a later stage with the available spaces to determine how all the mission requirements can be met.

Property Services personnel will also be able to calculate any property ‘footprint’ or area required under various building codes for the range of activities listed.

Property Requirements – Spaces and Places

R2

Mission Commitments (from R1)	People & frequency	Spaces and Places Required
Worship	100 adults, 15 children	Auditorium or worship centre, kitchen access, foyer, narthex, spaces for special furniture, musical instruments, and AV storage, car parking.
Playgroup	16 under 5's + 10 adults, 5 times weekly	Early childhood room, age appropriate toilet facilities, equipment storage, kitchen and garden access, car parking with safe drop off and pick up zone.
Study groups	15 adults, 6 times weekly	Meeting room with access to IT, data projection/AV aids and storage, access to kitchen or lounge, access to toilet facilities
Material aid cooking class	8-12 adults, 3 times weekly	Kitchen suitable for teaching, pantry, access to toilet facilities/washrooms and car parking.
Regular dance program	40 adults, 2 times weekly	Hall, access to toilet and kitchen facilities, equipment storage, access to lounge or foyer, car parking
UnitingCare agency (co-located)	1 staff, 6 rostered volunteers, av 50 per week	Office and administration area, secure meeting rooms. Access to toilet and kitchen facilities, storage and car parking.
Church Administration and pastoral care	1 staff and 2 volunteers, 2h per day 5 days/week	Office space for minister/s, meeting rooms, administration space. Access to IT and communications, storage, and kitchen and toilet facilities, one to one meeting spaces
		If additional space is required please make a copy of this Reporting page and continue to complete the record.

Reporting Pages

Inquiry Three:

Property Audit and User Priority



What's in this section?

- Explanation
- Using the Reporting Pages
- Sample Reporting Pages R3A and R3B

Reporting Pages

- R3A: Audit of Current Property
- R3B: Property User Priority

Explanation

According to the UCA Constitution and Regulations, and the By Laws of the Synod of Victoria and Tasmania, Church property is allocated to a Responsible Body which can be a congregation or an institution of the Church. (*For definition refer to Reg. 4.1*)

The Synod has adopted various policies that recognise the different ways property can enable mission.

The first is by direct use of property for mission events, activities and programs.

Mission Motivated Development Synod 2010

The second is by indirect use, where income derived from property is used to fund agreed mission purposes.

Property Enabling Mission Policy SSC 2014.

The third is by reallocation of Property Sale Proceeds (PSP) for a new mission use which can include interest derived from the property sale proceeds.

Discerning Mission and use of Property BOMAR, Synod, 2010

Using the Audit of Current Property pages (R3A)

Reporting Page (R3A) provides a table in which to record known details about the Church property(s) for which the Church Council has been given responsibility.

Use the categories provided in the table to complete the detailed audit of the property.

Using the Property User Priority page (R3B)

The next Reporting Page (R3B) provides a table for recording the various property users along with the priority the Task Group allocates to each user in respect to the congregation's mission purposes.

Understanding the category of each user can assist when considering whether the user is required to be accommodated in any property reconfiguration or development.

List all property users, identifying each by name, purpose and type of arrangements by which the organisation has use of the building. These might include a Lease, a License or a Memorandum of Understanding. (Do not include property use for Church meetings)

Allocate one of the category indicators below (A, B, or C) in the column provided to identify how each property user is contributing to mission in respect to the use of the current church property.

The following is a guide to assist in allocating a category for each property user

A – Missional

Meets each of 4 criteria to be a missional priority

1. *Relational* The programs and activities are about forming and growing relationships with people so that they may experience God's life transforming love.
2. *Contextual* These relationships seek to connect to the context in which people are living their lives.
3. *Formation* These relationships heal and shape people as disciples of Christ.
4. *Ecclesial* These relationships encourage connection to church – the body of Christ – as people respond to their experiences of God in their everyday lives.

B – Partnership

Meets criteria including:

1. *Shared values and objectives* The Church and the other organisation share a commitment to the same values and also share in a common objective.
2. *Mutuality* In seeking to achieve what neither party can achieve on its own.
3. *Community building* Working together to build and develop community and embracing both the Church and the partnering organization's contribution.

C – Commercial

Property use criteria including:

1. *Income generating* for the Church through rental, royalties, etc
2. *User is operating as a trading business* for the benefit of the owner (typically small business or community organisation involved in dance, martial arts, educational coaching).
3. *Pays a fee or levy to the Church* in return for services received from the Church.



Audit of Current Property

Complete one page per property.



