



**Uniting Church in Australia**  
**ASSEMBLY**  
Assembly Standing Committee

11 – 13 March 2022

DOCUMENT 7

<b>Title</b>	<b>Assembly Finance Audit and Risk Committee (AFARC) Report to Assembly Standing Committee</b>
Type of Paper	For noting
Assembly or ASC Minute	Regulation 3.7.5.2
Consultation	AFARC Assembly General Secretary Assembly Associate General Secretary National Director, Strategic Finance and Administration
Purpose	To provide information and assurance to the ASC with respect to the management of finance, audit and risk issues across the Assembly.
Rationale & Findings Summary	The Committee continues to follow an annual work plan that ensures all matters within its mandate are reviewed on a regular and rolling basis.  The attached report (and appendices) reviews Assembly's current financial position as well as discussing several other relevant matters.
Attachments	Financial Overview and Review of AFARC Operations.  With Appendices: <ul style="list-style-type: none"><li>• A: Financial Status Report</li><li>• B: Statement of Available Funds</li><li>• C: Status of Claims – including Mogumber Mission</li><li>• D: Financial Sustainability – Table / Breakout Room discussion materials</li></ul>
Proposals	That the Assembly Standing Committee:  <ol style="list-style-type: none"><li>1. Receive the Report;</li><li>2. Recognise a Minute of appreciation for the outgoing Chair of the Assembly Investment Advisory Committee – Jason Bryan; and</li><li>3. Engage in Table / Breakout Room discussions in relation to Financial Sustainability</li></ol>
Submitted by	Stuart Woodward, Chair, Assembly Finance, Audit and Risk Committee  <a href="mailto:stuartwoodward202@gmail.com">stuartwoodward202@gmail.com</a> 0414 886 346 14 February 2022

## ASSEMBLY FINANCE, AUDIT AND RISK COMMITTEE (AFARC) REPORT – FINANCIAL OVERVIEW AND REVIEW OF AFARC OPERATIONS

### 1. Financial Results – 6 months report to 31 December 2021

Attached to this report ([Appendix A](#)) are the first half year Financial Statements (six months to end December 2021), including commentary on variances, for the National Assembly and its Agencies.

At a high level, for the 6 months to 31 December 2021, consolidated (**All Funds**) financial results are as follows:

<b>Consolidated – All Funds \$000</b>			
	<b>6 Months to 31 Dec 2021 Actual \$'000</b>	<b>6 months to 31 Dec 2021 Budget \$'000</b>	<b>Actual to Budget Variance \$'000</b>
Revenue	12,068.5	13,257.7	(1,189.2)
Less Expenses	8,849.4	9,819.3	969.9
<b>Surplus/(Deficiency)</b>	<b>3,219.1</b>	<b>3,438.4</b>	<b>(219.3)</b>

Again, at a high level, for the 6 months to 31 December 2021, consolidated (**General Funds**) financial results are as follows:

<b>Consolidated - General Funds \$000</b>			
	<b>6 Months to 31 Dec 2021 Actual \$'000</b>	<b>6 months to 31 Dec 2021 Budget \$'000</b>	<b>Actual to Budget Variance \$'000</b>
Revenue	8,893.1	9,477.4	(584.3)
Less Expenses	6,210.4	7,044.1	833.7
<b>Surplus/(Deficiency)</b>	<b>2,682.7</b>	<b>2,433.3</b>	<b>249.4</b>

### YTD Results to December 2021 - Strong Surplus and materially in line with Budget

As has been noted previously, a focus on “General Funds” as opposed to “All Funds” is more relevant and appropriate given that “All Funds” includes a range of designated or specific funds that are essentially tied to a specific purpose and effectively represent both inflows and offsetting outflows. A focus on “General Funds” enables a truer financial position to be ascertained of the Assembly and its Agencies’ financial position.

It is pleasing to see that at the consolidated level, both the All Funds and General Funds “actuals” are in a strong surplus position with the General Funds surplus being ahead of budget for the corresponding period. These results after the first 6 months provide the foundation for an expected satisfactory completion to the 2021/22 financial year. Further commentary is provided below (and attached).

#### Covid-19 – Financial Impact (and impact on the way the Assembly operates)

It is important to be mindful of the continuing, and evolving, impact the ongoing Covid-19 pandemic has had across the wider Assembly. At the commencement of the current financial year (June/July 2021), the outbreak of the Delta variant led to the NSW State Government (being the State where the bulk of the Assembly activity is domiciled) to re-introduce public health orders which again significantly limited activity through to at least late October 2021. At that point, where the Government then looked to relax restrictions, a new breakout of the Omicron variant in November/December 2021 stymied these reopening plans.

As noted in prior ASC reports, the main Federal Government Jobkeeper program, in which the Assembly and its agencies as agencies qualified, had ceased in March 2021 (being prior to the current financial year). With the Delta and subsequent Omicron outbreaks, Government support had moved more towards the State Government level. The NSW Government introduced several programs, including Jobsaver and other business grants. The Assembly and its Agencies did not participate in these supports - they had a higher hurdle of qualification criteria than previous support programs, including requiring a 30% revenue reduction (previously 15%), and were tailored for businesses with weekly turnover impacts (i.e., business with reduced foot traffic reductions) etc.

There is no doubt that these restrictions in the first half of the year impacted the fundraising revenues of both UnitingWorld and Frontier Services with the latter unable to fully run the Great Outdoor BBQ event which is a key fundraising event. Both Agencies expect fundraising revenues to be strong in the second half of the year and this is reflected in the attached forecasts (see below and attached).

#### General Financial commentary – YTD Results to 31 December 2021

When reviewing the financial results and the variances to budget it is important to note:

- Revenue
  - Synod Contributions continue to plan
  - Some timing differences for the levies raised by UnitingCare (some raised annually some biannually)
  - Donations are down approximately 30% on budget (note commentary on the Covid point above) but materially offset through the receipt of an unbudgeted \$1.2M bequest in July 2021
  - Other Income includes \$1.6M profit on sale of the Croydon Manse (UnitingWorld) (which was budgeted)
- Expenses
  - Salaries and Wages are materially in line with budget
  - Expenses generally under budget as Covid restrictions limited items like travel and other activities
  - With the commitment to review the Redress (predominantly Mogumber Mission) provisioning requirements on a six-monthly basis, on review of current provisioning we have increased the provision by \$300k in December 2021, with a view to a further \$300K to be taken up by UnitingWorld in the current year forecasts (total \$600K) (as part of the 50/50 sharing arrangement). This is further

addressed below; for clarity – any increase in UnitingWorld provision has not been agreed as yet, and is not reflected in the year-to-date financial results.

Overall, at the half way point of the year, consolidated results are ahead of budget – a pleasing start to the year in purely financial terms. Some agencies are faring better than others; pressure remains on fundraising results (somewhat offset by bequest inflows); expenses remain under control. Some timing issues distort the analysis but, overall, the first six months of the year has delivered strong results. That is not to say that pressure on long term financial sustainability has abated – it hasn't – but it is a good result for the first six months of the year under difficult circumstances. Financial sustainability is further discussed below (and attached).

## **2. 2021/22 Full Year Forecasts**

As noted above, in December 2021, and consistent with prior years, a six monthly review of the financials to date and the remaining budget was conducted – a high level re-forecasting exercise. The current review was completed at a deliberately high level and sought from the Agencies a focus on matters of significance and / or matters requiring exception reporting.

The forecasts are included with the tables at [Appendix A](#), but essentially reflect a consolidated surplus for General Funds of \$1.9M (+ \$1.4M v budget) and for All Funds a surplus of \$2.3M (+\$1.1M v budget). It is important to note that the forecasts include the expected profit on sale of the Penshurst Manse of \$1.2M. (See update below).

[Appendix B](#) shows Net Available Funds as at end December 2021.

## **3. 2022/23 Financial Budgets**

Management will shortly be commencing the annual planning process for the 2022/23 annual budget cycle.

A list of key budget assumptions for the 2022/23 financial year will be considered for review at the upcoming 28<sup>th</sup> February AFARC meeting.

