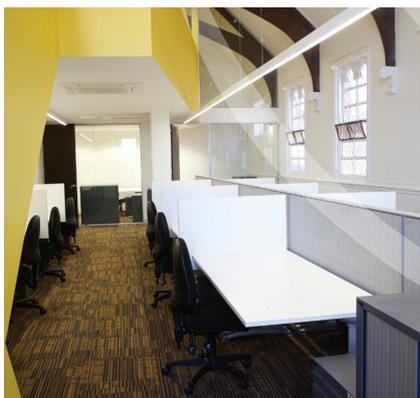
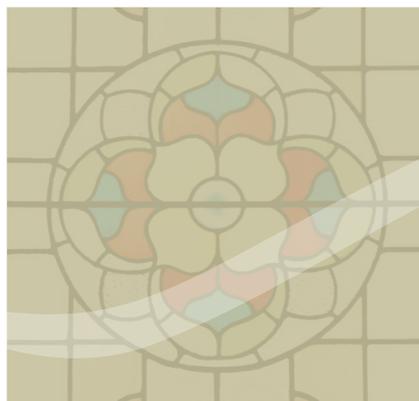




Property for Mission Workbook



Property for Mission Workbook is a project of the Uniting Church in Australia, Synod of Victoria and Tasmania, Property Board.

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Printed on demand

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Contents:

Introduction

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

Inquiry Manual

Inquiry One: Mission Commitments and Activities Overview	3
Explanation	3
Using the Reporting Page	3
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	9
Explanation	9
Using the Reporting Page	9
Inquiry Five: Property for Mission Assessment	11
Explanation	11
Using the Reporting Pages	11
Inquiry Six: Vision for Property	13
Activities One – Four	13
Using the Reporting Pages	13

Reporting Pages

R1	Mission Commitments and Activities Overview	16
R2	Property Requirements – Spaces and Places	17
R3A	Audit of Current Property	18
R3B	Property User Priority	19
R4	Funds and Finances	20
R5A	Property for Mission Assessment Record	21
R5B	Collated Assessment Records	22
R6A	Vision for Property: Engaging our imagination – telling the story of our property vision (Activity 1)	23
R6B	Vision for Property: Description of our property vision (Activity 2)	26
R6C	Vision for Property: Visualising our property vision (Activity 3)	27
R6D	Vision for Property: Estimating the cost and timing for our property vision (Activity 4)	28

Appendices:

One	<i>Property for Mission Workbook: Explanations, Questions and Answers</i>	29
	What inquiry does the Workbook facilitate?	29
	Maintaining connection with the Church Council	30
	What is included in the Workbook?	30
	Why use this Workbook?	31
	What expectations are there of the Councils of the Church?	31
	What about Mission Plans?	32
	What about property details?	32
Two	<i>Property for Mission Workbook: Further information to assist working through each of the six inquiries</i>	33
Three	Glossary of Terms	40
Four	Task Group Terms of Reference	43
Five	Ten principles to guide Mission Motivated Development (MMD)	46
Six	A guide to reflection on and evaluation of engaging mission commitments	48
Seven	A summary of typical Church property requirements	54

Introduction

Summary Overview

Welcome to the Uniting Church, Synod of Victoria and Tasmania's *Property for Mission Workbook*. The *Property for Mission Workbook* provides an ordered journey through a series of six inquiries in respect to property requirements, given known and hoped for mission commitments.

The sequence of the overall inquiry facilitated by the Workbook is 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:

- Adopted a formal 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

The *Property for Mission Workbook* is intended to be used by:

- In the case of an Asset Strategy Program – a Task Group appointed by the Church Council and Presbytery
- In the case of a major project Property Application, 'Form 2B Business Case' – a Project Control Group (PCG)

Having completed the six 'Property for Mission' inquiries and associated 'Reporting Pages' included in this Workbook, the next step will be to consult with either the Presbytery, or the Presbytery and the Asset Strategy Program (ASP) Team, to negotiate objectives for action to property.

The *Property for Mission Workbook* also includes additional explanation's and resource materials in the Appendices section. These include:

1. *Property for Mission Workbook*: Explanations, Questions and Answers
2. *Property for Mission Workbook*: Further information to assist working through each of the six inquiries
3. Glossary of Terms
4. Task Group Terms of Reference
5. Ten Principles to guide Mission Motivated Development (MMD)
6. A guide to reflection on and evaluation of engaging mission commitments
7. A summary of typical Church property requirements



Inquiry One:

Mission Commitments and Activities Overview



What's in this section?

- Explanation
- Using the Reporting Page

Reporting Pages

- R1: Mission Commitments and Activities Overview

Useful Appendices

- Two: Further Information – Inquiry One
- Three: Glossary of Terms
- Six: A guide to reflection on and evaluation of engaging mission commitments

Explanation

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

Use your Church community's Mission Plan documents as a source of information.

The 'Mission Commitments and Activities Overview' (R1) will be a constant point of reference throughout the project. This is the base from which our understanding of location and property requirements, financial sustainability and a program to strategically manage the Church property; will build.

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 summary statements from the most recent Mission Plan adopted by the Church Council. Such statements reveal the focus and purposes of the Church community's mission.

Fundamental elements of God's mission include:

- sharing the good news of Jesus Christ
- nurturing disciples in life-giving communities of reconciliation
- responding in compassion to human need
- living justly and seeking justice for all
- caring for creation
- expressing the gospel in fresh ways for each generation, culture and context
- pursuing God's mission in partnership with others.

(From MSR Mission Principles – Synod Standing Committee June 2015)

Mission also includes worship – a Christian practice in which various combinations of some of the fundamental elements of God's mission might be present. (See *Appendix Six* – 'Guide for leaders using the MSR Mission Principles – taking a proactive approach to planning mission')

C. Start Up Indicator

The time categories introduced above provide the basis for using the Start Up Indicator column. This column uses a three colour code system, so no words are required. The indicator provides a heads-up to those proposing strategic plans for the property.

Next to each event, activity or program use one of the following three colours to indicate when the commitment will 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. Use the additional explanation in '*Appendix Two: Further Information – Inquiry One*' to guide the Task Group's listing of activities typical of each mission commitment.

Inquiry Two:

Property Requirements – Spaces and Places



What's in this section?

- Explanation
- Using the Reporting Page

Reporting Pages

- R2: Property Requirements – Spaces and Places

Useful Appendices

- Two: Further Information – Inquiry Two
- Three: Glossary of Terms
- Seven: A summary of typical Church property requirements

Explanation

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

The Synod has adopted various policies that allow three basic ways for property to enable mission.

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

Mission Motivated Development
Synod 2010

The second is by indirect use, to assist in funding agreed mission purposes.

Property Enabling Mission Policy SSC 2014.

The third is by reallocation of Property Sale Proceeds (PSP)

Discerning Mission and use of Property
BOMAR, Synod, 2010

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. Transfer the detail from this column into the '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

This will assist the project team when interpreting the property requirements.

The third column, titled 'Spaces and Places', is for recording details about the interior and exterior spaces required for each of the mission activities. For examples, see '*Appendix Two: Further Information – Inquiry Two*'.

Property Services personnel will collate and summarise the spaces and places property requirements. They are well informed about various building codes and details can be checked later on during the Property Application process.

Property Services personnel will also calculate any property 'footprint' or size requirement on the basis of the typical area required under various building codes for the range of activities listed.

Inquiry Three:

Property Audit and User Priority



What's in this section?

- Explanation
- Using the Reporting Pages

Reporting Pages

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

Useful Appendices

- Two: Further Information – Inquiry Three
- Three: Glossary of Terms – Beneficial Use, Property Users

Explanation

According to the *UCA Constitution and Regulations*, and the *By Laws* of the Synod of Victoria and Tasmania, Church property is allocated to congregations and institutions of the Church on an understanding of Beneficial Use. (See 'Appendix Three : Glossary of Terms – Beneficial Use, Property Users'.)

Using the Audit of Current Property pages (R3A)

Reporting Page (R3A) provides a table in which to record known details about the Church property under the beneficial use of the various Church bodies that compose the Church community.

Some of this property might be under the beneficial use of the congregation.