1	Name of Property:	St James UCA - Upper North
2	Full Street Address:	23 Long Gully Road, Upper North
3	Title Details (If known):	Vol 1234, Fol 567
4	Responsible Body: as allocated by Synod Property & Operations Committee	St James UCA Chruch Council
5	Configuration: Types and approx. sizes of rooms/spaces in/on the property	Church, Hall, Kindergarten, 2 meeting rooms, vacant tennis courts
6	Uses: List range of uses of the property	Worship, Dance Group, non UCA denomination, Emergence Relief
7	Tenants: a. Leases b. Licences c. Other forms of agreement to use the property	Uniting Kindergarten – Lease Footprints Dance Group – License Holy Light Church – Lease
8	Income: (all sources as a total) generated from the property per annum	\$23,000 pa
9	Maintenance: pending in next 2 to 3 years including anticipated cost	Hall – kitchen upgrade \$20K Kindergarten – painting and ramp \$10K Church – new roof \$35K

If additional space is required please make a copy of this Reporting Page and continue to complete the record.

Please provide a rough sketch of the current site configuration and interior floor plan.

Reporting Pages

Property User Priority

R3B

Complete the following to establish the priority to be given to property users when considering the Spaces and Places allocation of church property.

Priority categories are: (A) Missional; (B) Partner; (C) Commercial



Group/Organisation Name	Building Use Agreement Type (Lease, Licence, MOU, Hall Hire)	Summary of Activity	Priority Category (A/B/C)	
Uniting agency	Lease	Kindergarten (pre-school aged children)	B	
Footprints	Licence	Dance company (primary aged children)	C	
Holy Light Church	Lease	Church of independent tradition	C	
Uniting agency	Licence	Emergency Relief program assisted by local church members	A	

If additional space is required
please make a copy of this
Reporting page and continue
to complete the record.

Reporting Pages

Inquiry Four:

Property – Funds and Finances



What's in this section?

- Explanation
- Using the Reporting Page

Reporting Page

- R4: Property – Funds and Finance

Explanation

The UCA Regulations considers both money and real estate as Church property. (*For definition refer to Reg.4.1*)

In order to understand a Church community's capacity to resource its mission requirements Inquiry 4 is seeking to establish the congregation's overall financial position.

Using the Funds and Finances Reporting Page (R4)

Inquiry Four is in the form of a check list of documents that will need to be prepared and included with the Reporting Pages.

In the case of financial documents, such as Profit and Loss and Balance Sheets, these will most likely be held in the Church Council's records. Information about funds invested can be obtained from the Synod's U Ethical Funds Management.

Forward budgets of predicted income and expenditure are also important in order to understand resource capacity. If the Treasurer or Church Council do not have a 5 year projected budget the Task Group may consider working with the Church Council/Treasurer to prepare a financial forecast.

The Task Group is asked to tick the following checklist and attach copies of required documents to the Reporting Page R4.

R4

Funds and Finances

Prepare and provide the following financial documents. If there is need of any clarifying information or narrative, please include in the space below.

CHECKLIST

Attached	Requirement	Comments
<input checked="" type="checkbox"/>	5 year forecast consolidated budget (All communities and properties, and all income and expenditure)	Youth worker grant funding concludes in 2 years time
<input checked="" type="checkbox"/>	Audited Financials Statement for the last 2 years (Include details of financial reserves – accounts and investments)	
<input checked="" type="checkbox"/>	Budget for the current year (As approved by the congregation)	
<input checked="" type="checkbox"/>	Documents relating to any Trust or Bequest (Gifted to the UCA Property Trust (Victoria) or (Tasmania) on behalf of the congregation)	John Doe bequest can only be used for property maintenance

Any other comments:

If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Reporting Pages

Inquiry Five:

Property for Mission Assessment



What's in this section?

- Explanation
- Using the Reporting Pages

Reporting Pages

- R5A: Property for Mission Assessment Record
- R5B: Collated Assessment Record

Useful Appendices

- Three: Understanding the Questions in Reporting Pages R5A and R5B

Explanation

This assessment is about gaining an insight into the extent to which the Church property is appropriate for current mission commitments and the capacity to accommodate future mission purposes.

While the inquiry refers to individual properties in some instances it may be more appropriate to assess the missional use of individual buildings on a church site.

The most difficult aspect to this task is thinking about future mission use of the property along with the current use. Task Groups will find it very easy to slip into the present or even past uses. The challenge is to keep thinking 5 or more years ahead.

What mission uses will this property be required to serve in 5 or more years' time? Will the property be appropriate for this purpose in 5 or more years? At this point the focus is on the big picture rather than details such as looming maintenance or décor.

Using the Property for Mission Assessment Record Page (R5A)

Eleven questions are included for the Task Group to consider in respect to all properties/buildings for which the Church Council is responsible.

Each property/building will require an assessment. The assessment consists of a score on a five point scale, and a clarifying comment (if considered necessary).

An explanation for each of the assessment questions is included in *Appendix Three*.