It is expected the following items, amongst others, will warrant particular attention in the 2022/23 budget assumptions:

- Financial Systems – migration from TechOne to Business Central effective 1 July 2022
- CPI – for the year to December 2021, CPI rose 3.5% (we normally budget at 2.5% or less)
- Renewing of SLA contract with the NSW.ACT Synod
- Assumption(s) re the portion of the Provision for Claims to be paid out in the 2022/23 financial year (cashflow management)
- Synod Grants – to continue with CPI adjustment
- Assembly grants to UnitingWorld and UAICC
- Covid Impacts – both on expected Revenues and Expenses – note the Assembly is currently finalising its updated travel policy and will likely look to continue to significantly embrace meeting online (even if the pandemic eases substantially) which should assist in reducing any large increases in meeting and travel costs

We expect to provide ASC with a further update on the 11<sup>th</sup> March 2022 when this report is delivered verbally post the AFARC meeting.

#### **4. Financial Provisioning for Claims – Redress and Civil (Refer Appendix C for further information)**

As noted above, the Provision for Claims is formally reviewed every 6 months and this was recently completed for the December 2021 half year. Whilst provisioning is essentially an (informed) estimate, the Assembly must look to ensure that such provisioning is made in line with AASB137 Provisions, Contingent Liabilities and Contingent Assets and is also able to be quantitatively substantiated (in accord with the model previously utilised).

The recently completed review noted that the level of Gross level of Provisioning for the collective Assembly should be increased from \$5.4M as of 30 June 2021 to \$5.7M (and possibly further to \$6.0M as of 30 June 2022). This is due to a higher number of Mogumber claims received during the 6 months to December 2021 than allowed for in the model. No new Civil claims were received during the period. The initial \$300K increase has been booked to the Assembly accounts; allocation of the additional \$300K to increase the provision to \$6M will be determined following discussion with UnitingWorld (which will require UnitingWorld review and Board approval as part of the (capped) 50/50 sharing arrangement).

Total amounts paid to date of \$1.65M represent 29% of the Gross Provision raised, leaving a net Provision on the Balance Sheet as of 31 December 2021 of \$4.05M. It is important to also bear in mind the discussions re Assembly's potential involvement in the management of the Croker Island claims. Given the early stage of such discussions and the associated lack of certainty and clarity, these potential costs have been excluded from the above discussion – i.e., any "Croker Island" costs would be additional to the above. It is hoped that a final position on this can be determined prior to 30 June 2022.

Appendix C provides further financial detail in relation to this provisioning.

#### **5. Financial Sustainability – Appendix D – Table / Break Out Discussion**

Assembly's Financial Sustainability has been discussed at some length at previous ASC meetings. The importance of addressing Assembly's long term financial sustainability is well understood.

Included within Appendix D is material setting out Table / Break Out Discussion for ASC to assist in the Assembly's deliberations in working towards improving the long-term financial sustainability of the Assembly.

This discussion material is being shared prior to the ASC meeting in order to enable prior thinking and preparation - please take advantage of this, and come along prepared to discuss the matters identified. Electronic copies will be available at the meeting; please advise if you'd like a standalone copy of Appendix D prior to the meeting.

## **6. Internal Audit**

Since AFARC's November 2021 report to the ASC, Grant Thornton has now commenced their internal audit program works. Grant Thornton will be attending the upcoming February 2022 AFARC meeting to discuss the findings of their work to date.

The works conducted to date include:

- Credit Card Review - As part of the NSW.ACT Synod's Audit program, a review of use of Credit Cards through both the Assembly and the NSW.ACT Synod has been conducted. AFARC has yet to view the reporting –however we understand that there were no material adverse findings, rather that there are minor housekeeping issues to be addressed.
- Cyber Security Review – AFARC appreciates the importance of this review in the current environment with an increasing number of significant Cyber-attacks occurring in the community at large (including within the broader Uniting network).

A detailed review of the Assembly's Cyber environment is now being completed. (An AFARC subcommittee was charged with regular engagement with Grant Thornton during the process.) Whilst the final report is pending at the date of writing this report, discussions to date include the following:

- The need for greater clarity of process on the Assembly's management of Third-party contractors in the provision of IT support; whether that support is via the NSW.ACT Synod's IT department or through other external contractors; and
- With the NSW.ACT Synod's move to cloud based services (including an Enterprise arrangement with Microsoft), it is time to revisit bringing the Agencies (Frontier Services and UnitingCare Australia) that currently sit outside the support of the NSW.ACT Synod IT program, back into the fold.

Further deliberation in relation to Cyber related matters is anticipated as this initial review is completed. An action plan and prioritised roadmap of next steps will be formulated. This work, and the outcomes of Internal Audits, will become a regular inclusion in AFARC reports to future ASC meetings.

## **7. Sale of Penshurst Manse**

On the 14<sup>th</sup> October 2021, ASC met (as an extraordinary meeting) and resolved to approve the proposal to sell the Penshurst Manse. The approval provided the General Secretary with the authority to oversee the sale and enter into relevant contracts with a target sales proceeds of \$1.8M.

Since that time the following has occurred:

- It was considered, after consultation with external agents/lawyers, that it was preferable to sell the property as vacant possession (i.e., ask the tenants to vacate) if the sales price was to be maximised.
- The Property Agent (under the Assembly's direction) then provided the tenant with the required 90 days' notice period to vacate the property (which effectively meant January 2022).
- Whilst we looked to provide the tenant with incentives to vacate earlier (by contributing to moving costs and cleaning costs etc) they were unable to secure other another premises within the 90 days.

- They have now advised they will be vacating on the 17<sup>th</sup> February 2022 – some 3-4 weeks post their 90 days terms; whilst the Agent was keen to move to lodge a notice to vacate with the Rental Tribunal, we held this off (appreciating some of the notice period fell over the holiday period) as we looked to work with the tenant and their family to ensure they been able to secure suitable alternative accommodation.
- A schedule of works (repairs) will now be carried out on the property (expected to take 2-3 weeks), after which the property with then be listed.
- Market conditions for the sale are still considered favourable.

We will keep ASC informed as to the progress of the sale (including verbal updates at ASC meetings) as the sale progresses over the March/April 2022 period, with a view to finalisation in time for incorporation in the year end financial results.

## **8. Beneficiary Fund**

As part of its ongoing dialogue, AFARC met with the Chair of the Beneficiary Fund Employer Committee in December 2021. The purpose of the meeting was to obtain an update from the Benefund, including a review of the recently completed June 2021 financial statements.

It was pleasing to see that the strong financial performance achieved to June 2021 is enabling the trustee to pass on a 3.6% increase in pensions effective 1 January 2022.

AFARC will continue to engage with the Benefund Committees.

## **9. Assembly Investment Advisory Committee (AIAC)**

AFARC's recent engagement activity with the AIAC has included the following:

- March 2022 Investment presentation to the ASC (with current Chairperson Jason Bryan) – refer separate session and paper for this meeting;
- Working towards submission of the updated Assembly Investment Advisory Policy (due for submission to the July 2022 ASC);
- Working through the transition of the Chairperson of the AIAC (refer separate paper seeking approval for Graeme Rough to assume the Chairperson role post the March 2022 ASC meeting, as current Chair – Jason Bryan – steps down from the Committee);
- Continuing to work on Committee renewal (refer separate paper seeking approval for Amanda Wood's appointment to AIAC as a Committee member); and
- AIAC continuing to work with each Agency in helping assess and address their individual investment needs whilst ensuring the adherence to the current Investment policy guidelines.

AFARC's endorsement of the above discussed appointments will be sought in late February; a verbal update will be provided to this March ASC meeting.

In closing, it is appropriate to express sincere gratitude to Jason Bryan for his commitment, guidance and contribution to the Assembly Investment Advisory Committee over the last nine years. His contribution in shaping the investment framework of the Assembly has been invaluable, as has been his agreement to assume the additional responsibilities of Chairperson for the past two years. Thank you very much Jason.

## **10. Matter of Compliance & Filings**

All required ACNC (Australian Charities and Not-for-profits Commission) lodgments of the Assembly and its Agencies with respect to the June 2021 financial year were appropriately completed prior to the requisite reporting deadline of 31 January 2022.

These lodgments include the completion of each Agency's Annual Information Statements, updating all responsible officer details, the lodgment of any changes in governance documents and the lodgment of each set of annual audited financial statements.