Other elements of the property, or more likely particular properties, might be under the beneficial use of a UCA agency.

Use each of 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 and what priority the Task Group allocates to each in respect to the congregations' mission purposes.

The purpose of the Property User Priority Reporting Page R3B is to determine what priority of allocation to a particular church property's spaces and places might be appropriate when considering property reconfiguration, redevelopment or development.

When considering the spaces and places required to be reconfigured or redeveloped, it is necessary to identify the various groups or organisations that may be included amongst the users of the property or building.

Make a list of all property users, identifying each by name, purpose and type of arrangements by which the organisation comes to have use of the building. These might include a Lease, a License or a Memorandum of Understanding.

Allocate one of the category indicators below (A, B, or C) in the column provided to identify which priority each property user holds for consideration in respect to the current Church property, and the reconfigured or redeveloped property.

For a more complete explanation of each of the three categories of property user, see 'Appendix Two: Further Information – Inquiry Three', and 'Appendix Three Glossary of Terms'.

Understanding the criteria included in each category

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 who are not yet connected to a church community, so that all may experience and participate in God's healing purposes.
2. *Contextual* These relationships reflect the context in which the people live their lives.
3. *Formational* These relationships heal and shape people as disciples of Christ
4. *Ecclesial* These relationships encourage church – the body of Christ – to emerge as people respond to their experiences of God in everyday life.

B – Partnership

Meets criteria including:

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

C – Commercial

Meets criteria including:

1. *Income generating*
for the Church through rental, royalties, etc
2. *Operates as a trading business*
for the benefit of its owners
3. *Pays a fee or levy to the Church*
in return for services received from the Church.

Inquiry Four:

Property – Funds and Finances



What's in this section?

- Explanation
- Using the Reporting Page

Reporting Page

- R4: Property – Funds and Finance

Useful Appendices

- Three: Glossary of Terms

Explanation

The *UCA Regulations* consider both money and real estate as Church property. (See the *Regulations*, Section 4 Property – Definitions)

To understand the financial commitments, performance and position of the Church community, the Task Group will be required to produce financial documents in respect to the Church community's activity.

It is useful to both the Task Group and project team to have both the recent financial history of the congregation(s) as well as forecasts or predictions for the future.

Financial information will be treated as confidential by the project team.

Using the Funds and Finances Reporting Page (R4)

This Reporting Page is a check list of documents that will need to be prepared and provided. 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 UCA Funds Management.

Financial documents exploring or detailing future predictions of income and expenditure are important to the project, too. Should the Treasurer or Church Council have such documents please include these as per Reporting Page R4.

Work systematically through each of the items listed, providing and attaching copies of the documents required to the Reporting Page R4.



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

- Two: Further Information – Inquiry Five
- Three: Glossary of Terms
- Seven: A summary of typical Church property requirements

Explanation

Members of the Church community will have a range of views about the Church property of which they currently have beneficial use.

This Property for Mission Assessment **is not** focused on the Church community's mission. The Task Group is not being asked to give a ranked score or to provide commentary on the Church community's Mission Plan.

This assessment **is** about gaining an insight into the extent to which the Church property suits, is appropriate to or fits the mission purposes for the future.

The most difficult aspect to this task is thinking about the future mission use of the property. Task Groups will find it very easy to slip into the present or even the past.

As a Task Group, the challenge is to keep thinking 10 or more years ahead. What uses will this property be required to serve in 10 or more years' time? Will it be appropriate for this purpose in 10 or more years? Focus on the big picture rather than the 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 each property title under the beneficial use of the Church community. Each property 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 11 assessment questions is included in 'Appendix Two: Further Information – Inquiry Five'. You will definitely need these explanations to understand each of the questions when working through Reporting Page R5A for each property.

Make copies of 'Appendix Two - Further Information – Inquiry Five' for each Task Group member to use during the assessment process outlined below.

A suggested method for conducting the assessments:

a. Local, wider church comment

Sample and gather Church members comments about the various properties used by the Church community. Consider using some of the questions from the eleven provided to capture the sample.

For multiple beneficial users: Invite Task Group members to meet with one or two Church Council members from the beneficial user, and run the sample activity as above.

b. Prior to the Task Group session

Invite each Task Group member to use the 11 questions to prepare a few brief notes about each property before the meeting. They may want to refer to the sample or gathered comments from activity a. above.

When the Task Group is meeting in session, remind members to refer to these notes.

c. The Task Group meeting - a working session

- Prepare flip chart pages, or a white board, or data projected table drawn up to reflect Reporting Page R5A. One flip chart page per property title. This will ensure that everyone can see the rankings and comments as they are made and recorded.
- Progress the assessment through one property at a time.
- Use the flip chart pages to 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 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 10 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).

Note: the ASP and property services team will require an accurate assessment as a baseline for its property planning.

Using the Collated Assessment Record Page (R5B)

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

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



Inquiry Six:

Vision for Property

What's in this section?

- Explanation
- Activities (four)

Reporting Pages

- R6A: Engaging our imagination – telling the story of our property vision
- R6B: Description of our property vision
- R6C: Visualising our property vision
- R6D: Suggesting an indicative cost for the property vision

Useful Appendices

- Two: Further Information – Inquiry Six
- Four: Ten principles to guide mission motivated development (MMD)
- Seven: A summary of typical Church property requirements

Explanation

Vision is about seeing. Vision is where you look as much as what you see when you look. Vision is always about seeing ahead, looking into the future. Vision requires the use of imagination.

Visioning requires a deliberate discipline of putting one's self in a visionary context.

Imagine the Task Group is now happily located in a recently completed property development. We will speak of the development of this property in the present tense.

The property was designed to meet requirements to enable 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 provides 10 questions to help you reflect on your experiences of the property. Use each of these questions to stimulate an imagined story about the Church community's property and mission five to 10 years into the future.

The story will be about making the best use of the property developed as a result of the Property for Mission inquiries. Read the story aloud to the assembled Task Group to ensure that it is indeed a story written in the present tense. This story might well be the first time the task group hears something of the vision for property that has emerged from the five previous inquiries.

Activity Two: Description of our property vision (R6B)

Reflect on the information gathered through Inquiries One to Five.

Think about your story 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, your vision for property. Use Reporting Page R6B to record this shared vision.

Activity Three: Visualising our property vision (R6C)

This activity is focused on the Task Group providing two drawings. 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 a visual idea of some initial ideas generated by the Task Group.

Using the Reporting Page R6B description of the property vision, supply two overhead plan view hand drawings of your property vision:

1. Site configuration: An overview of the configuration of all elements of the property on the site or sites, according to the property vision;
2. Interior floor plan: A floor plan layout of the interior spaces of the building.

Activity Four: Estimating the cost and timing for the property vision (R6D)

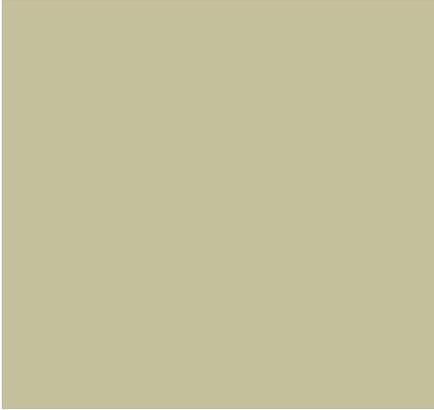
Now that the Task Group has a description and rough drawings of the property vision, indicate in Reporting Page R6D what the Task Group considers might be the most applicable cost range of the property vision.

Think about how long the vision for property may take and whether it will need to be achieved in one or more stages. Suggest the works to be undertaken for each of the stages that you envisage.

NOTE: Should the completion of the *Property for Mission Workbook* lead to a formal Property Application, the Synod's Property Services will undertake a detailed and rigorous investigation to determine design and costs which will result in a more reliable indication of the actual cost. This work is required under the current governance policies of the Property Board. Property Services will also add costs such as planning and permits, project management, service fees, feasibility or business case fees, maintenance and other costs typical of the Church property development.



The next step will be to consult with either the Presbytery, or the Presbytery and the Asset Strategy Program (ASP) Team, to negotiate objectives for action to property.



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 Task Group and Church Council/s. Then submit to your presbytery for endorsement and appropriate action.