Further Information to assist in completing Inquiry Five

a. *Prior to the Task Group session completing Inquiry Five*

Ensure all Task Group members have copies of ‘Appendix 3 – Understanding the Questions in Reporting Pages R5A and R5B’. Invite Task Group member to have considered the 11 questions for each property/building prior to the meeting.

b. *Task Group meeting working session*

Prepare flip chart pages, white broad, or data projected table to record members ranking.

- Progress the assessment through one property at a time.
- Negotiate, then record the ranking score applied for each of the 11 questions of the Property for Mission assessment.
- Be realistic. Be aware of and avoid traps such as, “this score might hurt someone’s feelings” or “but the property person who looks after this property will not agree” or “we have to own property”.
- The essential focus of this assessment task is the extent to which each property/building will serve the mission opportunities the Church community is committed to, planning for, or hoping to eventuate.
- Take a long range view – look beyond the present into the future 5 or more years from now.
- When all properties have been assessed, have the Task Group reconsider the rankings and comments recorded on the flip charts.
- Modify and confirm final rankings
- Record the agreed final rankings and comments for each of the Property for Mission assessments in Reporting Pages R5A (one Reporting Page R5A per property/building).

An accurate assessment will assist the strategic property planning process.

Using the Collated Assessment Record Page (R5B)

When the ‘Property for Mission Assessment Record’ Reporting Pages R5A have been completed for each property/building, transfer the rankings for each question relating to each property/building to the ‘Collated Assessment Record’ Reporting Page R5B.

The scores can be totalled for each property/building, and used as an indicator of the priority given to each property/building as a contributor to mission. This summary will inform *Inquiry Six: Vision for Property*.

Property for Mission Assessment Record

R5A

Complete one record per property/building. Please nominate an abbreviation or identifier reference (Property ID), up to 6 characters long, for use when collating all the assessment records in Reporting Page R5B.

Refer to 'Appendix 2: Further Information – Inquiry Five' for an explanation of each of the questions.

Property Name	Upper North Church					Property ID	
Full Street Address	23 Long Gully Road, Upper North						
Ranking on scale: 1 (very low) to 5 (very high)						Comments	
1. Property assisting mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	
2. Location suitability to context	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	
3. Strategic regional asset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	Refer Presbytery Strategy Plan
4. Fit for mission purposes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	Requires some upgrades to enable expansion of hospitality ministry
5. Contribution to Christian story	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	
6. Extent of use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Very Low 2 3 4 5 Very High	Used 7 days a week
7. Neighbours' understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	Welfare work has high profile in community
8. Financial sustainability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	Deficit budgets
9. Capacity for refurbishment and/or development for mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	
10. Alternative property or location options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Very Low 2 3 4 5 Very High	Vacant tennis courts could be developed
11. Mission partnership options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Very Low 2 3 4 5 Very High	

If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Reporting Pages

Inquiry Six:

Vision for Property



What's in this section?

- Explanation
- Activities (three)

Reporting Pages

- R6A: Engaging our imagination – telling the story of our property vision
- R6B: Description of our property vision
- R6C: Visualising our property vision

Explanation

Vision is about seeing. Vision is where you look ahead. Vision requires the use of imagination. It requires a deliberate discipline of imagining one's self in a future context.

The Task Group is asked to look into the future and imagine how the property(s) are being utilized for mission. For this inquiry we will speak of what has occurred as being in the present tense.

Remember the property strategy was designed to meet the Church community's mission purposes. These mission purposes had been identified in a Mission Plan adopted by the Church Council several years ago, now.

Activity One: Engaging our imagination – telling the story of our property vision (R6A)

Reporting Page R6A has the following questions to imagine the Church community's property use and mission five to 10 years into the future.

1. Who are the people with whom you have established mission shaped relationships and who share in the use of this property with you?
2. What comments and stories are these people telling about the contribution the property is making to their lives and their connection with your community?
3. In what ways do you understand this property is now a positive partner in proclamation of God's good news where you are located?
4. What are the particular features of this property which are contributing positively to your Church community's mission commitments?
5. What mission initiatives planned some time ago have now been launched utilising the changes made to property?
6. What new mission partnerships, relationships, activities or programs, not previously planned, are now finding spaces and places in this property?
7. What do you think are the benefits to your Church community's mission from the recent property works?
8. What impact has the recent property works had on the financial sustainability of your church community's mission and ministry?

The story you record will be about how you imagine the property use will have changed as a result of the Property for Mission inquiries. Task Group members are encouraged to read what they have written out aloud to the assembled Task Group to ensure that it is indeed a story written in the present tense. This sharing time might well be the first time Task Group members have opportunity to articulate their vision for missional use of the property.

Activity Two: Description of our property vision (R6B)

Reflect on the information gathered through Inquiries One to Five. Also think about the stories emerging from Activity One (R6A).