This is an important, and substantial, piece of work. AFARC records its appreciation for the efforts of many to complete this task.

## **11. Insurance Renewals**

Since the last update to ASC, the Assembly, in conjunction with the National Insurance Program (NIP) participants, as well as its relevant brokers, finalised the annual insurance renewal (31 October 2021). This includes the renewal of all relevant covers including Property Insurance (Industrial Special Risk), Financial Lines Insurance (Directors & Officers, Cyber) and Casualty Insurance (Public Liability, Professional Indemnity).

The NIP Committee met in February 2022 to begin the early planning process for the 2022 renewal. The following items were noted:

- To seek out a proposal in late February 2022 from Aon (brokers) to look to extend their contract terms for 12 months (given their initial 3-year tenure has been completed).
- To work with Aon to look to address the significant loss of schools from the Synods' insurance program, who mainly as a result of reduction in available SMC (Sexual Misconduct Cover) capacity, moved across to the Aon/QBE Edu pack program.
- To continue to work through national initiatives that can deliver benefits of scale and diversification which will include early engagement of key stakeholders – ideally with a greater nationwide coverage.

It is timely to remember the difficult market conditions in relation to the above mentioned SMC insurance. The recently renewed policy for the Assembly (placed by NSW.ACT Synod) only provides retrospective coverage back to 2011; meaning that should the Assembly and its Agencies receive new notifications that relate to prior to 2011, there is no insurance coverage.



We have considered this carefully when assessing the levels of Provisioning being carried for the Assembly and its Agencies (whilst working to ensure compliance with the requirements of the relevant accounting Standard).

## **12. Risk Management Reporting**

AFARC notes the separate reporting provided in the ASC papers updating the Risk Reporting previously presented at the November 2021 ASC and incorporating the feedback provided at that meeting.

## **13. AFARC Operations**

AFARC meets either in face-to-face meetings or by video-conference throughout the year and has developed a work schedule that corresponds to the requirements as provided for within the Regulations. A report is provided to each ASC meeting. As noted above, the Committee last met on 20<sup>th</sup> December 2021, and is next scheduled to meet on the 28<sup>th</sup> February 2022.

## **14. Meetings with National Directors and Governance Boards**

As previously advised, the Committee also has long standing practice of meeting with leadership of each Agency as well as with the other relevant governance bodies. During the course of 2021 AFARC has met with the National Directors and Chairs of each of the Agencies of Frontier Services, UnitingWorld and UnitingCare Australia as well as the President and Committee members of National Congress.

AFARC also attended the 18<sup>th</sup> October 2021 Board meeting for UCA Assembly Limited "UCAAL", and has engaged considerably with UCAAL since that meeting. It was agreed that AFARC would attend the UCAAL Board on an annual basis going forward.

## **15. National Safe Church Unit (NSCU)**

AFARC has assisted the NSCU in its three year Review, focusing on the NSCU risk management framework, the review scope, and providing an overall Quality Assurance (QA) service later in the review process. (This QA function is being undertaken by the AFARC Chair given the nature of that task and timing pressures.) A separate paper on this Review is being presented to this ASC meeting; AFARC's brief report is in the process of being finalised, the contents of which can be addressed verbally at the ASC meeting.

## **16. Other Matters**

Management will shortly meet with KPMG (External Auditors) to commence planning for 2021/22 Financial Audit, and AFARC will work with management to keep ASC informed as to the progress of this process. This will be the second year (of three) Audit for KPMG following the tender process carried out in late 2020.

An evaluation of AFARC “performance” is currently underway (as stipulated under the Committee’s Charter and also being good practice). We expect to be in a position to report the outcomes of this exercise to ASC at the July meeting.

AFARC continues to also manage, or monitor, a number of other topics not addressed above and will continue to keep ASC up to date on relevant matters.

### **Proposals**

That the Assembly Standing Committee:

1. Receive the report;
2. Recognise a Minute of appreciation for the outgoing Chair of the AIAC – Jason Bryan; and.
3. Engage in Table / Breakout Room discussions in relation to Financial Sustainability

**Submitted to:** Assembly Standing Committee  
11 – 13 March 2022

**Submitted By:** Stuart Woodward,  
Chair, Assembly Finance, Audit and  
Risk Committee

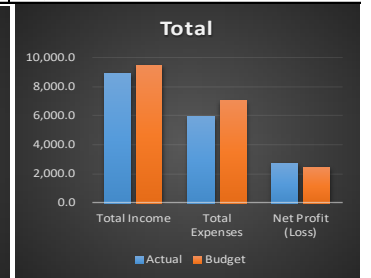
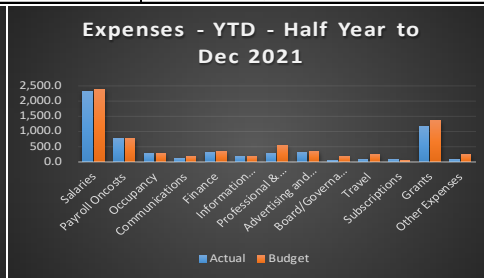
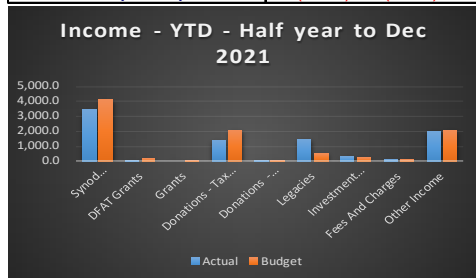
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14 February 2022