Property for Mission Participant Details 	
Task Group Name	
Participating congregation/s	
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, 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 Records
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"/> RCD Vision for Property: Estimating the cost and timing for our property vision (Activity 4)
ENDORSEMENT: Representative from the Task Group and Church Council to sign and date below	
Task Group	
Church Council	

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 

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

R3A

Audit of Current Property

Complete one page per property.



1	Name of Property:	
2	Full Street Address:	
3	Title Details:	
4	Beneficial User(s): as allocated by Synod Property Board	
5	Configuration: Types and approx. sizes of rooms/spaces in/on the property	
6	Uses: typical range of uses of the property	
7	Tenants: a. Leases b. Licences c. MOU partners d. 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	

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.

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.



Attached	Requirement	Comments
<input type="checkbox"/>	Consolidated 5 year forecast (For all communities and properties, and all income and expenditure)	
<input type="checkbox"/>	Financials for the last 2 years (As approved by the Church Council)	
<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.

R5B

Collated Assessment Records

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) are now settling into the completed church redevelopment and/or reconfiguration. Talk and listen with one another then make a 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 makes to their lives and connection with you?

3. What feelings do you have about worshipping, relating to and working with other people in and through this property?

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

R6A



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

5. What are the particular features of this property that are really contributing positively to the various mission commitments of the local Church community?

6. What mission initiatives planned some time ago have now been launched in association with this property?

7. What opportunities for mission shaped partnerships, relationships and activities or programs not previously planned for are now finding spaces and places in this property?

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



8. What have you learnt about relationships with partners and commercial property users as a result of the development of the Church property you now inhabit?

9. What do you think are the benefits to your local Church community's mission of the recent redevelopment of the church property?

10. What is the impact on mission of measures taken to establish financial sustainability through the recent property redevelopment?

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

R6B

Vision for Property: Description of our property vision

ACTIVITY TWO: Describe your concept for property for mission.

Noting that the context is from a few years in the future when the Task Group and congregation(s) have settled into the completed church redevelopment and/or reconfiguration.



A large area of horizontal lines for writing, intended for describing the property vision.

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, 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 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.

R6D

Vision for Property: Estimating the cost and timing for our property vision

ACTIVITY FOUR: Provide an estimation of the likely cost for the property vision and the probable timing and/or staging of the redevelopment/reconfiguration.

Noting that the context is from a few years in the future when the Task Group and congregation(s) have settled into the completed church redevelopment and/or reconfiguration.



How much do think that it will cost to achieve the property vision?
Tick the appropriate box.

- | | |
|---|--|
| <input type="checkbox"/> \$0 to \$500,000 | <input type="checkbox"/> \$5 million to \$10 million |
| <input type="checkbox"/> \$2 million to \$5 million | <input type="checkbox"/> \$1 million to \$2 million |
| <input type="checkbox"/> \$500,000 to \$1 million | <input type="checkbox"/> More than \$10 million |

Describe how you have arrived at this cost.

How long did it take to complete the project?

Did the property vision need to be split into stages?

If so, describe the timing and scope of work in each stage.

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



Appendix One:

Property for Mission Workbook: 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 under the beneficial use of the Church community
- c. A 'property user' priority audit for the various property users associated with the property of the Church community as Beneficial User

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 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 lead to the Joint Objectives developed in response to the property for mission report. The Joint Objectives will guide the development and selection of strategic plans for church property.

Maintaining connection with the Church Council

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

'Check-in' conversations could occur:

1. when the mission, property requirements and priority user information Reporting Pages (R1-R3B) have been completed;
2. When the property audit, including funds and real estate, and property assessments have been completed (R4-R5);
3. When the vision for property is being considered, but prior to completion of Reporting Pages R6A – R6D

Maintaining communications between the Task Group, Church Council and congregation is essential. 'Check-in' conversations indicated above allow time to talk and listen with the Church Council. A 'Check-in' offers opportunity to make a presentation and receive feedback. A 'Check-in' might also provide an opportunity for the Church Council to consider messages to be conveyed to the congregation. Equally, the congregation and its members might well have feedback to pass on.

Scheduling the three 'Check-in' dates and times and places when the Task Group first begins its work will help the Property for Mission inquiry flow. Check dates when the Church Council can meet for a Check-in prior to the initial Task Group meeting. Ensure that the 'Check-in' schedule is included on the Task Group's initial meeting agenda.

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.

Communication between the Church Council and Task Group should be frequent, regular, informative, and work in both directions. Likewise, communications between the Church Council, congregation and church community need to be well timed, informative, welcoming of constructive comment, and work in both directions.

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 property plays in the UCA. A Theology of Property, and Mission Motivated Development are guiding principles for the property for mission inquiry. These principles are well resourced by several documents, available from the property section of the Synod website.

Property Services uses this workbook to assist each congregation participating in a project to prepare for 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 to the mission purposes that will guide consideration of the contribution property will make to mission commitments
- identify particular requirements of a Church property according to the mission purposes of the congregation and agencies occupying them
- obtain an accurate and up-to-date listing of all Church property, and detailed listing of the agreements extended to current users
- identify and understand the nature of the relationship between the local church and each of the buildings users associated with 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 under beneficial use of the congregation and or agencies using them
- understand the Church Council(s) vision for Church property
- prepare for the Joint Objectives that will guide the ASP Team in their development of the strategic plan for property assets.

The Property for Mission inquiry is not so much about mission, but rather is about the role and function property plays in any Church community's mission commitments.

The Property for Mission Workbook is designed to be used in the development of a Property Application Business Case, and in Asset Strategy Program projects.

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:

- preparation of a Mission Plan, early discussions about property requirements, and early discussions about the relevance of current property to the Mission Plan's expectations of the contribution property might make
- recruiting Presbytery members to serve on the Task Group
- recruiting Presbytery members for training as facilitators of the Property for Mission Workbook
- providing feedback to Property Applications to the Church Council and Property Board or ASP reports presented at each of the important ASP Gateways
- assisting with Property Applications
- advocating for Church Council when major presentations are required by the Synod's Property Board.

The Synod participates through its Property Board, which provides a governance structure for all Property Applications, as required by the *Regulations* and Synod By-Laws.

Church Councils participate

The *UCA Regulations* (Reg 4.6.1) provides guidance as to ways in which congregations and their Church Councils participate in any Property Application.

In the case of Asset Strategy Program projects, the Church Council, together with the Presbytery will have initiated a proposal for the Church community to participate in ASP. Once a Church Council has been informed by Property Services that the Property Board has endorsed ASP as an appropriate action for the Church community, Property Services will advise both the Church Council and Presbytery of the next steps.

What about Mission Plans?

Mission Plan: It is expected that the Presbytery and Church Council working together have conducted a thorough mission planning exercise, resulting in a Mission Plan. This need not be a new Mission Plan. Should the Church Council have a recent Mission Plan that is a current commitment to the congregations' or Church community's mission, the Task Group will draw on this plan when engaging workbook tasks.

The Mission Plan will probably include topical sections outlining the mission focus and purposes of the congregation. These might include topics such as worship, community service, justice and peace-making, discipleship, etc. The Mission Plan and will have been adopted by the Church Council and noted by the Presbytery.

It is important that the Mission Plan identify the congregations':

- i. Dreams and Visions – hoped for opportunities to contribute to making a difference to people with whom the congregation 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 will be so into the foreseeable future.

What about Property details?

It is expected that the Presbytery and Church Council will have given some preliminary consideration to the current property allocated to the congregation or Church community under the provisions of Beneficial Use.

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:

Property for Mission Workbook: Further information to assist working through the each of the six inquiries

Inquiry One – Mission Commitments and Activities Overview

The Task Group, and various councils of the Church will reference all elements of the eventual asset strategy plan and property applications back to Reporting Page R1.

Three simple questions that might help to focus and guide the Task Group's thinking about the call to God's mission are:

- a. To whom have we been called and sent?
- b. What is the life changing opportunity God helps us to see in these relationships?
- c. What do we need to engage opportunities arising through such relationships, so that all experience God's life changing grace?