Discuss the ideas and contributions of each Task Group member, working towards forming a common vision. When you have reached a common vision, agreeing on main features and characteristics, describe in half a page or so, the Task Group's shared vision for property. Record this property vision in Reporting Page R6B.

Activity Three: Visualising our property vision (R6C)

If the property vision recorded in R6B requires changes to buildings or new buildings this activity asks the Task Group to draw a sketch of the changes that will be required. The drawings can be rough and approximate. They will not be the final drawings, but will give other Councils of the Church and Property Services an initial impression of some of the ideas generated by the Task Group.

1. *Site configuration:* Sketch an overhead view of the building(s) on the site or sites, according to the property vision;
2. *Interior floor plan:* Sketch a floor plan layout of the interior spaces of the building(s).

NEXT STEPS

1. The Reporting Pages should be presented to Church Council for endorsement. The Reporting pages can then be shared with Presbytery to enable objectives for action to property to be discussed.
2. On completion of this discernment, Presbytery submits the Reporting Pages to the Property Application Review Team (PART) with a form 2A summarising the outcome of the discernment undertaken and the identified property for mission objectives.



Property for Mission Reporting Pages



Coversheet and Endorsement

Please use the Reporting Pages to record the information from each of the six inquiries included in this Workbook. When complete, please compile all Reporting Pages, attachments and this page together and arrange for endorsement by the Church Council/s. The Church Council can then submit the Reporting Pages to your presbytery for endorsement and appropriate action.

Property for Mission Participant Details	
Name of congregation	
Contact Person	Name
	Position
	Address
	Phone
	Email
CHECKLIST: Indicate that the following Reporting Pages and documents are attached	
Inquiry One	<input type="checkbox"/> R1 Mission Commitments and Activities Overview
Inquiry Two	<input type="checkbox"/> R2 Property Requirements – Spaces and Places
Inquiry Three	<input type="checkbox"/> R3A Audit of Current Property <input type="checkbox"/> R3B Property User Priority
Inquiry Four	<input type="checkbox"/> R4 Funds and Finances Attachments (Consolidated 5 year forecast, audited financials for last 2 years, budget for the current year.)
Inquiry Five	<input type="checkbox"/> R5A Property for Mission Assessment Record(s) <input type="checkbox"/> R5B Collated Assessment Record
Inquiry Six	<input type="checkbox"/> R6A Vision for Property: Engaging our imagination – telling the story of our property vision (Activity 1) <input type="checkbox"/> R6B Vision for Property: Description of our property vision (Activity 2) <input type="checkbox"/> R6C Vision for Property: Visualising our property vision (Activity 3) <input type="checkbox"/> Other Documents <input type="checkbox"/> Mission Plan
ENDORSEMENT: Task Group and Church Council to sign and date below	
Task Group	Signature:
Church Council	Signature:

Mission Commitments and Activities Overview

R1

The table below records the mission commitments supported by the Church community. It includes new mission initiatives in response to a continuing discernment of God's calling.

Start Up Indicator Categories are: (GREEN) Current and continuing; (AMBER) Planned to commence in next 3 years; and (BLUE) Hoped for opportunity likely to commence 3 or more years from now.

Priority	Church Community Mission Commitments	Start Up indicator	Typical Mission events, activities, and programs requiring property	

If additional space is required please make a copy of this Reporting Page and continue to complete the record.

Property Requirements – Spaces and Places

R2

Mission Commitments (from R1)	People & frequency	Spaces and Places Required 

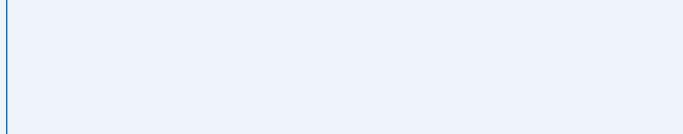
If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Audit of Current Property

R3A

Complete one page per property.



1	Name of Property:		
2	Full Street Address:		
3	Title Details (If known):		
4	Responsible Body: as allocated by Synod Property & Operations Committee		
5	Configuration: Types and approx. sizes of rooms/spaces in/on the property		
6	Uses: List range of uses of the property		
7	Tenants: a. Leases b. Licences c. Other forms of agreement to use the property		
8	Income: (all sources as a total) generated from the property per annum		
9	Maintenance: pending in next 2 to 3 years including anticipated cost		

Please provide a rough sketch of the current site configuration and interior floor plan.

If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Property User Priority

R3B

Complete the following to establish the priority to be given to property users when considering the Spaces and Places allocation of church property.

Priority categories are: (A) Missional; (B) Partner; (C) Commercial



Group/Organisation	Building Use Agreement Type (Lease, Licence)	Summary of Activity	Priority Category (A/B/C)	

If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Funds and Finances

R4

Prepare and provide the following financial documents. If there is need of any clarifying information or narrative, please include in the space below.