UCANA & Entities	General Funds - Profit & Loss 31-Dec-2021											
	Month				Year to Date				FY Forecast	FY Budget		
	A	B	Var	Var	A	B	Var	Var	F	B	Var	Var
	\$000	\$000	\$000	%	\$000	\$000	\$000	%	\$000	\$000	\$000	%
<b>Income</b>												
Synod Contrib/Levies	554.6	279.8	274.8	98.2%	3,458.3	4,121.6	(663.3)	(16.1%)	6,051.4	6,072.0	(20.6)	(0.3%)
DFAT Grants	1.5	0.0	1.5		79.9	225.3	(145.4)	(64.5%)	147.0	225.3	(78.3)	(34.8%)
Grants	0.0	8.3	(8.3)	(100.0%)	0.0	50.9	(50.9)	(100.0%)	66.7	100.9	(34.2)	(33.9%)
Donations - Tax deductible	176.9	463.0	(286.0)	(61.8%)	1,411.3	2,091.2	(679.9)	(32.5%)	3,173.5	3,709.0	(535.5)	(14.4%)
Donations - Non-Tax Deductible	1.0	0.1	0.9	1100.0%	1.0	0.5	0.5	100.0%	0.7	1.0	(0.3)	(33.3%)
Legacies	124.4	88.3	36.0	40.8%	1,453.6	530.0	923.6	174.3%	2,010.7	1,060.0	950.7	89.7%
Investment Income	(5.7)	13.5	(19.1)	(141.9%)	344.2	231.3	112.9	48.8%	678.3	771.8	(93.5)	(12.1%)
Fees And Charges	17.7	18.9	(1.3)	(6.8%)	106.4	113.7	(7.2)	(6.4%)	222.7	227.4	(4.7)	(2.1%)
Other Income	152.0	69.0	83.0	120.1%	2,038.2	2,113.0	(74.7)	(3.5%)	2,427.6	2,521.2	(93.6)	(3.7%)
<b>Total Income</b>	<b>1,022.4</b>	<b>941.0</b>	<b>81.4</b>	<b>8.7%</b>	<b>8,893.1</b>	<b>9,477.4</b>	<b>(584.3)</b>	<b>(6.2%)</b>	<b>14,778.6</b>	<b>14,688.6</b>	<b>90.0</b>	<b>0.6%</b>
<b>Expenses</b>												
Salaries	393.7	410.8	17.0	4.2%	2,297.1	2,371.8	74.7	3.1%	4,490.4	4,660.9	170.5	3.7%
Payroll Oncosts	104.6	137.5	32.9	23.9%	779.3	784.4	5.1	0.6%	1,566.5	1,550.2	(16.3)	(1.1%)
Occupancy	51.2	45.4	(5.8)	(12.7%)	278.5	273.0	(5.6)	(2.1%)	542.7	545.2	2.5	0.5%
Communications	28.4	25.1	(3.4)	(13.5%)	124.8	190.1	65.4	34.4%	272.1	334.0	61.8	18.5%
Finance	50.5	58.5	8.1	13.8%	302.0	357.7	55.7	15.6%	678.0	708.8	30.9	4.4%
Information Technology	27.9	19.9	(8.0)	(40.3%)	161.9	161.3	(0.6)	(0.4%)	281.3	284.7	3.3	1.2%
Professional & Consultancy Fees	40.1	86.7	46.6	53.8%	260.8	527.2	266.4	50.5%	670.1	1,047.4	377.4	36.0%
Advertising and Promotions	60.5	47.3	(13.2)	(27.9%)	309.7	345.1	35.4	10.3%	625.0	687.7	62.7	9.1%
Board/Governance	5.0	26.5	21.5	81.1%	25.8	162.6	136.8	84.2%	550.4	585.2	34.8	5.9%
Travel	6.8	35.2	28.4	80.7%	61.4	242.2	180.8	74.7%	337.2	459.0	121.8	26.5%
Subscriptions	10.2	7.9	(2.3)	(29.1%)	81.6	48.1	(33.5)	(69.6%)	131.4	95.5	(35.9)	(37.6%)
Grants	121.1	213.8	92.7	43.3%	1,157.3	1,355.3	198.0	14.6%	2,638.1	2,709.1	71.0	2.6%
Other Expenses	7.3	39.2	31.9	81.5%	91.3	240.2	148.9	62.0%	434.4	475.4	41.0	8.6%
<b>Total Expenses</b>	<b>907.2</b>	<b>1,153.7</b>	<b>246.5</b>	<b>21.4%</b>	<b>5,931.6</b>	<b>7,059.1</b>	<b>1,127.5</b>	<b>16.0%</b>	<b>13,217.5</b>	<b>14,143.0</b>	<b>925.5</b>	<b>6.5%</b>
Transfers	(8.7)	(2.5)	6.2	(247.1%)	(21.2)	(15.0)	6.2	(41.2%)	(30.0)	(30.0)	0.0	0.0%
<b>Profit (Loss)</b>	<b>123.9</b>	<b>(210.2)</b>	<b>334.1</b>	<b>158.9%</b>	<b>2,982.7</b>	<b>2,433.3</b>	<b>549.4</b>	<b>22.6%</b>	<b>1,591.1</b>	<b>575.6</b>	<b>1,015.5</b>	<b>176.4%</b>
<b>Other Items</b>												
Redress - Add Prov Mogumber	(300.0)		(300.0)		(300.0)		(300.0)		(600.0)		(600.0)	
Redress - New Prov Croker Is									(200.0)		(200.0)	
Profit on Sale Penshurst									1,200.0		1,200.0	
<b>Net Profit (Loss)</b>	<b>(176.1)</b>	<b>(210.2)</b>	<b>34.1</b>	<b>16.2%</b>	<b>2,682.7</b>	<b>2,433.3</b>	<b>249.4</b>	<b>10.2%</b>	<b>1,991.1</b>	<b>575.6</b>	<b>1,415.5</b>	<b>245.9%</b>



**Commentary:**

**Income**

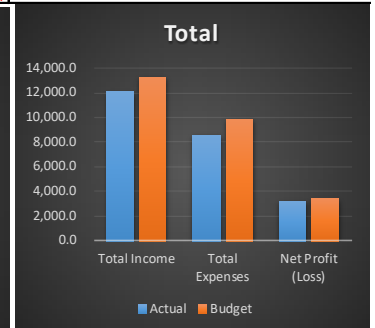
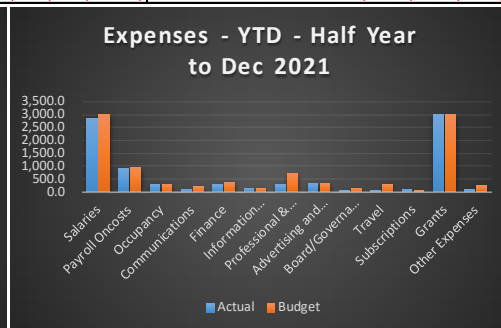
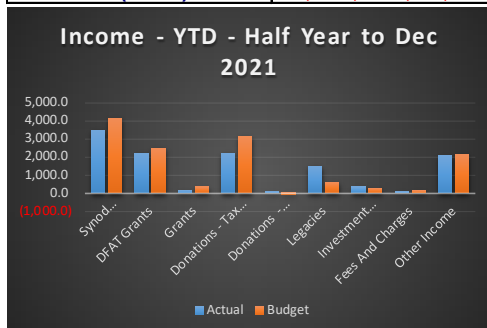
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**Expenses**

Salaries and Wages essentially in line with budget Expenses generally under budget as Covid restrictions limited travel and other activities Additional \$300K in provision for Mogumber taken up the Assembly in December as part of 6 monthly review of the provision. Expect to take an additional \$300K by year end for UW as part of the 50/50 cost sharing arrangement. Forecast include some initial provisioning with respect to Croker Island

Note: we have left Forecasts reflect a high level exercise conducted in Dec 2021, where feedback was sought from the agencies as to their any revisions to their expected financial performance for 2022.