God's mission is not only about seeing the here and now, but also about seeing beyond what we know and that which is predicable. Thus, the Task Group is encouraged to consider mission in respect to three broad 'time' categories:

- a. Dreams and Visions - that keep us looking beyond the present and the known, the predictable.
- b. Planned Initiatives - activities recently included in the Church community's mission plan, which you are working towards launching between now and the next 3 years
- c. Continuing commitments – the people and activities we are currently committed to have planned to continue into the near future at least.

Understanding each of the four columns

- 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 initiatives. Number 1 recorded in this column represents the highest priority, and so forth.

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

These summary statements will be in the words decided by the Task Group. They will reflect the congregation(s) and Church Council(s) interpretation of God's mission, in the local context.

- C. Start-up indicator

This information is very useful at the point of considering staging of any refurbishment or development project.

For example: a proposed development project might involve 2 or more distinct stages. Current and continuing mission commitments will require spaces and places from the outset. So property space considerations or works might be delayed until alternative arrangements can be made. However, planned mission commitments will not require spaces and places immediately, and therefore property space considerations or works required for them might be able to start immediately.

D. Typical Mission activities

Events, activities and programs usually require a place, a property of some sort. Often these activities and programs establish a particular presence in the neighbourhood or region. The place becomes known to local people by the programs and relationships that occur there. Eventually, the good news story is associated with the place.

Mission events, activities and programs are ways by which Christians share the good news of Jesus Christ, and engage the other elements of God's mission you have identified in the first column.

Examples of mission events, activities and programs

Examples might include a list such as:

- Worship – allow for a range of traditions, styles, gathering spaces, furniture, equipment and group sizes
- Education, formation, discipleship – small groups, training, prayer groups
- Community services – material aid and emergency relief, people helping activities, community meals, early childhood education and related services, aged and elderly care services, health and well-being services, café, internet and social media small groups
- Justice and peace-making – small groups, displays, presentations

R1		Mission Commitments and Activities Overview		
<p>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.</p>				
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	
3	Church Administration and pastoral care		Office activity, pastoral conversations, prayer, people helping	

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

Inquiry Two – Property Requirements – Spaces and Places

Examples of Spaces and Places

Examples might include a list such as:

- If the activity is worship, an auditorium or worship centre, kitchen access, foyer, narthex, spaces for special furniture, musical instrument and AV equipment storage, car parking might be required.
- If the activity is a playgroup, a functional early childhood room, age appropriate toilet, equipment store, kitchen and garden access, as well as safe car parking or a drop off & pick up zone might be required.
- If the activity is a Study group, a room with access to IT and data projection / AV aids materials store and toilets and kitchen or lounge might be required.
- If the activity is a material aid cooking class, a teaching-kitchen, pantry, toilets and washrooms might be required, as well as car parking.
- If the activity is a regular dance and exercise program, a hall, toilets and washroom, kitchen, equipment store and lounge area might be required, as well as a car park.
- If a UnitingCare agency is colocated with the congregation(s), an office and administration area, secure meetings rooms and toilets, file and data store, a kitchen and drop off zone might be required.
- If the activity is church administration, an office, storage space, IT access and communications area

For the completed record, a lot of specific detail is not necessary. Refine the listings by deleting detail that you think might be included in building codes. *For example:* railings required for children, toilets for use by children in a Kinder or designated Playground area, or Disabled Vehicle Access are all covered in specific building codes categorised by activities.

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

Inquiry Three – Property Audit and User Priority

Title and Agreement / Contract Details

For details of any arrangements or records that the ASP Task Group is unaware of, Property Services can be contacted at property@victas.uca.org.au. Send an email requesting the unknown details and Property Services will respond within 10 working days.

Property User Priority (R3B)

Church Councils often enter into a range of agreements such as leases, licenses and memorandums of understanding to accommodate a great diversity of institutions, organisations and groups.

The *Property for Mission Workbook* provides three categories for determining priority to be accorded to any and all property users.

A – Missional. These are property users whose presence is consistent with and contributing to the mission priorities of the Church. Inclusion of these property users in the ‘spaces and places’ of Church property is strongly supported and should continue into the future. Here we remember that any expression of the Uniting Church is welcome to participate in the use of Church property to the benefit of the mission purposes being engaged. Such use does not infer beneficial use rights, however.

Examples of A could include: any fresh expression initiatives, faith communities associated with the UCA, UnitingCare agencies and UnitingCare programs.

B – Partnership. These are property users, most likely non-UCA organisations, whose presence is also consistent with and contributing to the mission priorities of the Church. However, while they may be considered for inclusion in any future ‘spaces and places’ of church property, it is possible that the partnership could continue in a property that is not a Church property. Also, as a partnership, the agreement to work together may be subject to regular review and change from time to time. Thus, partnerships, while desirable might not be a top priority to include when configuring ‘spaces and places’ in church property.

Examples of B could include: well-being and community services, such as social inclusion programs for aged people, or community services with people who have mental health issues, or organisations investing in early childhood health and well-being. Social entrepreneurship initiatives and social enterprises can also be partners. These may focus on healing, reconciliation and restoration. They might prepare people for employment or assistance into independent living through gaining experience and valuable life and work skills. Some UnitingCare programs might be understood as partnerships with a local Church or regional network.

Churches of traditions other than UCA might also be partners, participating by mutual agreement in shared mission, worship or other activities.

C – Commercial. These are property users whose presence provides the Church with income. They are likely to be small businesses or community organisations involved in educational coaching, dance, martial arts, and arts and crafts. While the relationship may be cordial and a Church member may be involved personally with the business owner or operator, the nature of the relationship between the Church and the commercial body is neither missional nor a partnership. These property users ‘come and go’. Some may be considered as ‘casual’ users.

Examples of C could include: small businesses involved in educational coaching, dance, martial arts, arts and crafts groups, groups referred by the Local Government Authority. Or a group wanting a ‘one-off’ hall hire for an event. Churches of traditions other than UCA might also be commercial users of buildings, not entering into mutual agreements to share in worship, mission or other activities.

Helpful Hints: Preparing to use Reporting Page R3B

- Draw up a three column page.
- Label the columns:
 - User name
 - User activity
 - User priority

- Begin by making a list of all property users in the left hand column.
- Add the type of activity in the centre column.
- After discussion, allocate a user priority – A, B or C – on the basis of the categories and criteria above.
- Allow for discussion to settle one an appropriate category. Some property users may meet various criteria in more than one category.
- When the Task Group has reached agreement as to the priority to be allocated to each user, complete the Reporting Page.

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)	
UnitingCare agency	MOU	Kindergarten (pre-school aged children)	B	
Footprints	Licence	Dance company (primary aged children)	C	
Holy Light Church	Lease	Church of independent tradition	C	
UnitingCare agency	MOU	Emergency Relief program assisted by local church members	A	

Reporting Pages

25

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

Inquiry Five – Property for Mission Assessment

Understanding the Questions

The following table provides the topic and explanation for each of the 12 questions in Reporting Pages R5A and R5B.



Make copies of this table and ensure that all Task Group members have a copy to use 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	<i>Given that the purpose of any particular Church property is to enable worship, witness and service:</i> To what extent will this property play a vital role in the future, assisting the Church community to meet its mission commitments?
2. Location suitability to context	<i>With respect to future mission commitments and activities:</i> To what extent do current indicators confirm that the property is in a strategic location for the future?
3. Strategic regional asset	<i>In respect to attending to the well-being of people and the environment in the area where this property is located:</i> What is the strength of the role that this property could play in the strategic mission commitments and activities of Church?
4. Fit for mission purposes	<i>In respect to type of building, size, configuration and condition:</i> To what extent is the property fit for future worship, witness, and service practiced by the congregation and / or agencies / groups using it?
5. Contribution to Christian story	<i>In respect to being an effective contributor to telling the Christian story through its architecture and position to present and future neighbours:</i> To what extent could this property, continue to contribute in meaningful ways?
6. Extent of use	<i>Given the mission plans for the future:</i> To what extent will this property contribute to be a relevant contributor to engaging mission commitments?
7. Neighbours' understanding	<i>Given the property is located in a particular neighbourhood:</i> 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?
8. Financial Sustainability	<i>Given that 'beneficial use' includes responsibilities for the maintenance and refurbishment of the property:</i> To what extent are financial plans of the Church body holding beneficial use of the property credible to ensuring the property's sustainability?
9. Capacity for refurbishment & / or redevelopment for Mission	<i>Given that Church property can be redeveloped in a variety of ways:</i> 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?
10. Alternative property or location options	<i>Given that it is possible to imagine a property-less church:</i> 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?
11. Mission partnership options	<i>Given that one of the Synod's priorities is about partnerships:</i> To what extent is the Church Council or agency's board aware of options for new partnerships associated with the use of this property?

