



Uniting Church in Australia
ASSEMBLY
Assembly Standing Committee

10-12 November 2023

DOCUMENT 5

Title	General Secretary Report
Type of Paper (Information/Decision)	For information
Assembly or ASC Minute	
Consultation	Associate General Secretary, National Directors of UnitingCare Australia and UnitingWorld
Purpose	To advise the Assembly Standing Committee on Assembly progress against Strategic Plan, operations and issues relevant to its work
Rationale & Findings Summary	
Attachments	Attachment A: Strategic Plan and Business Plan
Proposal/s	That the Assembly Standing Committee: 1. Receive the General Secretary Report
Submitted by	Colleen Geyer Assembly General Secretary colleeng@nat.uca.org.au ; 0411 333 167

GENERAL SECRETARY REPORT

Introduction

Since the July ASC meeting, a number of matters have held our attention and focus at the Assembly:

- Our gaze is now firmly turned to July 2024, when the 17th Triennial Assembly meeting will take place in Parramatta in Sydney. Planning is underway, with the details of what is always a complex event being put in place.
- UnitingWorld is in the midst of significant planning for its DFAT reaccreditation. The review will be completed by the time the ASC meets, but at the time of writing this report, Sureka Goringe, the Board and staff are putting in an amazing effort to have everything that is required ready.
- The Assembly's resourcing of the UCA regarding the referendum for the Voice to Parliament has been considerable and important. I am writing this report on the 13th October, and I am hoping for a Yes outcome, but being circumspect of what might come. I am very grateful to Bec Beisler and the media and comms team, and Raul Sugunanathan (Assembly Policy and Advocacy Officer) for all they have done to support this work. *The outcome of the referendum again highlights the vital importance of the UCA walking with First Peoples and the UAICC, and of our continued commitment to advocacy for justice for First Peoples in this land. Statement released following the referendum can be read at [UCA/UAICC Statement on the Referendum result – Uniting Church Australia](#),*

The usual work, the ordinary work, of the Assembly continues. By 'ordinary' I don't mean that it is insignificant, rather that it is what is expected, and delivered, from an extraordinary group of people who show up everyday to make a difference in the areas they are responsible for. This report includes updates about this work, as does other reports to this meeting of the ASC, including the Frontier Services Report.

As this will be my final report to the Assembly Standing Committee, I would like to say 'thank you' to members of the current, and past Assembly Standing Committees, who have encouraged, interrogated and supported my work as Assembly General Secretary. I have always planned for ASC meetings with thoughts of how the agenda will work and whether all the reports will come in on time and so much more; and have left the meetings exhausted and with my mind buzzing with all that has to be done. I have always been confident that members are committed to their work, willing to find good outcomes, and up for hard conversations. I have loved sharing the front table with Andrew Dutney, Stuart McMillan, Deidre Palmer and Sharon Hollis. I also acknowledge that General Secretary's reports would not happen without the brilliant Assembly staff. They have all been my team, and I am deeply honoured to have shared the past eight years with them. A special debt of gratitude to my Executive team. The Assembly is fortunate to have this group of people in leadership.

Transition update

The following updates are provided relating to the workplan provided to the ASC at its meeting in October:

- Disability Royal Commission Task Group – finalise work on the Overarching Principles Project; initial analysis with the NTG of the recommendations from the Royal Commission's final report for use and action by the UCA
Qld Synod has provided the time of Natalie Clements to finalise the work on the Overarching Principles Project. This work is also taking into account the recommendations from the Royal Commission's final report, and other compliance responsibilities so that what is required does not add significant burden to UCA activities.
A summary of the recommendations from the Royal Commission's final report from MinterEllison can be found here, [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability | Final Report - Insight - MinterEllison](#).
Of particular interest to the Assembly is the recommendation relating to redress which requests NDIS providers to consider redress. This, then in my opinion, does not present a future risk to the Assembly.