UCANA & Entities	All Funds - Profit & Loss 30-Dec-2021												
	Month				Year to Date				FY Forecast		FY Budget		
	A	B	Var	Var	A	B	Var	Var	F	B	Var	Var	
	\$000	\$000	\$000	%	\$000	\$000	\$000	%	\$000	\$000	\$000	%	
<b>Income</b>													
Synod Contrib/Levies	561.4	286.7	274.8	95.8%	3,499.4	4,162.7	(663.3)	(15.9%)	6,133.7	6,154.3	(20.6)	(0.3%)	
DFAT Grants	625.1	0.0	625.1		2,236.8	2,487.2	(250.4)	(10.1%)	2,829.7	2,487.2	342.6	13.8%	
Grants	15.7	50.0	(34.3)	(68.5%)	145.3	360.7	(215.4)	(59.7%)	579.1	670.7	(91.6)	(13.7%)	
Donations - Tax deductible	417.5	722.5	(305.0)	(42.2%)	2,181.8	3,148.6	(966.8)	(30.7%)	5,003.0	6,286.0	(1,283.0)	(20.4%)	
Donations - Non-Tax Deductible	1.0	(2.3)	3.3	(143.0%)	1.2	(13.9)	15.2	(108.8%)	(18.4)	(27.9)	9.5	(34.1%)	
Legacies	124.4	103.4	21.0	20.3%	1,468.8	620.5	848.3	136.7%	2,136.7	1,241.0	895.7	72.2%	
Investment Income	9.0	26.8	(17.8)	(66.5%)	374.4	263.2	111.2	42.2%	955.2	833.8	121.4	14.6%	
Fees And Charges	17.7	18.9	(1.3)	(6.8%)	106.4	113.7	(7.2)	(6.4%)	222.7	227.4	(4.7)	(2.1%)	
Other Income	153.4	69.4	84.1	121.2%	2,054.3	2,115.0	(60.6)	(2.9%)	2,444.9	2,525.2	(80.3)	(3.2%)	
<b>Total Income</b>	<b>1,925.2</b>	<b>1,275.4</b>	<b>649.8</b>	<b>51.0%</b>	<b>12,068.5</b>	<b>13,257.7</b>	<b>(1,189.2)</b>	<b>(9.0%)</b>	<b>20,286.6</b>	<b>20,397.7</b>	<b>(111.1)</b>	<b>(0.5%)</b>	
<b>Expenses</b>													
Salaries	470.2	517.9	47.7	9.2%	2,843.1	2,989.6	146.5	4.9%	5,678.9	5,871.6	192.7	3.3%	
Payroll Oncosts	120.7	162.5	41.8	25.7%	901.1	928.9	27.7	3.0%	1,842.6	1,833.3	(9.3)	(0.5%)	
Occupancy	51.2	47.3	(3.9)	(8.2%)	278.8	284.3	5.5	1.9%	557.9	567.8	9.9	1.7%	
Communications	28.4	25.5	(2.9)	(11.5%)	126.5	192.9	66.4	34.4%	277.1	339.5	62.4	18.4%	
Finance	51.4	59.3	7.9	13.4%	308.9	394.9	86.0	21.8%	721.5	783.1	61.6	7.9%	
Information Technology	29.0	21.0	(8.0)	(38.2%)	168.7	168.1	(0.6)	(0.3%)	295.0	298.3	3.3	1.1%	
Professional & Consultancy Fees	42.0	99.6	57.6	57.8%	315.2	709.4	394.1	55.6%	824.8	1,314.4	489.7	37.3%	
Advertising and Promotions	60.5	48.9	(11.6)	(23.8%)	322.1	354.6	32.5	9.2%	637.9	706.7	68.8	9.7%	
Board/Governance	5.0	28.2	23.2	82.2%	25.8	172.6	146.8	85.1%	563.7	605.2	41.5	6.9%	
Travel	6.9	45.2	38.4	84.8%	61.9	306.6	244.8	79.8%	421.5	587.3	165.8	28.2%	
Subscriptions	10.2	7.9	(2.3)	(29.1%)	102.5	66.7	(35.7)	(53.6%)	152.2	114.0	(38.2)	(33.5%)	
Grants	851.3	249.7	(601.7)	(241.0%)	3,000.5	3,003.3	2.8	0.1%	5,931.0	5,694.0	(237.0)	(4.2%)	
Other Expenses	8.1	40.4	32.3	79.9%	94.4	247.5	153.2	61.9%	445.8	490.0	44.2	9.0%	
<b>Total Expenses</b>	<b>1,735.0</b>	<b>1,353.4</b>	<b>(381.6)</b>	<b>(28.2%)</b>	<b>8,549.4</b>	<b>9,819.3</b>	<b>1,269.9</b>	<b>12.9%</b>	<b>18,349.8</b>	<b>19,205.2</b>	<b>855.4</b>	<b>4.5%</b>	
<b>Profit (Loss)</b>	<b>190.2</b>	<b>(78.0)</b>	<b>268.2</b>	<b>343.9%</b>	<b>3,519.1</b>	<b>3,438.4</b>	<b>80.7</b>	<b>2.3%</b>	<b>1,936.8</b>	<b>1,192.5</b>	<b>744.3</b>	<b>62.4%</b>	
<b>Other Items</b>													
Redress - Add Prov Mogumber	(300.0)		(300.0)		(300.0)		(300.0)		(600.0)		(600.0)		
Redress - New Prov Croker Is									(200.0)		(200.0)		
Profit on Sale Penshurst									1,200.0		1,200.0		
<b>Net Profit (Loss)</b>	<b>(109.8)</b>	<b>(78.0)</b>	<b>(31.8)</b>	<b>(40.7%)</b>	<b>3,219.1</b>	<b>3,438.4</b>	<b>(219.3)</b>	<b>(6.4%)</b>	<b>2,336.8</b>	<b>1,192.5</b>	<b>1,144.3</b>	<b>96.0%</b>	



**Commentary:**

**Income**

Synod Contributions/Levies are down on budget as Ucare to raise further levels Jan/Feb22 to recover the timing difference of \$663k.  
 Donations Income impacted by the Covid restrictions limiting activity significantly in the 1st half of the financial year  
 Legacy income relates to unbudgeted receipt of \$1.2M bequest for Frontier Services received July 2021  
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 Expected profit on sale of the Penshurst Manse is included in the Full year Forecasts

**Expenses**

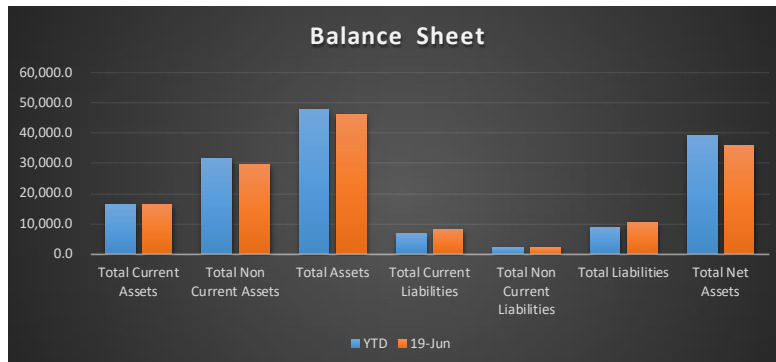
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Note: we have left Forecasts reflect a high level exercise conducted in Dec 2021, where feedback was sought from the agencies as to their any revisions to their expected financial performance for 2022.

**UCANA & Entities**

**Balance Sheet 31-Dec-2021**

Description	YTD Dec 2021 \$000	Jun 21 \$000	Var \$000
<b>Assets</b>			
<b>Current Assets</b>			
Other Assets	347.6	529.3	-181.6
Cash At Call	10,295.9	11,383.9	-1,087.9
Bank	4,411.4	3,432.1	979.3
Trade Receivables	1,207.0	1,119.6	87.5
<b>Total Current Assets</b>	<b>16,262.1</b>	<b>16,464.8</b>	<b>-202.7</b>
<b>Non Current Assets</b>			
Fixed Assets	3,014.2	3,724.9	-710.8
Investments	25,201.5	20,841.8	4,359.7
Leased Assets	2,283.2	2,486.8	-203.6
Term Deposits	1,212.2	2,712.2	-1,500.0
<b>Total Non Current Assets</b>	<b>31,711.1</b>	<b>29,765.8</b>	<b>1,945.3</b>
<b>Total Assets</b>	<b>47,973.1</b>	<b>46,230.6</b>	<b>1,742.6</b>
<b>Current Liabilities</b>			
Creditors	21.6	787.8	766.3
Current Other Liabilities	754.6	936.8	182.2
Lease Liabilities	119.8	335.6	215.8
Other Creditors	870.2	1,349.1	478.9
Provision	4,856.6	4,687.4	-169.2
<b>Total Current Liabilities</b>	<b>6,622.9</b>	<b>8,096.8</b>	<b>1,473.9</b>
<b>Non Current Liabilities</b>			
Lease Liabilities	2,244.1	2,244.1	0.0
Non-Current Other Liabilities	81.1	83.6	2.5
<b>Total Non Current Liabilities</b>	<b>2,325.2</b>	<b>2,327.7</b>	<b>2.5</b>
<b>Total Liabilities</b>	<b>8,948.1</b>	<b>10,424.4</b>	<b>1,476.3</b>
<b>Total Net Assets</b>	<b>39,025.0</b>	<b>35,806.1</b>	<b>3,218.9</b>