Inquiry Six – Our Vision

Explanation

Vision is not about looking back, although lessons learnt from the past might help to orientate our disposition to the present and future. Vision is not the result of stacking up solutions to various problems until a structure appears before us.

Vision takes opportunities and through the use of imagination shapes them into a story. Vision is always a little opaque, poetic and not quite in focus.

Detailed thinking that delivers content and structure follows vision. Someone once put it this way: Faith first (vision); function next (ideas and content); form last (structure). This might be a useful way to orientate ourselves to the visioning activities that follow.



Appendix Three:

Glossary of Terms

Use this table to check the meaning of the terms used through this workbook or that might be used in the context of discussions the workbook facilitates.

Term	Meaning
Property for Mission	<p>Mission purposes are the reasons for the Church having property, both funds and real estate.</p> <p>Once mission commitments have been established, property requirements can be identified to serve those purposes.</p>
Beneficial Use	<p>The convention by which Uniting Church property is allocated to Church bodies. (See Reg 4.4.1)</p> <p>This term is used in the Synod of Victoria and Tasmania. Other Synods use different terms, but describe similar conventions.</p>
Beneficial User	<p>The body, council or institution of the Church that has been designated the 'beneficial user' and has been entrusted by the whole church with benefit of using these properties for the sole purpose of engaging in Christ's mission. (See the <i>Basis of Union</i>, para 3, 4.)</p> <p>The 'beneficial user' has primary but not sole stewardship responsibilities, and holds such responsibilities for 'beneficial use' within the mutual accountability of the Church's interconciliar polity.</p>
Mission Principles	<p>Seven statements about Christian mission, giving expression to the Synod's understanding of God's mission. As part of its task to advise the Synod on a vision and plans for the future, the Major Strategic Review (MSR) developed a vision statement and associated mission principles. The Synod Standing Committee (SSC) affirmed in June 2015 the use of the vision and mission principles by the MSR and to share more widely within the Church. The mission principles seek to capture God's big purposes for the loved creation and the mission of the Church within those purposes. They are a tool or a framework for discussions by councils and groups within the Church to help stimulate imagination and raise questions about the practice of mission. A copy of the Mission Principles, together with a Guide for Reflection and assessment of engagement in Mission can be found in 'Appendix Six' of this Workbook.</p>
Mission Motivated Development (MMD) – ten principles	<p>Having discerned God's call and sending into mission, and given expression to this vocation in a Mission Plan... MMD means intentionally aligning property development so that it is</p> <ul style="list-style-type: none"> ■ Congruent and consistent with the Church's calling and purposes ■ To bear witness to the Christ ■ In a particular place, ■ With a particular people ■ At a particular time... <p>In a faithful expression of the Church sent to service God's mission in the world, for all the world.</p> <p>[<i>Understanding the Practice of Mission Motivated Development</i>, 2nd Edition, 2013.]</p> <p>10 Principles provide criteria for determining the extent to which any property development proposal is mission motivated.</p>

Mission commitments	<p>Each congregation or agency of the UCA will have particular ways of talking about their particular calling into God's mission. An article included in the Appendix of this workbook provides a recent 'high level' summary and guide to reflection.</p> <p>For the purposes of this workbook, 'mission commitments refers to the following:</p> <ul style="list-style-type: none"> ■ Dreams and visions – hoped for opportunities to connect with particular people or groups in life changing ways ■ Planned initiatives – events, activities or programs that have been included in the Church Council mission plan or agency Board's strategic plan, which have scheduled start-up dates and for which resource provision has been prepared for ■ Continuing commitments – to known people or groups through past events, activities and programs that will continue into the foreseeable future.
Spaces and Places	<p>Spaces and places refers to all elements of a real estate property. Real estate (property) includes land and buildings. Both interior and exterior areas are 'spaces and places' where relationships are formed and nourished through mission shaped events, activities and programs. In particular, spaces and places refers to the specific style, type and design of the interior and exterior of property according to mission commitments.</p>
Governance protocols	<p>The arrangements adopted by the Synod, the Synod Standing Committee or Property Board for oversight of property related projects. The <i>UCA Regulations</i> (Section 4) in respect to property, by which the polity of the Church is made operational.</p>
ASP	<p>The Asset Strategy Program – the purpose of which is set in the Introduction and an appendix of this workbook.</p>
ASP Task Group	<p>A specific group, working to a Terms of Reference adopted by the Church Council(s) of the Church community, recruited and appointed by the Church Council and Presbytery. The Terms of Reference are included in the Appendices of this workbook.</p>
Form 2B Business Case	<p>A stage of the Synod Property Board's formal Property Application process. This stage includes a Property for Mission assessment in addition to one of two levels of financial scrutiny of any property proposal that is the subject of the application.</p> <p>Project Business case is a rationale to support any PMEP proposal, comprising:</p> <ul style="list-style-type: none"> ■ Mission purposes and objectives ■ Commercial return (relevant to the risk profile identified) ■ Management (capacity and capability) ■ Financial feasibility in terms of external bankability / funding being achievable ■ Timing ■ Risk management (relevant to the risk profile identified and matched with applicable mitigation strategies acceptable to the Church.)
Property Advisory	<p>A specialist advisory company consulting to the Synod's Property Services Expertise available through a Property Advisory may include valuation, planning, permissions, finances, architecture, development finance, etc.</p>
Property User	<p>Any agency or body other than the beneficial user who has access to and use of some or all of the Church property.</p> <p>The workbook identifies three categories of property user:</p> <ul style="list-style-type: none"> ■ Missional ■ Partner ■ Commercial
Property for Mission assessment	<p>Assessment of a given property in respect to its contribution of the mission commitments of the Church, based on title, location, design, fitness for purpose, alternative property options, capacity for refurbishment or redevelopment, Church Council, Presbytery and agency considerations. Section Five of this workbook provides a set of criteria.</p>

Term	Meaning
Property audit	A check of all relevant details pertaining to each Church property under consideration of the beneficial user(s). Section Three of this workbook provides a guide to data collection. This will include provision of copies of all current leases, licences, MoU's, and any other type of property use documentation.
Reporting Pages	<p>These pages are located in the Workbook, and in separate file for use as an 'e' response on the Property Services website.</p> <p>Reporting Pages are provided as templates for recording the information (data) gathered in each of the five inquiries included in the <i>Property for Mission Workbook</i>.</p>
Project Control Group (PCG)	An essential element of the governance protocols, a PCG is a group variously consisting of Property Services staff, Advisory personnel, Property Board members, and local Church Council or beneficial user representatives. A PCG oversees every aspect of the program delivery for an ASP or Form 2B Business Case, including scope of works, schedule or program, finance and budget, project management reports.
Alternative mission use	In the process of regional strategic scenario planning (see above), Church properties may be considered in respect to property retention, sale, acquisition requirements, and development. Regulation 4:11:10 – <i>Alternative Missional Use</i> , together with BOMAR Mission Policy Committee " <i>Policy for Synod of Victoria and Tasmania Process for implementing UCA Regulation 4.11.10 Regarding Alternative Missional Use</i> " will apply as the process by which a property's status as surplus, excess to requirements or under-utilised is determined.
Highest and best use	<p>There are two ways in which this term might be used:</p> <ol style="list-style-type: none"> 1. Mission purposes – will ultimately determine what the 'highest and best use' of a property is, since all Church property is for use in engaging the mission purposes discerned and agreed by the various Councils of the Church; <ul style="list-style-type: none"> However, so that mission purposes are maximized there will be a necessary priority for mission purposes to be discerned and determined in any case where mission purposes and commercial return are under competing priority. 2. Commercial return – will also be referred to as 'highest and best use' at times. In this case, the user is referring to the options for applying various forms of financing to achieve the best possible financial return on the value of the property. <ul style="list-style-type: none"> However, the purposes driving commercial / financial return are always mission purposes as determined by the congregation's Church Council together with the presbytery, or institutions together with the Synod. According to the <i>Constitution and Regulations</i>, these are the Councils of the Church with primary responsibility for: <ul style="list-style-type: none"> - the local and regional 'worship, witness and service' (mission) of the Church, in the case of congregations; - and responsibility for oversight of the institutions of the Church, in the case of Institutions of the Church.