CHECKLIST			
Attached	Requirement	Comments	
<input type="checkbox"/>	5 year forecast consolidated budget (All communities and properties, and all income and expenditure)		
<input type="checkbox"/>	Audited Financials Statement for the last 2 years (Include details of financial reserves – accounts and investments)		
<input type="checkbox"/>	Budget for the current year (As approved by the congregation)		
<input type="checkbox"/>	Documents relating to any Trust or Bequest (Gifted to the UCA Property Trust (Victoria) or (Tasmania) on behalf of the congregation)		

Any other comments:

If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Property for Mission Assessment Record

R5A

Complete one record per property/building. Please nominate an abbreviation or identifier reference (Property ID), up to 6 characters long, for use when collating all the assessment records in Reporting Page R5B.

Refer to ‘Appendix B: Understanding the Questions in Reporting Pages R5A & R5B’ for an explanation of each of the questions.

If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Collated Assessment Record

R5B

Combine the results of all completed ‘Property for Mission Assessment’ records below, using the nominated abbreviation to indicate the property to which each score (1-5) for each question relates. Tally the results to get an overall score for each property.

Property ID								
1. Property assisting mission								
2. Location suitability to context								
3. Strategic regional asset								
4. Fit for mission purposes								
5. Contribution to Christian story								
6. Extent of use								
7. Neighbours' understanding								
8. Financial Sustainability								
9. Capacity for refurbishment and/or redevelopment								
10. Alternative property or location options								
11. Mission partnership options								
TOTAL SCORE								

Vision for Property:

Engaging our imagination – telling the story of our property vision

R6A

ACTIVITY ONE: Imagine that a few years have passed and the congregation(s) planned mission commitments identified in Reporting Page R1 have been implemented in ‘fit for purpose’ building(s). This may have involved a complete church redevelopment and/or reconfiguration of existing buildings. Using the following questions imagine what is happening and share your thoughts with other Task Group members then record a Task Group response to each of the following questions.

1. Who are the people with whom you have established mission shaped relationships and who share in the use of this property with you?



2. What comments and stories are these people telling about the contribution the property is making to their lives and their connection with your community?

3. In what ways do you understand this property is now a positive partner in proclamation of God’s good news where you are located?

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Reporting Page and continue
to complete the record.

4. What are the particular features of this property which are contributing positively to your Church community's mission commitments?

R6A



5. What mission initiatives planned some time ago have now been launched utilising the changes made to property?

6. What new mission partnerships, relationships, activities or programs, not previously planned, are now finding spaces and places in this property?

7. What do you think are the benefits to your Church community's mission from the recent property works?

8. What impact has the recent property works had on the financial sustainability of your church community's mission and ministry?