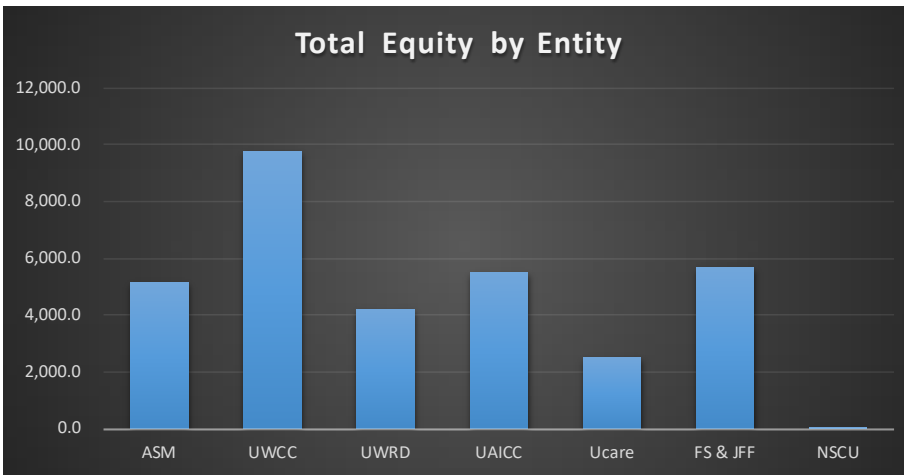
**Commentary**

Investments - Additional investments by both JFF and UW in the UFS Equity Fund

# UCANA & Entities

## Equity Analysis 31-Dec-2021

	YTD \$000	Jun 21 \$000	Var \$000
<b>Unrestricted Equity</b>			
<b>General Fund</b>			
Opening Balance	23,858.4	23,858.4	0.0
Equity movement	0.0	0.0	0.0
Current Year Profit/(Loss)	2,682.5	0.0	2,682.5
<b>Closing Balance</b>	<b>26,540.9</b>	<b>23,858.4</b>	<b>2,682.5</b>
<b>Total Unrestricted Equity</b>	<b>26,540.9</b>	<b>23,858.4</b>	<b>2,682.5</b>
<b>Restricted Equity</b>			
<b>Specific Fund</b>			
Opening Balance	8,414.4	8,414.4	0.0
Equity movement	0.0	0.0	0.0
Current Year Profit/(Loss)	530.0	0.0	530.0
<b>Closing Balance</b>	<b>8,944.4</b>	<b>8,414.4</b>	<b>530.0</b>
<b>Endowment Fund</b>			
Opening Balance	3,533.3	3,533.3	0.0
Equity movement	0.0	0.0	0.0
Current Year Profit/(Loss)	6.5	0.0	6.5
<b>Closing Balance</b>	<b>3,539.9</b>	<b>3,533.3</b>	<b>6.5</b>
<b>Total Restricted Equity</b>	<b>12,484.2</b>	<b>11,947.7</b>	<b>536.5</b>
<b>Total Equity</b>	<b>39,025.1</b>	<b>35,806.1</b>	<b>3,219.0</b>



### Commentary

Increase of \$2.6M in unrestricted equity is pleasing

DFAT funds are generally expended fully annually

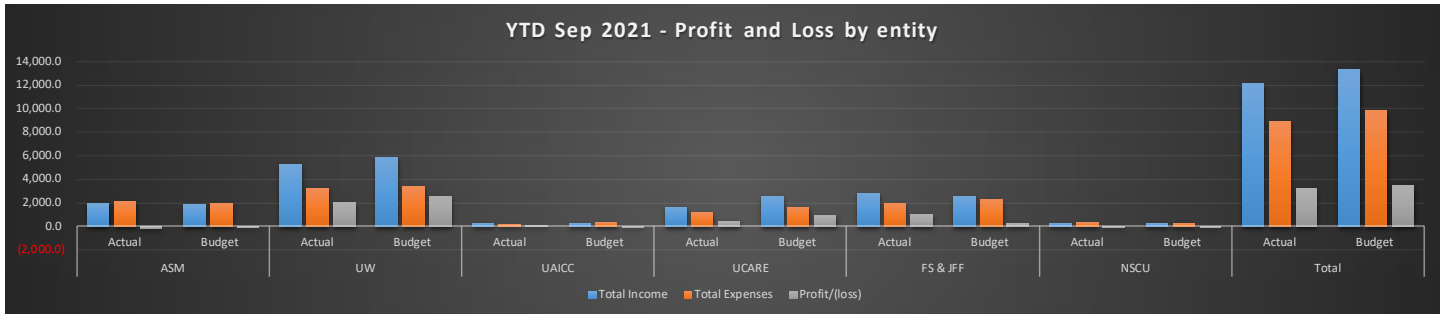
Emergency Relief Funds raised are expended generally in a short term to maximise relief impact

General Donor funds are expended in line with the entities policy but also within acceptable ACNC guidelines.

**All Funds - Profit & Loss 31-Dec-2021**

ASM		UW		UAICC		UCARE		FS & JFF		NSCU		Total	
Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
1,868.0	1,838.9	5,180.1	5,856.5	238.9	218.8	1,665.4	2,514.8	2,852.4	2,557.1	263.8	271.6	12,068.5	13,257.7
2,060.1	1,922.3	3,218.2	3,346.8	153.6	373.0	1,201.6	1,594.5	1,902.7	2,299.4	313.2	283.3	8,849.4	9,819.3
(192.1)	(83.4)	1,961.9	2,509.7	85.2	(154.2)	463.8	920.4	949.7	257.7	(49.4)	(11.7)	3,219.1	3,438.4

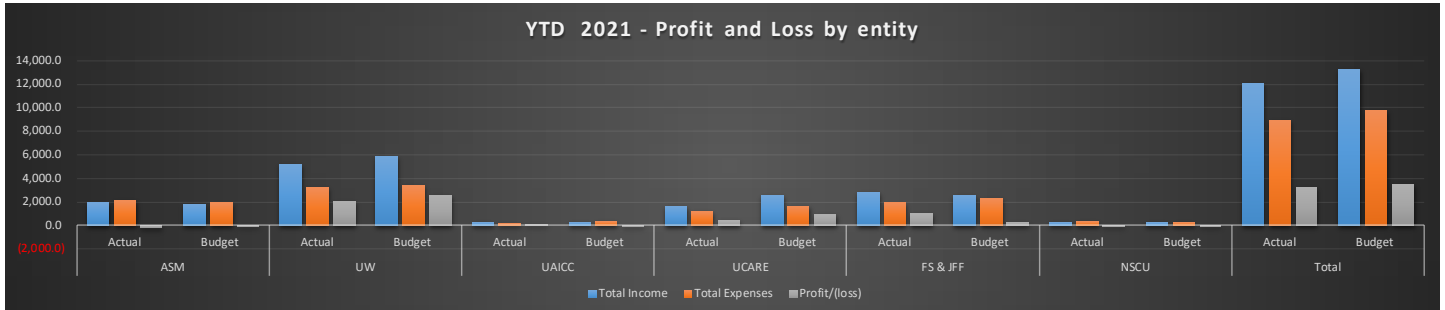
Total Income  
Total Expenses  
Profit (Loss)



**General Funds - Profit & Loss 31-Dec-2021**

ASM		UW		UAICC		UCARE		FS & JFF		NSCU		Total	
Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
1,768.5	1,771.9	2,213.8	2,403.3	229.3	208.8	1,565.3	2,264.8	2,852.4	2,557.1	263.8	271.6	8,893.1	9,477.4
1,954.6	1,808.8	839.7	978.6	138.6	358.0	1,061.6	1,315.9	1,902.7	2,299.4	313.2	283.3	6,210.4	7,044.1
(186.0)	(37.0)	1,374.1	1,424.7	90.7	(149.3)	503.7	948.9	949.7	257.7	(49.4)	(11.7)	2,682.7	2,433.3

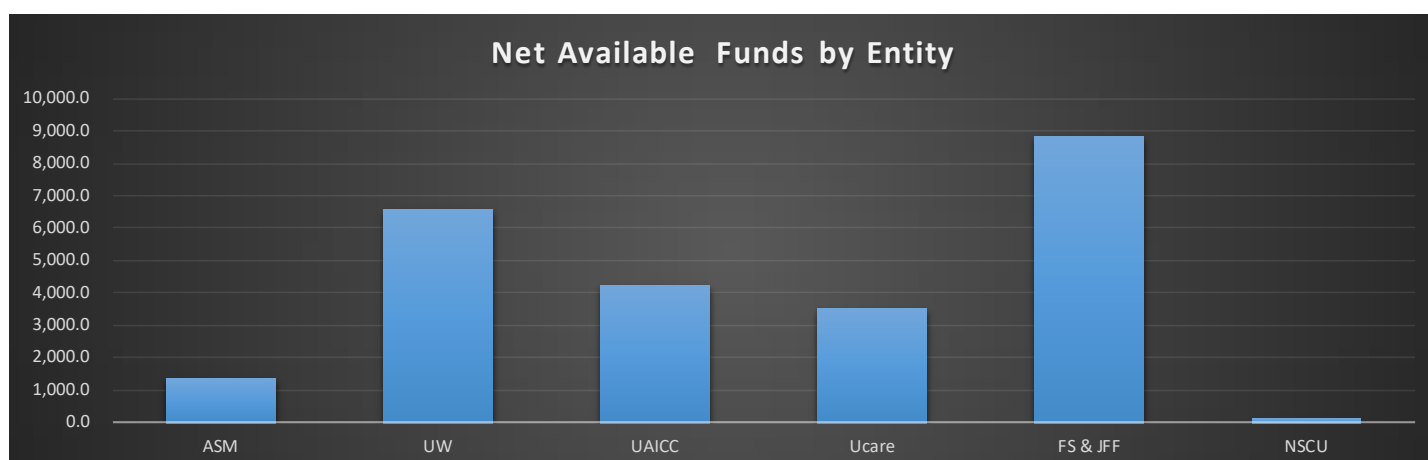
Total Income  
Total Expenses  
Profit (Loss)