Appendix Four:

Task Group Terms of Reference



Asset Strategy Program (ASP) and associated Task Group Property Application Form 2A and or Form 2B Business Case

1. Parties to this Terms of Reference:

- a. The Church Council of theUCA
- b. The UCA Presbytery of
- c. Property Services, on behalf of the Property Board.

2. Objectives

The Objectives of the Asset Strategy Program or Property Application Business Case is for the Church Council

- a. to receive a recommended Plan [See Reg 4.6.1]
- b. to communicate and consult with the congregation about the Plan recommended by the Task Group and / or Project Control Group [See Reg 4.4.(d)],
- c. to provide the basis for the Church Council's consideration and adoption of a recommended Plan [See Reg 4.4.1(b) and 4.6.3.]
- d. to be supported in its commitment to implement the adopted plan, for a sustainable future in respect to the mission commitments and initiatives of the congregation, and the funds and property under its beneficial use.

3. Task Group Name and source of authority

- 3.1. The name of this body shall be the 'Property for Mission Task Group - [congregation/ cluster]' (Task Group)
- 3.2. In the case of a Property Application Major Project, the Task Group is set up within the governance policies and protocols of the Property Board, endorsed by the Synod Standing Committee 2013.
- 3.3. In the case of Asset Strategy Program, the Task Group is set up in accordance with the ASP Policy resolution – SC 14.66.15

4. Oversight and accountabilities for the program or project

For the purpose of delivering the program or project, the Synod and Synod Standing Committee ("SSC") have delegated the responsibility for the oversight of Property Applications and the Asset Strategy Program to the Property Board ("PB").

The PB has appointed a Project Control Group to administer oversight of a major project, or the Asset Strategy Program on its behalf.

The major project or ASP has been established to provide advisory services to the Church Councils of the UCA as per the UCA *Regulations* Section 4.

Oversight of the program or project is exercised by the PCG in the context of monitoring and making decisions related to the services delivered.

5. Relationship to the UCA Regulations

The Task Group, formally appointed by the Church Council operates as a committee of the Church Council. Any recommendation will be brought by the Task Group to the Church Council for its consultation with the congregation and consideration for approval forwarding to the Presbytery for the Presbytery’s consideration and endorsement before being presented to the Synod’s Property Board. (See Regs 4.4.1; 4.4.2; 4.4.1; 4.6.3)

6. Explanations following

- 6.1. Membership of the Task Group
- 6.2. Functions and expectations of Task Group members
- 6.3. Administrative arrangements

7. Adoption and agreement to Task Group Terms of Reference

Adopted by the.....Church Council.

Signed.....Date ___ / ___ / ___
Church Council Chairperson

Signed.....Date ___ / ___ / ___
Presbytery Chairperson, Presbytery of



6. Explanations

6.1 Membership of the Task Group

The Church Council and the Presbytery nominate members of the Task Group in their discretion, taking into account the following:

- a. Members of the Task Group are not direct representatives of, or delegates of, their originating Congregation, council or agency.
- b. The sum of the members should reflect the diversity of Congregations and Beneficial Users of Property within the [congregation/cluster] such that it is a forum which provides effective guidance to the Advisory Team.
- c. Members should offer varying skill sets such that the group is able to efficiently advise on and disseminate both the mission and technical related elements of the Advisory Team’s documents and provide clear evaluation of the same against the Task Group’s agreed Property for Mission objectives.
- d. The Task Group shall comprise at least one member nominated by the presbytery and at least 6 members nominated by the Church Council. The Church Council may designate additional members ex-officio as consulting members, who may principally participate on the papers or for specific topics and issues. In the case of two or more Church Councils included in an ASP Church Community, each Church Council will appoint at least 2 members to the Task Group.

In addition to the Task Group membership, it should be noted that:

- e. Whilst the Advisory Team, and at times members of the PCG, will be in attendance at Task Group meetings, they will not be members of the Task Group.

- f. The Task Group may, from time to time, seek counsel from experienced practitioners within the church community stakeholder groups, but outside the Task Group. The stakeholder consultation is welcome within the Task Group meeting forum.

6.2 Oversight and function of the Task Group

The PCG requests that the Church Council formally appoint its Task Group members to:

- a. gather the information for each of the 'Property for Mission' inquiries conducted by the Task Group
- b. collaborate with the ASP Team in setting the Joint Objectives of the ASP project
- c. maintain communications with the Church Council, and from the Church Council to the ASP Team in respect to the progress of the ASP project
- d. assist the ASP Team in scheduling meetings with the Church Council
- e. provide to the ASP Team guidance, informed feedback, assessments of the frameworks and options developed accurately reflecting the Property for Mission data
- f. collaborate with and assist the ASP Team in shaping the final recommendations for presentation to and consideration by the Church Council
- g. endorse the final Asset Strategy Plan, and recommend that plan to the Church Council.

The PCG also requests that the Presbytery formally task its members appointed to the Task Group to:

- a. assist the ASP Team to listen to and heed the Presbytery Property Committee's considerations as per Reg 4.3.1 concerning the allocation, use of, responsibilities for and applications in respect to property within its bounds
- b. make known to the ASP Team any presbytery interests in or guidance to the mission of the Church (See Reg 3.1.5a)
- c. communicate the ASP project's progress to the Presbytery's Property Committee, Officers and Standing committee
- d. provide Presbytery feedback to the Task Group and ASP Team
- e. present the completed Property for Mission Reporting Pages Pack to the relevant Presbytery committee responsible for property matters (See Reg 4.3 – Presbytery Property Committee)
- f. support the Task Group and through the Task Group members, the Church Council in its understanding of the ASP
- g. assist the Task Group in the presentation of the Asset Strategy Plan to the Church Council, and support the recommendation of the plan to the Church Council.

6.3 Administrative arrangements

a. Task Group Meetings

Clear communication between the Congregation/Cluster, Presbytery, Stakeholders, Synod (Property Services team), PCG and Advisory Team is critical to the successful delivery of the ASP. On this basis, the Task Group will meet on a regular basis and not less than twice per month. Additional Task group meetings may be called during critical points in the ASP program.

A member may provide feedback on a particular matter in writing (email accepted) via another member if unable to attend a particular meeting.

Minutes of task Group meetings will be taken by a member of the Advisory Team. Task Group member may seek to contribute to these minutes upon review.



Appendix Five:

Ten principles to guide Mission Motivated Development

These principles can be demonstrated in proposals and plans. The principles can be applied to requests for permission to proceed as well as for funding to do so submitted to the Property Board on one hand and the Board of Mission and Resourcing on the other.

1. Vocation

Development will match the calling, or vocation, of the local church congregation and/or church agency.

2. Relationship

The proposal is the result of experiences arising from existing relationships, the hopes identified for these and desirable, new relationships. Relationship means that there is a shared life with another person who 'has a name, a face and an address'. Relationship does not mean a 'target group' defined by several different characteristics or needs.

3. Community building

The proposed development is primarily designed to inspire, enthuse, develop, enrich, enhance and deepen the many facets of a thriving servant community. This means that people are valued for their gifts and abilities, capacities and potential. This means that people are not described by social needs or disabilities – their 'defects'. Rather, they are considered in terms of their 'potential assets.' Everyone has an opportunity to contribute, whatever their circumstance. Compassion is at the core of this understanding about community building.

4. Presence

Development will sustain the church's commitment to being 'an instrument through which Christ may work and bear witness to himself' (*Basis of Union*, para. 3) with the people of the neighbourhood or wider locality. Christ's commission to each Christian is to act according to the way of Jesus. This means being a devoted disciple, discipling all people as each Christian lives her or his life in the world.