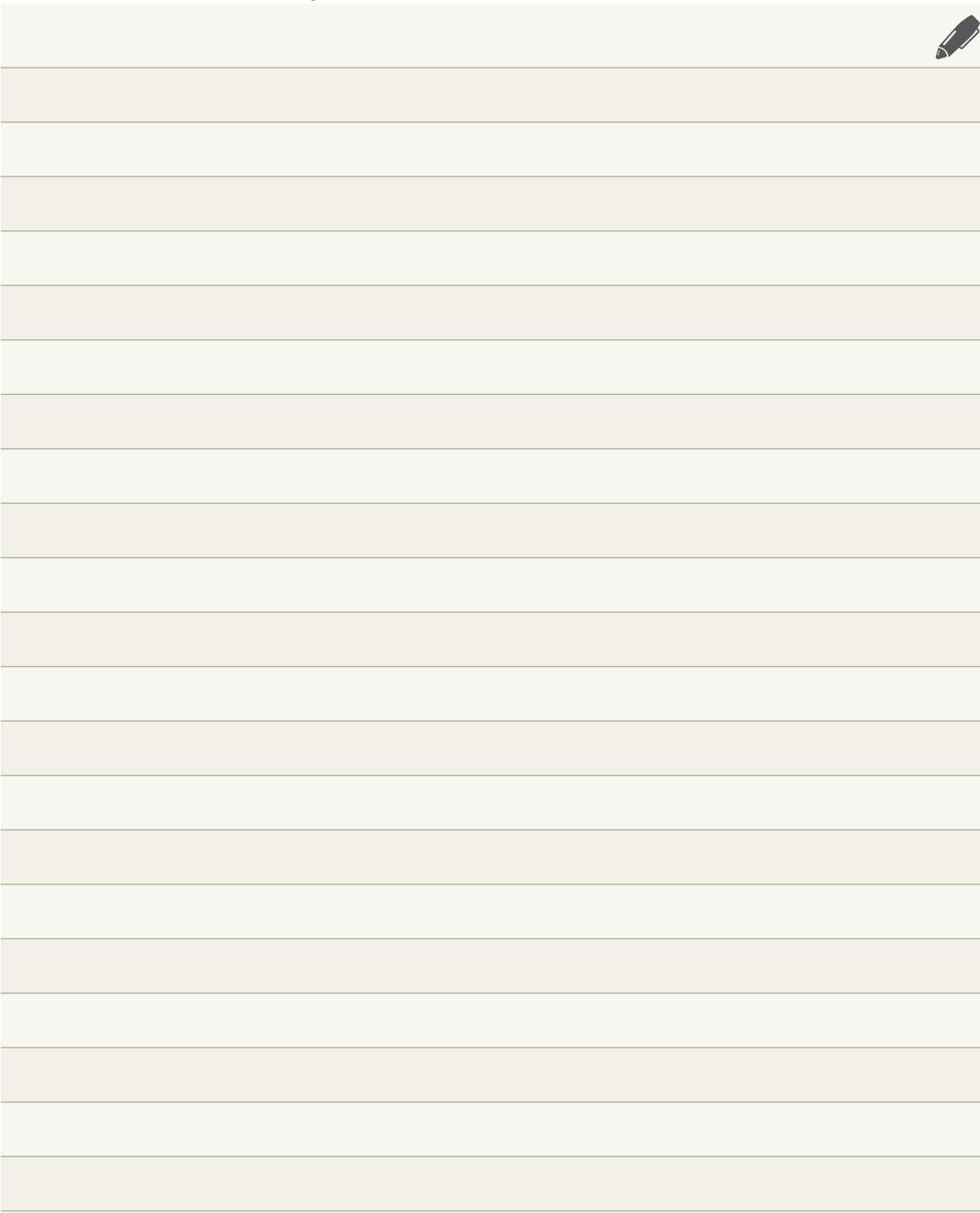
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Reporting Page and continue
to complete the record.

Vision for Property:

Description of our property vision

R6B

ACTIVITY TWO: Describe the concept for the property to meet the identified mission requirements. Noting that you are describing the context a few years into the future when the Task Group and congregation(s) have settled into a 'fit for purpose' building(s) as part of the completed church redevelopment and/or reconfiguration.



A vertical column of 15 blank lined pages for writing the vision for property. The top page has a small pencil icon in the top right corner. The bottom page has a small printer icon with a plus sign in the top right corner.

If additional space is required
please make a copy of this
Reporting Page and continue
to complete the record.

Vision for Property:

Visualising our property vision

R6C

ACTIVITY THREE: Provide two rough drawings of the property vision (if applicable), showing:

1. Site configuration: overview of all property elements on the site or sites, according to the property vision.
2. Interior floor plan overview of the interior spaces of the building or buildings. Noting that the context is from a few years in the future when the Task Group and congregation(s) have settled into a 'fit for purpose' building(s) as part of the completed church redevelopment and/or reconfiguration.



If additional space is required
please make a copy of this
Reporting Pages and continue
to complete the record.

Appendix One:

Property for Mission Workbook: Detailed Explanations, Questions and Answers



What inquiry does the workbook facilitate?

The workbook provides six inquiries focussed on gaining understanding about ways in which the Church community's mission commitments are serviced by Church property. The inquiries are about:

Mission: our commitments and activities:

- a. dreams and visions,
- b. planned initiatives soon to be launched,
- c. and current and continuing commitments

Spaces and places: our property requirements in respect to mission activities, events and programs

- a. Types of built spaces and places
- b. Types of outdoor spaces and places
- c. Facilities with each of the above

Property audit: our funds and real estate, and relations with property users

- a. Consolidated financial statements from the previous five years
- b. Details about each property for which Church Council is the responsible body
- c. A 'property user' priority audit for the various property users

Property Assessment: our assessment of the property allocated

- a. An inquiry into the extent to which the current property meets mission requirements

Vision for Property: our vision of property fully functioning and serving future mission commitments to the best of its capacity.

The workbook is divided into six inquiries. Each of the inquiries provides resources for a Task Group to consider a particular element of a property for mission assessment. The final inquiry, Vision for Property, will assist in the preparation of Property for Mission Objectives. These objectives will guide the development of a strategic plan for the church property.

Maintaining connection with the Church Council

Communication between the Church Council and Task Group and between the Church Council and the wider Church Community should be frequent, regular, informative and welcoming of constructive comment.

Property Services recommends the Task Group conduct three, ‘check-in’ conversations with the Church Community and / or Church Council.