- Planning for the 17th Assembly
See the report for 17th Assembly.
- Work with Assembly Executive team re any joint work that needs to be completed in 2023
The Executive team met together 5-6 October. Part of the planning included what would need to be completed in 2023, as well as strategies for the transition to the new General Secretary post the 17th Assembly.
- Participate in any meetings prior to the end of 2023, including Senior Leaders Meeting
I will also participate in the UnitingWorld DFAT Review as part of the Board team.

Task Group Updates

Assembly Secretariat Financial Sustainability Working Group – The Financial Sustainability Working group has met four times. They have worked with National Comms to develop pages for the website to highlight the possibility of donating to the Assembly and to encourage people to think about making a bequest to the Assembly. These pages will be brought online live in the next fortnight. The Task Group has begun outlining value propositions focussed on three audiences — General church members, members of the broader population, and synods and have begun thinking about how such value propositions might be communicated to the different audiences. Throughout their work, the Task Group is constantly aware of the limitations of our current structures and mindful of the possibility of significant shifts in inter-conciliar dynamics through the ACT2 project. The Task Group will give an update to the next meeting of AFARC, and will bring a further report to the March ASC meeting.

Apology Task Group – following decisions made at the July 2023 ASC meeting, the President and I met with the Chair of the Task Group to communicate the resolutions. The Task Group has met to progress the work as set out in the resolutions, and a report is expected at this meeting of the ASC.

President-elect Nominations Committee – the Assembly Officers have approved Deidre Palmer as the Chair of this committee. The other members of the committee are still being finalized.

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Updates from Assembly Agencies and Units

Assembly Resourcing Unit Ministry & Mission Team

Staffing

Recruitment for the Mission and Ministry Team was completed shortly after the last regular ASC Meeting and at the time of this writing, the two new National Consultants, Rev Dr Sunny Chen and Rev Kath Behan will be beginning work in a fortnight and will be in place before the ASC Meeting. Each of the National Consultants will continue to reside in their home synod (Vic/Tas and Qld respectively) which will be helpful in giving the ARUMM a greater connection among all the eastern seaboard Synods. Following our recruitment drive, the ARU was delighted to be able to offer a four day a week position to Raúl Sugunananthan as a Policy and Advocacy Officer, and Raúl has been a wonderful addition to the team, beginning in mid-August. Chris Barnett will complete his contract with the Assembly at the end of November, having been extended for two months in order to enable overlap with the new National Consultants as well as providing extra resourcing during October while Bec Beisler is on leave.

Responding to the Church

- Support for the Net Zero Emissions Working Group (see separate report).
- Support for the SOGICE task group, which has had some delay in its work due to the resignation of one member and personal circumstances of another.
- Support for the Standards for Ministries Committee which has spent significant time engaging with ACT2, is setting up the Chaplaincy Subcommittee arising from previous ASC decisions and has also endorsed and recommended a program for Deacons developed in South Australia for use across the UCA, meeting the outcomes of the Deacons' Intensive program.
- Support for the President's Conference in Queensland, followed by relational meetings with a wide range of Synod based workers and volunteers in Queensland Synod related to Assembly interests including justice, covenanting, ecumenical and interfaith work, theological education, innovative practices, intercultural work and intergenerational work.

- Attendance at a face to face meeting of Associate General Secretaries/Associate Secretaries from Synods to work on development of a consistent, national placements profile template for both Ministers and Congregations. After this meeting, in Adelaide, relational meetings with key SA Synod staff and volunteers.
- Continuing support for the Circles, Panels, Facebook groups etc., especially the Being a Multicultural Church Circle, which has done great work in developing the “Intercultural Neighbouring Sunday” resources, but has been affected by the personal circumstances of the Advocate, Rev Dr Matagi Vilitama, including a bereavement and a decision to relocate overseas at the end of 2023. As a result, and following the recommendation of the current Advocate and conversations within the ARU we ask the ASC to note the appointment of Rev Dr Paul Goh as an interim Advocate for the BMC circle until the 17th Assembly.
- As always, the ARUMM continues regular engagement with a variety of people from Congregations, Presbyteries and Synods regarding the regulations and processes of the Church.