5. Story

Development refers to the on-going narrative of particular locations, places or sites, where the people of God live, work and enact the faith of Christ; and gather to generate, share, collect and value stories.

6. Place

The proposal acknowledges that 'place' matters: that the geographical and cultural context of the development is critical to the nature and purpose of the development. 'Place' shapes our lives, and therefore shapes and informs any Christian's or local church's missionary purpose. 'Place' also shapes the expression and understanding of the gospel.

7. Shared decision-making

Mission motivated development accepts that from time to time the particular form or expression of mission may change. Nothing stays the same.

8. Innovation and initiative

Mission motivated development implies creativity and innovation according to the purpose of God's mission in a specific context.

9. Holistic approach

The church will exercise a wholehearted commitment to a holistic approach to all development. Carefulness with respect to the environment, ecology of the area and neighbours will be evident.

10. Contextualisation and fluidity

Mission motivated development means that, in addition to the 'place', the proposed development is responsive to the characteristics of a particular context where the local church or church agency's property is located. Such characteristics might include social demographics, economics, ecology, political nuances, sub-cultural practices and mores, etc.

From *Understanding the Practice of Mission Motivated Development*,
Synod of VicTas, Property Services, 2013



Appendix Six:

A Guide for leaders using the MSR Mission Principles: taking a proactive approach to developing mission

The Major Strategic Review (MSR) mission principles seek to capture God's big purposes for the loved creation and the mission of the Church within those purposes.

In June 2015 the Synod of Victoria and Tasmania's Standing Committee (SSC) affirmed the use of the mission principles as an element within the MSR to aid in its process of faithful reflection, assessment and evaluation.

The MSR mission principles underpin the vision statement affirmed by the SSC for the MSR to use – Following Christ, seeking community, compassion and justice for all creation.

You are invited to engage with, reflect on and apply the vision and mission principles in your local context. We hope they stimulate imagination and raise questions about your church body's thinking and practice of mission. They are not a creed. They are a tool or a framework for discussions by councils and groups within the Church and beyond.

The inspiration and challenge of the vision statement and mission principles will not come from the words on the paper but from the reflection and discussions initiated.

Christian practice of examination

The Christian practice of examination – taking time out for regular reflection, assessment and evaluation – is one way that the Church and its leaders sustain and perpetuate 'faith-full' planning of future directions. Examination is communal, regular, grounded in the Christian faith, and purposeful.

The practice of Christian examination by way of reflection, assessment and evaluation requires three factors to be explored separately and together:

1. *Reflection:* What is your current understanding of God's mission to the world and your body's place within it? (Mission principles help here.)
2. *Assessment:* Is there a good match between your stated mission purposes and the actual practice and/or the culture of your body; does your church body 'walk the talk'? (This guide helps here.)
3. *Evaluation:* What is the current context within which your body operates and how do you tell if your practice is effective? (This guide helps here.)

All three are necessary for effective mission. It may be illustrated like this.



How to use this guide: Suggested options

How you choose to use this guide will differ depending on the breadth or specialisation of your Church council or group – a committee, board, commission, agency, school, institution, or congregation.

Frequency: For example, a Church Council with its broad focus may decide to consider each of the mission principles in turn over a series of meetings. A specialist ministry or board planning for the future may want to do all steps in one day or over a weekend retreat.

Time allowance: As a rough guide, you might allow 30–45 minutes for each of the first three steps, with at least 60 minutes for the final planning step. You should not expect to exhaust the topic in that time! If you have to meet again, or exceed time limits, then that is a small price to pay for deep insights and better focused mission.

The Christian practice of examination is ultimately a spiritual exercise, so use spiritual practices to underpin your meetings, including prayer, silence, scripture reading and eating together, as well as respectful discussion and listening.

For example: See Ephesians 3:14-21:

A Prayer for the Ephesians (New International Version)

¹⁴For this reason I kneel before the Father,¹⁵ from whom every family in heaven and on earth derives its name.¹⁶ I pray that out of his glorious riches he may strengthen you with power through his Spirit in your inner being,¹⁷ so that Christ may dwell in your hearts through faith. And I pray that you, being rooted and established in love,¹⁸ may have power, together with all the Lord's holy people, to grasp how wide and long and high and deep is the love of Christ,¹⁹ and to know this love that surpasses knowledge—that you may be filled to the measure of all the fullness of God.

²⁰Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us,²¹ to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.

The guide is structured in four steps.

Step One **Reflection: Thinking about the vision and the mission principles**
(at least 30 min)

Step Two **Assessment: Matching what you say and what you do** (at least 45 min)
Part 1: What you say you do
Part 2: What you actually do

Step Three **Evaluation: Being effective within our own context** (at least 30 min)

Step Four **Future mission planning**
(at least 60 min collectively or separated in 20 min x 7 individual mission principles)

A copy of the *MSR vision statement and mission principles* follows at the end of this Appendix.

Step One

Reflection: Thinking about the vision and the mission principles

Your examination begins with the vision and the mission principles. Use the vision statement as your starting point and then work your way into the mission principles.

It is suggested you use this first session to review the vision and mission principles as a whole. Later sessions may focus on one mission principle at a time.

The mission principles are not written in any particular order. However, the last five depend on the first two for their meaning.

1. Thinking about the vision statement, consider each of the elements and their meaning for you:
 - a. Share your thoughts, motivations and stories.
 - b. Consider the diversity and unity in people's responses.
2. Thinking about the mission principles collectively, and separately. What do they mean for you?



Comment: The mission principles are 'shorthand' and require your theology (considered thinking and talking about God) and faithful input to "put flesh on the bones". For example when looking at the first mission principle what does your group believe regarding the content of "the Good News of Jesus Christ"?

3. Reflecting on the group's discussion, how could the vision and mission principles be used to engage and interact beyond the immediate group? Remember that the mission principles are a tool for discussion, not a creed.

Step Two

Assessment: Matching what you say and what you do

Part 1: What you say you do

Review the stated mission purposes of your church body or team. Stated mission purposes may include a mission statement, the *UCA Regulations*, your constitution, mission policies, etc.

1. In what ways are the MSR mission principles found in the stated mission purposes of your church body or team? This part of the process is "big picture thinking". What is encouraging? What inspires you?
2. Is anything missing in your mission purposes that you now think should be there? What may need changing about your stated mission purposes?
3. If your church body has no stated mission purposes, then you are at risk of having no direction for your church body or team. How might the MSR mission principles assist you in developing your own?

If you are a specialist body or institution of the UCA with a focused ministry:

4. What is the relationship of your stated mission purposes to the MSR mission principles?
5. What might enhance this relationship?
6. What is your relationship to the worshipping communities of the UCA?
7. If there is no genuine relationship to the mission principles or the worshipping communities, what are your reasons for your ministry remaining connected to the UCA?

Part 2: What you actually do

1. List the activities and ministries that your group/congregation actually does. Where appropriate, describe your traditions, culture or style.
2. Suppose your leadership team had to explain your mission based solely on what your body/congregation does. What would be revealed?

Comment: What we do and what we think we are doing are often very different so be honest and fair. For instance we may think we are nurturing disciples but what we actually do is provide poorly attended Bible Studies on randomly chosen topics. Alternatively we may think we are not impacting the community but when we list what many members actually do we are pleasantly surprised.



3. How well does your actual practice match your mission purposes as you have refined them or reflected on them in Steps 1 and 2 (Part 1)? Use examples to support your views.
 - a. What questions does this raise for you as leaders?
 - b. Are there more effective ways to do things?

Step Three

Evaluation: Being effective within your own context

Study your context and environment carefully.

1. Describe what factors in your context are relevant to your mission (e.g. secular, multi-faith, legal compliance issues, OHS, social media, time poor, user pays, local council, volunteers, etc.).
2. Next, look at who you are seeking to 'form relationship with'/serve, according to your mission purposes as you have refined them or reflected on them in Steps 1 and 2 (Part 1). If you have a number of mission purposes, examine them one at a time. Describe as much as you can about these people or communities. Then, evaluate each one in the light of Steps 1 and 2:
 - a. What are the indicators you might use to measure your effectiveness?
 - b. What reasons can you give for apparent effectiveness? What do you learn from this?
 - c. What reasons can you give for apparent ineffectiveness? What do you learn from this?
 - d. What insight do you gain when you pull together all you have been learning about the three factors: your mission, your actual practice/culture, and your context? (see *Faithful Effective Mission* diagram, p1)
 - e. Where do you need greater insight?
 - f. Who might help you develop your thinking further? Approach your Presbytery Minister, Mission and Education, or the Centre for Theology and Ministry for options, advice or support.