‘Check-in’ conversations could occur when:

1. Mission, property requirements and priority user information Reporting Pages (R1-R3B) are completed;
2. The Property audit, including funds and property assessments are completed (R4-R5);
3. The Vision for Property has been considered. (R6A-R6C)

Scheduling three ‘Check-in’ dates and times and places when the Task Group first begins its work will help the Property for Mission inquiry flow.

What is included in the workbook?

All the resources required to conduct and complete a property for mission inquiry are included in the workbook. Work on each section according to their sequence in the workbook.

Each section will contain three main sub-sections: an explanation – what is this about, using the Reporting Pages – guidelines to engage the inquiry Reporting Pages – usually in the form of a table.

The sequence of the inquiry facilitated by the workbook flows as follows:

1. Inquiry One: Mission – establishing the Church community’s mission commitments and activities
2. Inquiry Two: Property requirements – identifying the ‘spaces and places’ required for the mission commitments
3. Inquiry Three: Property Audit and User Priority – examining the details of the property and noting the priority the Church community has allocated to three categories of property users.
4. Inquiry Four: Funds and Finances – a detailed overview of the Church community’s financial history and current situation, including funds held
5. Inquiry Five: Property Assessment – assessment of the property allocated in respect to future mission commitments
6. Inquiry Six: Vision for property – ideas about property that works, as well as to assist our congregation and mission partners to fulfil their mission commitments.

Why use this workbook?

The Synod's commitment to a Theology of Property (Synod, 2008) and Mission Motivated Development (Synod, 2010) are the basis for any understanding of the role and function property plays in the UCA.

The information collated in the Workbook can assist congregations to prepare property applications that will best serve the mission requirements of the Church community.

The purposes of the Property for Mission Workbook are to:

- gain clarity and agreement as to the mission purposes that will guide consideration of the contribution property can make to these mission commitments
- identify particular requirements of a Church property according to the mission purposes of the church communities occupying them
- obtain an accurate and up-to-date listing of all Church property and the agreements extended to current users
- identify and understand the nature of the relationship between the local church and each of the users of the Church property
- identify and understand the mission and financial priorities the Church Council(s) give to the variety of property users
- assess the suitability, in respect to mission purposes, of the current Church properties for which the Church Council has responsibility
- understand the Church Council(s) vision for Church property
- enable preparation of Property for Mission Objectives to guide the development of a strategic plan for property assets.

The Property for Mission Workbook will enable preparation of property for mission objectives to be assessed as part of a Business Case Evaluation/Feasibility Analysis.

Expectations of the Councils of the Church

The UCA Constitution and Regulations provide for the various Councils of the Church to work together on property matters. Each Council has particular roles and functions to play.

Presbyteries participate in various ways, including:

- working with congregations in the development of Mission Plans, early discussions about property requirements and the contribution property might make to Mission Plan.
- recruiting Presbytery members to serve on the Task Group
- providing feedback on Property Applications to the Church Council and the Property Applications Review Team (PART)
- providing a regional perspective on Property Applications

The Synod participates through:

- Property and Operations Committee and its delegated PART Committee, which provides a governance structure for all Property Applications, as required by the Regulations and Synod By-Laws.

Church Councils participate in accord with:

- UCA Regulations (Reg 4.4.1) which sets out the Church Councils responsibility for property including making recommendation to Presbytery concerning erection, demolition, alteration or enlargement of church buildings and other buildings.

What about Mission Plans?

It is expected Presbytery and Church Council will have conducted a mission planning exercise resulting in Church Council's adoption of a Mission Plan. The Task Group will draw on this plan when engaging workbook tasks.

It is important that a Mission Plan has identified:

- i. Dreams and Visions –opportunities which can contribute to making a difference in the lives of those with whom the church community senses it has been called to establish life changing relationships
- ii. Planned initiatives – events, activities and programs that have not yet be launched, but which the congregation is committed to starting between now and in the next 3 years
- iii. Continuing commitments – events, activities and programs that have been significant means to life changing relationships in the past, present and into the foreseeable future.

The Synod Vision and Mission Principle (Appendix 2) can be a useful resource when undertaking a mission planning exercise.

What about Property details?

It is expected that the Presbytery and Church Council will have given some preliminary consideration as to the current property for which the Church Council is the responsible body.

Considerations should include:

- Condition
- Suitability for current use
- Relevance to future use as indicated by the Mission Plan
- Property Users – what priority to do these organisations have when assessed against the Mission Plan.

Any documentation arising from the above considerations will be required by the Task Group. Please ensure that the Task Group has such documents to be tabled at its initial meeting.

Appendix Two:

Synod Vision and Mission Principles



Following Christ, walking together as first and second peoples, seeking community, compassion & justice for all creation.

God in Christ reaches out to the world and calls the Church in the Spirit to:

The New Testament vision is cosmic in scope. It tells of a loving, gracious and merciful God who desires a living relationship with the whole of God's good creation. The Church exists both to enjoy this love and to participate with Christ in realising God's wonderful purpose for the world. The Spirit empowers us for this.