Identity

- Our primary focus in the past few months has been support for the UCA’s commitment to the Voice campaign.
- We have also had discussions with stakeholders concerning the “Building Harmony” Iftar Dinners, and are exploring some alternative ways to enable engagement and learning with our Muslim friends which may not be such an intensive drain on staff time.
- Support of Lutheran-UCA Dialogue and UCU-ECAJ (Executive Council of Australian Jewry) Dialogues, both of which are undergoing some shifts in direction and membership which will be reported at the next ASC.

Innovation

- Continued involvement with the ‘New and Renewing’ practitioners network.
- Contributing to the development of a report on support and governance of Faith Communities received and approved by the NSW.ACT Synod meeting.
- Involvement in the reshaping of the “Mission Shaped Ministry” course within NSW.ACT Synod.

Intergenerational

- Completion and launch of the new resource “Being an Intergenerational Church”.
- Attendance at the annual NYCC (National Youth, Children and family workers Coalition) gathering.
- Discussion and planning for NYALC with the eventual decision not to proceed with this event.

Intercultural

- Contributed to a proposal brought to and approved by the NSW.ACT Synod regarding embedding a commitment to being an Intercultural Church in the Synod’s strategic directions.
- Attendance at Nieuwe National Conference

UnitingCare Australia

During the reporting period our National Director, Claerwen Little, visited the ARRCs aged care services in Docker River, Alice Springs and Mutitjulu, exploring the spiritual places of the Uluru-Kata Tjuta National Park, and having lots of fellowship and meaningful conversation about what will and can make a difference. It reinforced that services in remote communities are at the very heart of our mission as a church, despite the many, many challenges it presents.

On 19 September we held our annual Leaders Forum at UCity in Adelaide and also celebrated the 30th anniversary of the UnitingCare Australia journey. The theme of the event was ‘a history of influence, a future of impact’ and was well attended by over 80 leaders from across the Church and network.

Feedback was incredibly positive with the key reflection of the day being ‘collaboration’.

The UnitingCare Australia Board, in consultation with the network CEOS, lodged a second submission to the Act2 process ‘A Shared Future Together’. The Leaders Forum also provided an opportunity to discuss the Act2 Report and the UnitingCare Australia submission.

Ageing to our Full Potential

UnitingCare Australia, together with Baptist Care Australia and Anglicare Australia played a significant role in the ACCPA led Summit on aged care financial sustainability held at Old Parliament House on 1 June. The Summit was attended by representatives from 43 organisations and resulted in the preparation of an Issues Paper. UnitingCare Australia lodged a submission into the Issues Paper consultation process: Reforming the Aged Care System to Ensure Equity and Sustainability.

In June the Government announced an Aged Care Taskforce which will review funding arrangements for aged care. We have worked with our Aged Care network to develop a Policy Paper which articulates the UnitingCare network's vision for the financial sustainability of the aged care system going forward and subsequently lodged a submission to the Taskforce.

We had the opportunity to provide feedback to the Australian Electoral Commission (AEC) from our network to improve accessibility for people in residential aged care to vote in the Referendum.

We recently lodged the following submissions:

- Response to the Australian National Audit Office's Aged Care Reform Performance Audit
- Independent Review of Overseas Health Practitioner Settings
- Draft National Care and Support Economy Strategy

UnitingCare Australia developed a national Commitment Statement to support the UnitingCare network to build its capacity to deliver trauma informed care for Forgotten Australians and Care Leavers.

Justice for First Peoples

Our First Peoples Network and First Peoples Community of Practice continue to meet regularly and share education resources and activities in relation to the Referendum. In collaboration with our First Peoples Community of Practice we have facilitated a number of workshop/presentation opportunities for the network in relation to the Voice. We have continued to liaise with our Major Church Provider colleagues on initiatives to support the Referendum and signed a joint letter in July to the chairs of the Yes and No Federal Government committees offering support to ensure the conversation remains civil on all sides. In support of our joint submission with the Church and the UAICC to the Inquiry into the Aboriginal and Torres Strait Islander Voice Referendum we produced a joint media release with the on 31 May: Uniting Aboriginal and Islander Christian Congress, Uniting Church and UnitingCare Australia Support the Aboriginal and Torres Strait Islander Voice Referendum.