**APPENDIX B**

**Net Available Fund 31-Dec-2021**

Code Description								June	
	ASM \$000	UW \$000	UAICC \$000	Ucare \$000	FS & JFF \$000	NSCU \$000	Total \$000	Last year \$000	Var. \$000
<b>Net Assets</b>	3,443.4	16,047.3	6,198.0	3,579.5	9,632.3	124.5	39,025.0	35,806.1	3,218.9
Less, Property	1,152.9	1,291.7	0.0	0.0	147.8	0.0	2,592.4	3,298.4	-706.0
Less, FFE and other	199.0	182.6	1.9	9.9	22.9	5.4	421.8	426.6	-4.8
<b>Sub-total monetary funds</b>	<b>2,091.5</b>	<b>14,573.0</b>	<b>6,196.2</b>	<b>3,569.6</b>	<b>9,461.6</b>	<b>119.0</b>	<b>36,010.9</b>	<b>32,081.2</b>	<b>3,929.7</b>
<b>Less, Trust Funds</b>									
Specific DFAT	0.0	-352.0	0.0	0.0	0.0	0.0	-352.0	0.0	-352.0
Specific DGR	232.9	3,110.3	82.0	0.0	0.0	0.0	3,425.2	3,396.9	28.2
Specific Other	190.6	2,865.6	1,810.5	45.5	0.0	0.0	4,912.2	4,996.1	-83.9
Endowment	334.4	2,380.7	74.8	0.0	636.1	0.0	3,426.0	3,419.5	6.5
Designated	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Trust Funds</b>	<b>757.8</b>	<b>8,004.6</b>	<b>1,967.4</b>	<b>45.5</b>	<b>636.1</b>	<b>0.0</b>	<b>11,411.4</b>	<b>11,812.5</b>	<b>-401.1</b>
<b>Net Available Fund ( "free cash")</b>	<b>1,333.7</b>	<b>6,568.4</b>	<b>4,228.8</b>	<b>3,524.1</b>	<b>8,825.5</b>	<b>119.0</b>	<b>24,599.5</b>	<b>20,268.7</b>	<b>4,330.8</b>



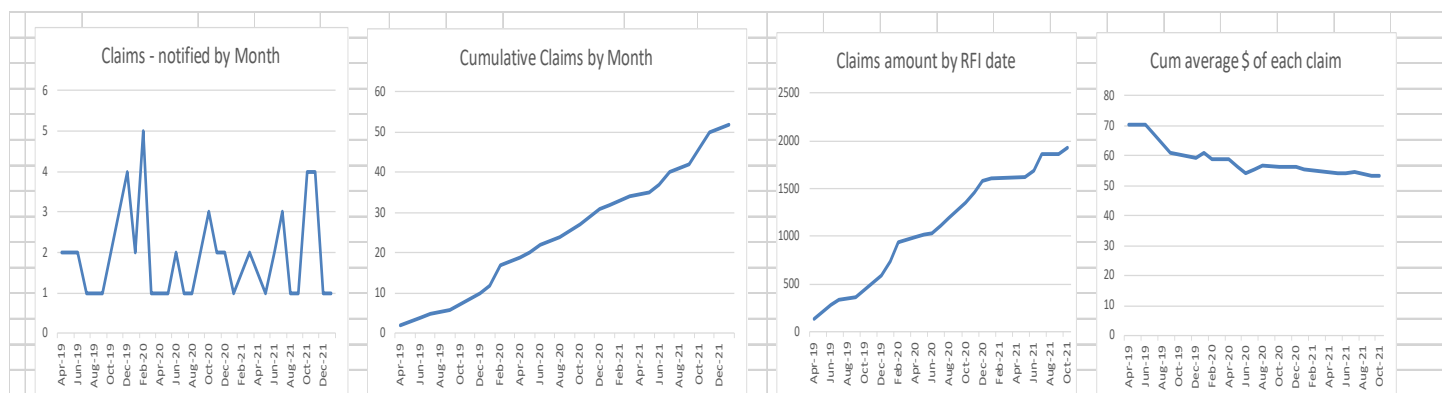


**Provision for Claims**

Provision for Claims As at 31 December 2021	No of Claims			Claim Value			Total Value		
	Gross	Paid	Net	Gross	Paid	Net	Gross	Paid	Net
	#'s	#'s	#'s	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Mogumber Redress	64.0	27.0	37.0	49.0	56.9	43.2	3,135.0	1,535.0	1,600.0
Mogumber Civil	6.0	-	6.0	250.0			1,500.0	-	1,500.0
<b>Total Mogumber</b>	<b>70.0</b>	<b>27.0</b>	<b>43.0</b>				<b>4,635.0</b>	<b>1,535.0</b>	<b>3,100.0</b>
Frontier Redress	10.0	2.0	8.0				565.0	113.0	452.0
Frontier Civil	2.0	-	2.0				500.0	-	500.0
<b>Total Frontier</b>	<b>12.0</b>	<b>2.0</b>	<b>10.0</b>				<b>1,065.0</b>	<b>113.0</b>	<b>952.0</b>
<b>Total All</b>	<b>82.0</b>	<b>29.0</b>	<b>53.0</b>				<b>5,700.0</b>	<b>1,648.0</b>	<b>4,052.0</b>

Mogumber Key Financial Data - for provision Calc at 31 Dec 2021 Claim Received - by Status				
As at the date of reassessing the Provision ( 4th Feb 2022)				
Claim Status	No of	\$000's	Average	
Paid	27	\$ 1,535.4	\$	56.9
Accepted	6	\$ 275.0	\$	45.8
Offer Made	3	\$ 113.0	\$	37.7
<b>Subtotal</b>	<b>36</b>	<b>1923.4</b>	<b>\$</b>	<b>53.4</b>
Responded to RFI	16	\$ 854.4	\$	53.40
<b>Total</b>	<b>52</b>	<b>\$ 2,777.8</b>	<b>\$</b>	<b>53.42</b>

Mogumber Key Financial Data Claim by Period			
Year	Total Claims	Not Liab	Net Claims
Y/ending Jun 20	26	(4)	22 (18.2%)
Y/ending Jun 21	20	(5)	15 (33.3%)
YTD Feb 22	16	(1)	15 (6.7%)
	62	(10)	52 (19.2%)



**Comments**

We have certainly seen a pick of claims since end of the previous financial year being June 2021  
 Initial Modelling assumption reflected an expected drop off in 2022 ( being year 4 of 9 of the scheme) was reflecting of Mogumber previously having been subject to WA Redress Scheme ( familiarity and awareness for claimants) as well all claims coming from the period of the 1950's to 1970's indicated that the Federal Government would expedite these claims  
 Some of the additional claims we are seeing in 2022 which are higher than we expect are in relations to new claims from siblings of previous claimants. This should reflect that the claim nos should start to decrease from here.  
 Average \$ of claims is decreasing which may suggest the more significant claims have come through the scheme earlier

## TABLE / BREAKOUT ROOM DISCUSSION – ASC – MARCH 2022 MEETING

### FINANCIAL SUSTAINABILITY

#### CONTEXT

The nature of, and context for, discussion concerning Assembly Financial Sustainability is well known to this ASC, having been discussed at the Assembly meeting in July 2021 and at each ASC meeting since then. By way of reminder:

- Assembly’s Financial Sustainability was discussed at some length at the November 2019 ASC meeting, and was a constant topic for discussion for the remainder of the 15<sup>th</sup> triennium and continues to be a critical area of focus for AFARC, and ASC into the 16<sup>th</sup> triennium.
- The November 2019 discussion, and underlying paper, assessed the ability of the Assembly to cope with external “shocks”, considering the potential nature of such shocks and their likely implications. A central conclusion from the discussion and underlying analysis was that whilst the Assembly’s financial position has improved over recent years, our ability to withstand future shocks is by no means guaranteed and in the event of a shock, difficult calls will be required. It was clear at the time that the funds available to ASC, if the need were to arise to address an unexpected shock, were well short of aspirations, and AFARC suggested that a prudent approach to this would be to seek to bolster reserves and shore up our ability to absorb shocks.
- When considering the Assembly’s financial sustainability, it is important to consider the Assembly in its own right as distinct and separate from the Agencies within the Assembly. Both UnitingWorld and Frontier Services are PBI endorsed entities, which bring with it limitations on use of funds, essentially quarantining them away from the Assembly (as the Assembly is not endorsed as a PBI). UnitingCare Australia receives specific funding from the wider Uniting network and UAICC funding is critical to the ongoing commitment with Congress. The key point here is that Agency funds are largely unavailable to the broader Assembly in the event of need.
- At the same time, Assembly continues to face cost pressures in areas such as insurance, a potential increase in “scope” related to matters of Redress (as yet unquantified and currently subject to further discussion), costs associated with potential implementation of ACT2 initiatives, while Synod funding of Assembly is under pressure, having recently been reduced.
- The “bottom line” in any analysis like this is that the funds immediately available to the Assembly “head office” in the event of a crisis, are limited. Putting aside the buffer that has, over time, been established in relation to current known, and anticipated, matters of Redress, the overall position for Assembly remains sobering and challenging (as it was when first shared with ASC in late 2019).
- As was noted, verbally, to the 16<sup>th</sup> Assembly meeting, *“more work remains to address the long term financial sustainability of the Assembly. The nature of the sustainability challenge has changed over recent years – individual agencies are, by and large, better positioned than in the past, but the national Assembly itself remains vulnerable. During the past Triennium, AFARC kicked off a series of discussions at ASC in relation to long term financial sustainability and it is anticipated that such focus will continue with the upcoming ASC”*.

Today's "Table" / "Break-Out Room" (depending on how we convene) discussion is a further step in addressing this challenge. Financial sustainability won't be restored overnight, but, over time, it can, and indeed needs to be, addressed. There is no silver bullet; one initiative on its own will not be enough, but through a combination of efforts, restoring financial sustainability is possible.

AFARC has been contemplating this challenge for some time and has kept ASC up to date as our thinking has developed. We are now keen to receive explicit input from ASC and to this end, we pose a series of questions. We ask that you think, and respond, quickly – initial reactions are often the best; no response is a bad one; all feedback is welcome – the more, the merrier! More general, less specific feedback, is also welcome. (This is not to say that deep and considered feedback is not welcome, just that initial responses are often the best.)

So, some specific questions / thought starters to promote discussion and foster feedback.

Please note – these questions are being shared well in advance of the ASC Meeting so ASC Members can ponder and pray and come to the discussion ready to contribute. Copies of this Attachment (electronic or hard copy) will also be available at the ASC meeting.

## QUESTIONS

Following is AFARC's current "parking lot" of specific ideas / initiatives that might assist Assembly address the above discussed challenge of financial sustainability. Some ideas / proposals are better developed than others; some are thought bubbles; some are questions, but all warrant thinking about!

## PARKING LOT OF IDEAS / SOLUTIONS

For each initiative:

1. Does your Table think this is a good idea? (Yes / No)
2. What priority do you think it should have (high, medium, low)

**Income:**

SPECIFIC INITIATIVE	CURRENT STATUS	GOOD IDEA? Y / N	PRIORITY H / M / L
Seek Bequests – as is currently done by various Synods Review Assembly Bequests policy Recoup administration costs when Assembly Secretariat administers bequest for Agencies	“Idea”		
A special appeal for funds – perhaps a “Presidential Appeal”	“Idea”		
Regular call outs for donations – including, a “Donate Here” tile on Assembly Home Page.	“Idea”		
“Clip the ticket” – seek a % - of Property sales by Synods / Presbyteries, to be diverted to Assembly	“Idea”		
Explore “licensing” of the UCA Brand in specific circumstances (eg by Schools – not by Congregations) – Brand royalties – payable to Assembly.	“Idea”		
Explore whether there are Constitutional / Regulatory / Legal restrictions attaching to alternative revenue models. (Eg ACNC, tax-deductibility considerations etc)	Underway		
Encourage Agencies to diversify sources of income.	Underway (Just Do It!)		
Approach Philanthropic organisations	“Idea”		
General review of “re-charge” fees applied to activities undertaken on behalf of Agencies	Underway (Just Do It!)		

**Expenditure:**

SPECIFIC INITIATIVE	CURRENT STATUS	GOOD IDEA? Y / N	PRIORITY H / M / L
General Secretary’s review of Assembly Secretariat – what is done, how and who.	Underway	Y (ASC Approved!)	
Nation wide collaboration – eg pooled purchasing power, shared services, centralisation of “like” functions (eg Finance, Payroll)	Partly underway (eg insurance procurement) but proving challenging		
Review Assembly Strategy – is Assembly seeking to do “too much” with limited resources? (Similar to current Secretariat review, but more fundamental, deeper)	“Idea”		

3. In addition to the above lists – what other ideas can your Table suggest? (please feel free to add another piece of paper if your list of additional ideas is lengthy!)

ADDITIONAL INITIATIVES	BRIEF DESCRIPTION

AFARC has also given consideration to the need for potential, broader, supportive, “enabler type” initiatives and is keen for ASC feedback. Again, for each proposal:

4. Does your Table think this is a good idea?
5. What priority do you think it should have (high, medium, low)

(Note – there is no current status for these proposals – no work has commenced on these.)

BROADER PROPOSALS	GOOD IDEA? Y / N	PRIORITY H / M / L
<p>Develop a broad strategic and co-ordinated approach to Assembly engaging with Synods – seeking to enhance and enlarge relationship; building on “what is the point of Assembly?”; giving Synods enhanced visibility of Assembly “value”; developing and articulating a Value Proposition for ongoing support of Assembly and seeking certainty and sustainability (and maybe an increase) of funding. The “Value Proposition” is key probably key here.</p> <p>(This would need careful planning – who / what / how / when etc.)</p>		
<p>Prepare a complementary, broad, communication strategy built around an Assembly Value Proposition. Articulate “what we did in the past year; what is planned for the coming year” etc – demonstrating the “value add” derived from Assembly.</p>		

(This would likely require assistance from, and co-ordination with, Assembly’s Communications team.)		
Complementing engagement and communication initiatives, can we promote the intrinsic value of UCA being “all of us” – leverage the inter-conciliar council model that is central to UCA; consider equitable distribution of resources – the “common wealth”. Differentiate between initiatives conducted in the “national space” such as Redress and NSCU, vs core Assembly activities. ACT2 is likely to have something to say in relation to structure		
Can we engage directly with key Presbyteries? – leveraging an Assembly Value Proposition and the Communications Strategy (both discussed above). Similarly – can we engage directly with Congregations and “market” the Assembly – again, as part of a Communications Plan?		
A left field thought – are there any external consultancy firms who might be interested in assisting in this exercise (at no cost). Would it be worth approaching any? – If so – who / how etc.		
Should we explore ways in which to explicitly leverage the ACT 2 work – incorporating a broader Church funding model into ACT 2?		
Synods are probably having similar discussions – can Assembly learn from Synod experiences?		

6. And again – if you can think of any additional broader, supportive, proposals that might enable specific initiatives, then please feel free to add to the list below.

ADDITIONAL PROPOSALS	BRIEF DESCRIPTION

7. AFARC is keen for a group that is broader than AFARC to lead this work – a kind of informal, small, ad-hoc working party of interested people, to give direction, guidance, timely feedback – and maybe more - as initiatives are progressed. It is not proposed to formalise such a group nor to establish binding terms of reference or similar bureaucracy, but instead to move with flexibility and agility. AFARC will continue to support and provide guidance to such a group but this work is broader than AFARC’s remit. Assembly Management will retain ultimate responsibility, but if you would be interested in contributing to this work in such a (ill-defined) manner, then please include your name and contact details below.

NAME	EMAIL	MOBILE PHONE

8. Finally – anything else you want to tell us?

ANY FURTHER COMMENTS?

**THANK YOU!**