1. share the Good News of Jesus Christ

Jesus Christ reveals the Good News of a new life with God. This is revealed through Jesus' life, teachings, death and resurrection. God invites response through the hearing of the Good News. So telling the story means telling it to those who have not yet heard it. (Romans 10:14)

2. nurture followers of Christ in life giving communities of reconciliation

Following Jesus and his way of life brings about positive transformation in all aspects of a person's life over time. This "discipleship" takes place within a faith community, because the new life in Christ is both personal and communal. The life of the Church community is a witness to God's reconciliation as barriers are overcome and all find a place at God's Table. The witness is the mutual love which is Jesus' mark of discipleship (John 13:34-35). Discipleship is not a withdrawal from the world because the Spirit immediately draws us into the world where Christ is at work.

3. respond in compassion to human need

This response begins within and moves us to action. It occurs in like identification with those in need, in feeling the pain with those in pain, and in responding in the hope that God has given in Christ. We are to be a community of healing not injury.

4. live justly and seek justice for all

God is just, calls us to be just, and to work for that day when justice fills the earth. The church must also shine the light on itself, and in humility and repentance acknowledge that it too must fight the darkness found within it.

5. care for creation

God's care is for all creation. In following the witness of the First Peoples, we are called to care for God's creation, to uphold its integrity and to protect the life that comes from God as gift and blessing.

6. listen to each generation and culture so as to live out the Gospel in fresh ways

God desires reconciliation with people of all cultures, generations and places. In making mission primary and Church forms and traditions secondary, the Spirit frees us from cultural captivity, teaches us to respectfully listen, and leads us to be open to new words, deeds, and forms of Church.

7. pursue God's Mission in partnership

The Uniting Church in the name of the God of reconciliation seeks to be reconciled with the rest of Christ's Church and will work side by side in mission. Furthermore, there are many in the world who work for justice, compassion and care for the creation who do not own the name of Christ. It is proper that God's Church work in partnership with all people of good will to fulfil God's purposes.

Appendix Three:

Understanding the Questions in Reporting Pages R5A and R5B



The following table provides the topic and explanation for each of the 11 questions in Reporting Pages R5A and R5B.

This table can be used by Task Group members during the preparation for and conduct of the discussions outlined in the Inquiry section and Reporting Pages R5A and R5B.

Topic	Question
1. Property assisting mission	<p><i>Given that the purpose of any particular Church property is to enable worship, witness and service:</i></p> <p>To what extent will this property play a vital role in the future, assisting the Church community to meet its mission commitments?</p>
2. Location suitability to context	<p><i>With respect to future mission commitments and activities:</i></p> <p>To what extent do current indicators confirm that the property is in a strategic location for the future?</p>
3. Strategic regional asset	<p><i>In respect to the wider context in which the property is located:</i></p> <p>What is the strength of the role this property could play in regional mission commitments and activities of the Church?</p>
4. Fit for mission purposes	<p><i>In respect to type of building, size, configuration and condition:</i></p> <p>To what extent is the property fit for future worship, witness, and service practiced by the congregation and / or agencies / groups using it?</p>
5. Contribution to Christian story	<p><i>In respect to being an effective contributor to telling the Christian story through its architecture and position to present and future neighbours:</i></p> <p>To what extent could this property, continue to contribute in meaningful ways?</p>
6. Extent of use	<p><i>Given the mission plans for the future:</i></p> <p>To what extent will this property contribute to be a relevant contributor to engaging mission commitments?</p>

7. Neighbours' understanding	<p><i>Given the property is located in a particular neighbourhood:</i></p> <p>What is the strength of the evidence that the neighbouring community want to see it retained as a working property, actively contributing to the life of the neighbourhood?</p>
8. Financial Sustainability	<p><i>Given that 'beneficial use' includes responsibilities for the maintenance and refurbishment of the property:</i></p> <p>To what extent are financial plans of the Church Community able to ensuring the property's sustainability?</p>
9. Capacity for refurbishment & / or redevelopment for Mission	<p><i>Given that Church property can be redeveloped in a variety of ways:</i></p> <p>To what extent is the Church property suitable for refurbishment or substantial redevelopment in order to be fit-for-purpose for continuing and new mission commitments?</p>
10. Alternative property or location options	<p><i>Given that it is possible to imagine a property-less church:</i></p> <p>If this property were to be sold, what places are there in the area that might be investigated for use by the congregation, agencies and / or groups to develop their ministry & mission activities in the area?</p>
11. Mission partnership options	<p><i>Given that one of the Synod's priorities is about partnerships:</i></p> <p>To what extent is the Church Council or agency's board aware of options for new partnerships associated with the use of this property?</p>