Economic Equality and Inclusion

During the reporting period we have drafted, in consultation with the network, and lodged the following submissions:

- Submission to the Senate Inquiry on Social Services and Other Legislation Amendment (Strengthening the Safety Net) Bill
- Submission to the Taskforce on the Draft National Care and Support Economy Strategy
- Submission to the Department of Social Services on The Future of Supported Employment Discussion Paper (yet to be loaded on our website)

Uniting NSW.ACT, Uniting Vic.Tas, Uniting Communities, UnitingSA, UnitingCare Queensland and Wesley Mission have joined with UnitingCare Australia to form a Consortium to commission a new version of the Child Social Exclusion Index. The Consortium has been working with the University of Canberra to align the narrative of the Report with the current political environment. We will be utilising a campaign approach to launch the Report and anticipate that this will include an event at Parliament House early in 2024.

Stronger Community Services Network

Our Networks, Working Groups and Communities of Practice (CoP) continue to attract strong membership and inform our advocacy activities. The groups are actively meeting and sharing practice, information and resources.

We undertook a survey of our various groups to gather feedback on their effectiveness and identify opportunities for improvement. We received 53 responses with feedback being overwhelmingly positive:

- 92% of respondents either strongly agreed or agreed that being on the group adds value and is relevant to their role (8% were neutral)

- 92% of respondents either strongly agreed or agreed that being on the group has helped them build relationships across the UnitingCare network (8% per neutral)

The LGBTIQ+ Community of Practice facilitated an online workshop on inclusion led by Uniting NSW.ACT with 35 attendees from across the network and church. Feedback was very positive with 93% of attendees finding the workshop very valuable, 7% saying it was quite valuable and 100% of attendees stating that they would like more national workshops.

The EVP consortium service delivery is going strongly with some major improvements made over recent months resulting in positive feedback from the Department and Minister's office. Uniting Vic.Tas, who hold the head contract with the Department, facilitated an EVP strategy workshop in Canberra on 30 and 31 August with leaders from consortium network organisations and representatives from the Department of Social Services attending.

Effective Communications and Public Affairs

In recent months we have reviewed our digital content strategy, taking a new approach based on insights from analytics. The purpose is to more effectively use our own digital channels to support the overarching strategic objective of UnitingCare Australia being recognised as a high impact, leading advocate. The new approach is working, and reach has increased significantly across LinkedIn, Facebook and Instagram.

On resourcing, the Communications and Public Affairs team is now only one person, Anna, with the previous three staff roles cut due to budget constraints. Although the output has had to be reduced (for example, there are less media releases), we have made efficiencies through the use of technology, and a more targeted, strategic way of working. Overall, we are still delivering against the 2023 workplan and making an impact in our work.

UnitingWorld

Since UnitingWorld's update to ASC in July, the largest stream of work has been preparing for the organisational review by DFAT. Reviewers will be with UnitingWorld 31 October to 2 November.

The following have also been achieved:

- Reports from all projects for FY23 have been collated to assess the total impact from last year. 257,502 participants reached across 26 projects. More detail will be available in the Annual Report.
- All grant reports to DFAT due in Q1 have been filed.
- Project and budgets for FY24 have been put in place, with Letters of Agreement signed.
- A clean and unqualified audit for FY 23 financial statements was achieved.
- The Annual Report is being put together, to be published by 30 November.

Assembly Business Plan July 2020 – June 2024*
Updated as at June 2023 (all updates in RED)

Reporting the Business Plan

The Intention will be that the Business Plan will outline the areas of work for the Assembly, the expected outcomes of that work and the key activities involved in achieving the work.