Step Four

Future mission planning

1. Reflect back over the past three steps:



Invite participants to note any topics they would like to offer to the group for further development. After a time of silent reflection gather the notes on a flip chart sheet or whiteboard. Collate these notes into several topics depending on what suggestions from the notes seem naturally to group together.

2. Now begin an open session of conversation, using the following questions to guide the discussion:
 - a. What does your church body or leadership team now seek to give fresh commitment to? Make a list on a flip chart or whiteboard.
 - b. What does your church body or leadership team seek to do differently as practical expressions of your commitment to God's mission? Have this discussion in the light of your particular calling, context and the various cultures with which you relate.
3. What are your next steps? Lay them out in as much detail as possible. Give a set amount of time for each step, and give a specific person responsibility for each step.
 - Lay out what resources are needed to achieve your goals? Include this in the steps.
 - Who else do we need to work with? Include this in the steps.
4. What communications will be required to fully inform your people regularly about new directions?

For example: in the case of a congregation, employees or volunteers you may need to take them through the process with you to inspire people to get on board especially if they are deeply invested in the previous ways and directions.
5. What steps will you now take to celebrate milestones reached and also to constantly encourage and build one another up in shared experiences of God's mission?
6. Thank God, using a prayer or suitable reflection.

A Prayer for the Ephesians (New International Version)

¹⁴For this reason I kneel before the Father, ¹⁵from whom every family in heaven and on earth derives its name. ¹⁶I pray that out of his glorious riches he may strengthen you with power through his Spirit in your inner being, ¹⁷so that Christ may dwell in your hearts through faith. And I pray that you, being rooted and established in love, ¹⁸may have power, together with all the Lord's holy people, to grasp how wide and long and high and deep is the love of Christ, ¹⁹and to know this love that surpasses knowledge—that you may be filled to the measure of all the fullness of God.

²⁰Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, ²¹to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.

MSR Vision Statement and Mission Principles

Following Christ, 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 disciples 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. express the Gospel in fresh ways for each generation and culture

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 Seven:

A summary of typical Church property requirements



Principle:

“Property is both a place and form of proclamation of the gospel...”

(Theology of Property, Synod of VicTas 2008.)

Explanation:

The church is people, called to Christ’s Way as the people of God. The Church – the community of Christ’s body – is at the heart, the centre of any property and real-estate consideration.

People matter. Above all else, people matter. Inclusion of people as they are is the starting point. Relationships between people are foundational. Relationships between people and the Other – the Holy, God – is essential. God who lives and abides amongst us all, whose life finds expression in our own, is intimately connected to place, and therefore to property. We are known by God; know that those around and with us are known by God. And we get to know something about God, as well as being known of and by God in these places.

In these places, through the relationship they facilitate and make possible we share in some experience or other by which we are transformed. In the relationships these places enable, we are enriched and changed by the stories we hear and share, the experiences we have as individuals and communities, and the witness to the life that comes from beyond to inspire and enthuse us. Our vocation is intimately connected to these relationships, narratives and places that curate them.

Property as real-estate has the potential to be a ‘thin place’ to Christian spirituality – a place where the Holy seems easier to encounter, and where people seem more ready to be encountered by the Holy. It is not necessary for these places or properties to be owned by the Church. It is enough that they are identified with the lively, active presence of the people of God. Property and real-estate is both a place and a form of proclamation of God’s being and good news of reconciliation, restoration and renewal. Property is one of the ‘tools’ available to the church to be applied in such ways as may enable Christ to bear witness to himself in the neighbourhood and wider community.

Christian Identity Characteristics:

Drawing on data and experience gained from Major Projects Business Cases, Asset Strategy Program, and various church property publications.

Characteristic	Design elements may include
Human scale	<ul style="list-style-type: none"> ■ A built environment that gives high priority to facilitating positive human relationships in both interior and exterior spaces ■ Usable walkways between built spaces ■ Corners and niches – rather than straight lines ■ Natural meeting spaces – for two or more people ■ Natural gathering places – for groups, small communities and congregations ■ Blending of external and internal places / areas ■ Close attention to multiple directions of people flow ■ Cladding colours merge with plantings and gardens ■ Multiple transition spaces – such as alfresco ■ Multiple small and medium capacity spaces predominate, rather than large scale auditorium styled spaces
Liminal spaces and places	<ul style="list-style-type: none"> ■ A built environment that enables the intermingling and intersection of secular and sacred ■ Multiple ‘veranda’ spaces that enable the transition from exterior to interior, from street to building, from one interior space to the next, from areas of intense relationship (foyers, lounges) to places of withdrawal and solitude ■ Changing décor – rather than universally themed décor through a building [changing décor suggests changing nature of and use of spaces] ■ A village community reflected in the build rather than theme park or large scale commercial /shopping centre style ■ Spaces that can be curated by the hosting or guest sub-communities – open to changing installations, displays, exhibitions; very flexible spaces that offer many options for furnishings, future arrangements ■ Curated spaces that facilitate intimate connections to and with fine arts – reading, storytelling, drama, paintings, sculpture, music, study spaces, culinary spaces...
Flexible space	<ul style="list-style-type: none"> ■ Easily rearranged to suit the purposes of multiple occasions, gatherings, dispersals and dismissals ■ Spaces that can be down or up sized to suit variously sized groups and gatherings ■ Spaces for administration and serving relationship that attend to various human needs ■ Spaces that can curated for intimacy of small communities, but also be rearranged to suit more performance and celebrative occasions ■ Working spaces – for craft, fine art, kinetics - dance and movement, consultation and meetings, for the politick of the communities using the property
Worship shaped	<ul style="list-style-type: none"> ■ The shape of the buildings and flow of people into and within them, then from inside to out into the neighbourhood must reflect the unique character of Christian worship as: <ul style="list-style-type: none"> - Christ centred - A public practice - An inclusive practice - A spiritual practice shared in community - A conversational / dialogical experience between the God of community who calls and forms the gathering, and the people who are dispersed into God’s mission in the world - A sacramental practice (baptism and the Lord’s Supper) - A healing practice – where God reconciles people to Gods-self and each other, restores them and renews their vocation ■ Variously sized and style spaces suitable to maintain the centrality of a Christ-centred worship but able to be curated to evoke diverse / various styles of Christian worship ■ People flow easily connected to access to others elements of the property / building.

Characteristic	Design elements may include
<p>Hospitable spaces and places</p>	<ul style="list-style-type: none"> ■ Welcoming in architecture and ambience ■ Inviting of exploration ■ Suggest openness and connectivity, generativity and community making at every point and in every element ■ Accommodating spaces – that invite guests to become hosts and hosts to become guests ■ A play place and space, as well as a rest, learning, reflection, healing and work place and space ■ Accessible by people of all ages and specific age groupings ■ Communicate welcome and inclusion to people of no faith and all faiths, while being a particularly Christian place ■ Enabling spaces that welcome contributions from all comers ■ Memorable paces and spaces to depart from – making a mental note to repeatedly return
<p>Healing spaces and places</p>	<ul style="list-style-type: none"> ■ Communicate the cruciform nature of the church, the body of Christ ■ Sanctuary clearly offered in architecture and humanity incorporated ■ Quiet spaces and places – for solitude, personal worship, ■ Welcoming of persons wishing to engage in individual spiritual Christian disciplines – as routines or regular commitments ■ A place of and for prayer – public and private ■ Sensory spaces where sounds, aromas, touch sights and taste communicated their contributions to human healing ■ include caring places and spaces ■ facilitates, enables and celebrates relationships ■ Share an ambience of joy and gladness ■ Offer places and spaces in which to care for the sick and dying, and within which to journey and abide deeply with those who mourn and grieve death and departure of loved ones ■ A place for public grief and mourning, a meaning-making place in the experiences of disaster and trauma