Status	Colour Code
Planned activity	Planned
Completed Activity	Completed
On Track	On Track
Some delay / concern	Some Delay
Major delay/concern	Major Delay

An example:

Activities	July 2020- June 2022	July 2022- June 2023	July 2023- June 2024
ABCD Task Group			
<i>Expected outcomes</i> This Task Group will ...			
- Activity 1 – This activity is progressing well	On Track	Completed	
- Activity 2 – This activity is delayed slightly because....		Some Delay	
- Activity 3 – This activity has experienced a major obstacle because	Major Delay	Major Delay	Planned

* It was agreed this plan would extend for one year to align with the Assembly triennium

For noting:

- If an initiative has been completed, it will be removed from the Business Plan, so that only current and future initiatives are included
- Only the status of initiatives in the current year of operation (ie July 2022-June 2023) is shown in the plan

- If the delivery of an initiative is not achievable due to capacity of Assembly staff or Task Groups or Working Groups, this will be noted

Strategic Direction 1: Respond to the Church

Respond to the ongoing needs of the whole Church and other Councils

SD1.S1: Respond to the specific issues within areas of mandated responsibility

Respond to issues arising in determining doctrine and worship, ecumenical and international relationships, government and discipline including guiding decisions on the tasks and authority to be exercised by other Councils, and the general oversight and promotion of the life and mission of the Church

Activities:

Generally, this is undertaken on an ad-hoc basis, responding to inquiries and requests from across the Church. These will be added to this section or another more relevant section and reported accordingly.

SD1 Strategy 2: Enact Decisions of the Assembly

Support Task Groups arising from Assembly/ASC: Sovereignty, Continuing Witness, Disability Access; Enact decisions on Domestic and Family Violence, Climate Change.

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD1.S2 Assembly Decisions					
SD1.S2.1 Continuing Witness Task Group					
Expected Outcomes <ul style="list-style-type: none"> While Presbyteries have been notified of this work, few have responded and the TG will need to determine ways forward to encourage responses and to shape an appropriate way forward prior to the 17th Assembly 	On Track	On Track	On Track	Some Delay	Planned
SD1.S2.2 Apology to LGBTIQ Australians Task Group					
Expected Outcomes To develop the wording of an official apology from the Uniting Church in Australia to LGBTIQ Australians for the Church's role in the silence, rejection, discrimination and stereotyping of LGBTIQ people, couples and families. <ul style="list-style-type: none"> Following resolutions made at the July 2023 ASC meeting, the President and General Secretary met with the Chair of the Task Group. The Task Group is progressing the resolutions. 	Some Delay	Some Delay	Some Delay	On Track	Planned

- The Advocate for Transforming Worship has been briefed on the ASC requests for that group and is progressing that work.					
Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD1.S2.3 Climate Action Plan					
SD1.S2.3a A call to action for climate justice: listening to First Peoples wisdom					
Expected Outcomes Membership and proposed way forward was considered and discussed at March 2023 ASC meeting. Work is progressing with a roundtable meeting for interested people involved in this work in Synods, Presbyteries and Agencies and the development of a Survey which will be sent out to all Congregations and Presbyteries.		Some Delay	Some Delay	On Track	Planned

	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD1.S2 ASC Decisions					
SD1.S2.4 Act 2					
<p>Expected outcomes Resource the Assembly to address the significant challenges and opportunities facing the Uniting Church into the future including identity, sustainability and structure.</p> <ul style="list-style-type: none"> - Reported to Reconvened Assembly. Act2 Project unit in place and will report to each ASC meeting. 	On Track	On Track			
SD1.S2.5 Church in the Digital Age					
<p>Expected outcomes To consider the theological implications of the Church in the digital age.</p> <ul style="list-style-type: none"> - Requests have been made of the Transforming Worship, Discipling the Next Generations and Growing in Faith Advocates and Panels. Reports will come to the November 2023 and March 2024 ASC meetings 	On Track	On Track	On Track	On Track	
SD1.S2.6 Chaplaincy					
<p>SD1.S2.7 Preventing Harm from Sexual Orientation & Gender Identity Change Efforts (SOGICE)</p> <ul style="list-style-type: none"> - Terms of Reference and Membership were approved. - Work of Task Group is progressing, though with some delay due to the small number in the Task Group and some personal circumstances. 		Some Delay	Some Delay	Some Delay	

<p>SD1.S2.9 Moving Forward in Being a Multicultural Church</p> <p><i>Expected Outcomes</i> Develop resources for Intercultural Neighbouring Sunday (See SD5.S2 Intercultural Church) (Completed)</p> <p>General Secretary to consider an approach to move towards simpler, friendlier, and more equitable church structures, processes, and ways of working that foster CALD participation and intercultural partnership, and report to future ASC meetings; and for this work to be included in the Act2 Project. (See Act2)</p> <p>Review of the National Property Policy for the UCA and a Review of Regulations relation to Faith Communities will be included in the ongoing ActCT2 project. (See Act2)</p>			On Track	On Track	
<p>SD1.S2.11 Review of the Regulations – Delegation of Authority to Amend Part 5 of the Regulations</p> <p><i>Expected Outcomes</i> Make Regulations under Part 5 of the Regulations (Church Discipline), subject to:</p> <p>a. those Regulations being generally in accordance with the amended Framework of Principles and subject to appropriate consultation on the draft regulations; and</p> <p>b. the approval of those Regulations by the Assembly Standing Committee on the advice of the Assembly Legal Reference Committee. (See S3.SD3)</p>					

SD1 Strategy 3: Standards for Ministries (Education for all specified ministries and admission of ordained)

Committee conducts consultations with MEBs and Colleges, revise Ministry of Pastor competencies and related Lay Preacher competencies, revise Admission processes, revise Phase 3 and Phase 4 standards including guidelines for supervision

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD1.S3 Standards for Ministries					
<p>Expected Outcomes To advise the Assembly and the Assembly Standing Committee on the standards required for Specified Ministries within the Uniting Church and to ensure that the Assembly's responsibilities in relation to training for Specified Ministries and admission of ministers from other denominations are met</p>					
<p>Conduct Consultations in accordance with schedule</p> <ul style="list-style-type: none"> - Plans for NSWACT underway but somewhat delayed due to unavailability of consultation teams 	On Track	On Track	On Track	Some Delay	
<p>Other areas of focus</p> <ul style="list-style-type: none"> - As per Mandate, reporting to ASC as required. 	On Track	On Track	On Track	On Track	
<p>Expected Outcomes (following the August 2022 ASC) That the Assembly Standing Committee:</p> <p>Direct Standards for Ministries to create a specialised Chaplaincy sub-committee with appropriate skilled and experienced people to collate and coordinate the delivery of the attached Recommendations for Further Work, consulting with synods and colleges and advising presbyteries with respect to best practice.</p> <ul style="list-style-type: none"> - A number of prospective members have been approached but a full complement has not yet been identified <p>Standards for Ministries Committee has included a question regarding courses, formation and field placements for Deacon in the consultations carried out with MEBs. SFM has recruited Rev Scott Litchfield and is working with Scott to directly address appropriate responses for Deacon formation.</p>		On Track	On Track	Some Delay	

SD1 Strategy 4: Maintain and extend the work of Circles of Interest

Support the work of Advocates, publicise Circles in the wider Church, further develop the mechanisms by which the Circles and Panels can support and extend the work of ASC and Assembly Staff

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD1.S4 Circles of Interest					
<p>Expected outcomes Involve people in the national life of the church, providing a mechanism for sharing and learning, seeking broad input, disseminating information widely, encouraging growth and deepening discipleship and discerning together God’s will.</p> <ul style="list-style-type: none"> - Resolution from Reconvened Assembly re Climate Change and likely engagement in First Nations Voice will be key areas of work - Season of Creation – engagement in this series through National Update - Next report to ASC in March 2024 	On Track	On Track	On Track	On Track	

Strategic Direction 2: Identity

Communicate a clear and concise message — who are we as the UCA and what is our distinct role in working toward the coming of the Kingdom of God in Australia

SD2 Strategy 1: Find ways of telling the UCA Story

Remind the Church of our foundational values and commitments; sharpen ways of describing the vision and purpose of the Uniting Church in our context

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD2.S1 Telling the UCA Story <ul style="list-style-type: none"> - Slides developed for members of ARU to share Identity markers (based on Strategic Directions Commitments) at each meeting or service in which they participate - ARU MM and Comms coordinate sharing and articles for National Update and Socials based on telling our story 		On Track	On Track	Completed	

SD2 Strategy 2: Continue working on the practical implications of the Covenant

Remind the Church of the Covenant, encourage exploration of the practical consequences of the Covenant, stimulate further thinking regarding the practical and theological implications of the Preamble to the Constitution.

Activities	July 2020-Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD2.S2 Covenant					
Expected outcomes <ul style="list-style-type: none"> • Develop and deepen Covenant relationships • The Covenant is central to the life of UCA, and the journey involves the whole Church. • Covenant conversations in the Church involve First Peoples. • All UCA communities are included and feel included as part of the UCA journey of Reconciliation • First Nations theological writing is being championed 					
Elevate First Nations voices in conversations and submissions – <i>Communications and advocacy in support of the Voice were carried out.</i>	On Track	On Track	On Track	On Track	

SD2 Strategy 3: Address National issues in the public space for the Gospel

Respond to calls for submissions; facilitate regular review of “Our Vision for a Just Australia” and evaluate how Australia and the Uniting Church are performing against the benchmarks set

Activities	July 2020-Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD2.S3 Justice and Advocacy					
Expected outcomes					
<ul style="list-style-type: none"> Assembly regularly reviews and updates its “Vision for a Just Australia” Assembly advocates to in the public space on key themes within the Vision. Assembly identifies, communicates and works towards the Uniting Church’s commitments within these areas. 					
Our Vision for a Just Australia Document created, updated and used <ul style="list-style-type: none"> - Annual review of Vision document and reporting progress - Discussions with the national justice network has suggested that this document should be regularly updated in line with the federal election cycle 	On Track	On Track	On Track	On Track	Planned
Assembly advocacy in the public space in line with Vision <ul style="list-style-type: none"> - Engagement with new Federal Government is being planned. - Plans in place for COP27 have begun 	On Track	On Track	On Track	On Track	Planned

SD2 Strategy 4: With Synods, implement the Safe Church Framework

Work collaboratively with Synods to implement the National Safe Church Framework, contribute to a National Curriculum using the UnitingLearning platform

Activities	July 2020-Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD2.S4 Safe Church				Completed	

Strategic Direction 3: Innovation

Take risks, experiment and shape our church to respond to the needs of today and those of the future.

SD3 Strategy 1: Support networks and councils of the church exploring emerging expressions of the church

Support and communicate the work of networks exploring emerging expressions of the Church, and encourage sharing of models, resources and approaches between Synods and Presbyteries

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD3.S1 Emerging expressions of church					
<p>Expected outcomes</p> <ul style="list-style-type: none"> ● Assembly communications channels including Circles are actively sharing ideas and resources and stories about innovative mission and new ways to be the church. Circles are seen as an important place for people to participate. ● Intentional connections with international groups offering leadership in this, including from non-European ● Innovation is seen as part of our DNA / core-business in our thinking ● We have a culture of scanning the horizon and permission-giving 				On Track	

SD3 Strategy 2: Enable collaboration on Uniting Learning platform

Work with Synod Lay Educators, Safe Church stakeholders and other Synod and Agency groups to enable generous sharing of educational resources and develop creative online learning material.

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD3.S2 Uniting Learning					
<p>Expected outcomes</p> <ul style="list-style-type: none"> • Uniting Learning platform is being used by the majority of ministers and lay leaders for their core safe church awareness training. • The platform is providing reminders and activity reports to relevant internal and external stakeholders regarding safe church • The platform is being used for onboarding of staff and upskilling of staff • The platform has a wide and growing range of discipleship modules • A process is underway leading to an ongoing, sustainable governance administration and financial model 		On Track	On Track	On Track	

SD3 Strategy 3: Address the structures and regulatory framework of the whole church

Address the issue of whether the current structures and regulations of the Church are ‘fit for purpose’ in our context; specifically review how regulations have encouraged or have caused barriers to exploring and forming new forms of Church.

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD3.S3 Regulatory Framework					
<p>Expected outcomes</p> <ul style="list-style-type: none"> 16th Assembly sets clear pathway for Act 2 UCA members are engaged in Act 2 Project is meeting its schedule and deliverables <ul style="list-style-type: none"> Make Regulations under Part 5 of the Regulations (Church Discipline) (See S1.SD2.11) The remainder of the Regulation Review project has been included into Act2 for the remainder of this triennium 	On Track	On Track	On Track	On Track	

SD3 Strategy 4: Develop ways for future sustainability of Assembly

Identify alternative funding models and sources to enable the work of the Assembly to be supported in a sustainable manner

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD3.S4 Future Assembly Sustainability					
<p>Expected outcomes</p> <ul style="list-style-type: none"> Assembly has a consistent, sustainable income stream Reserves are accumulating to enable financial resilience <ul style="list-style-type: none"> Establishment of Assembly Secretariat Financial Sustainability Working Group 					

Strategic Direction 4: Intergenerational

Welcome, equip and hold together the different generations, in the life, ministry, decision making and leadership of the church.

SD4 Strategy 1: Growing emerging generation faith/leadership

Contribute to the development of models and opportunities for growing the faith and leadership of members of emerging generations, with focus on the unique experiences of different generations

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD4.S1 Growing faith and leadership					
<p>Expected outcomes</p> <ul style="list-style-type: none"> ● There are strong examples of, and sharing of experiences and learnings regarding <ul style="list-style-type: none"> ➤ Different generations are supporting each other rather than separate silos ➤ Key Church conversations and discussion/decision happen intergenerationally ➤ Children and younger people are involved in Church processes, for example calling a minister. ➤ All generations learn together - Church is a reflection of the community ● All Circle Panels contain a proportion of members who are from younger generations ● Discipling the Next Generations Circle operating effectively ● Intentional mentoring programs in place for mutual learning between younger and older generations for leadership in the Church and wider community ● Assembly activities would be in different spaces, not just inside offices 					
<ul style="list-style-type: none"> - Gathering and sharing stories of success - “Being an Intergenerational Church” resource completed and launched 			On Track	Completed	
<ul style="list-style-type: none"> - Internship model in place – NOT POSSIBLE IN THIS TRIENNium 	Deferred				
<p>NYALC 2024 – After exploration with the NYCC it was determined that this would not be held.</p>	On Track	On Track	Some Delay	Cancelled	

SD4 Strategy 2: Develop an Intergenerational ministry framework

Develop a framework for intergenerational ministry, including a rationale for how and why different aspects of this work should be carried by particular Councils of the Church

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD4.S2 Intergenerational Ministry Framework					
<p>Expected outcomes</p> <ul style="list-style-type: none"> • Intergenerational relationships are intentionally modelled across the life of the Church (Assembly leading with examples) • Clear and clearly understood definition(s) of intergenerational church and intergenerational ministry • Intergenerational church focus has a missional edge • Intentional connections with Schools have begun to develop 					
<ul style="list-style-type: none"> - Collaboratively develop a framework with Circles and other Synod and Presbytery stakeholders Framework will address definitions and key areas of focus for intergenerational ministry <p>“Being an Intergenerational Church” resource completed and launched</p>	Some Delay	On Track	On Track	Complete d	
<ul style="list-style-type: none"> - Mentoring (and reverse mentoring) is developed – NOT POSSIBLE THIS TRIENNium 	Deferred				

SD4 Strategy 3: Support and take part in national youth events as negotiated with synods

Together with the President and emerging generation workers in Synods, plan, organise and deliver a National Young Adult Leaders Conference for 2021 and take part in any other Youth Events as Negotiated with Synods

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD4.S3 National Youth Events					
<p>Expected outcomes</p> <ul style="list-style-type: none"> • Assembly runs one bi-annual youth event • Assembly facilitates interactions between Synods to encourage other youth events <ul style="list-style-type: none"> - Events planned and implemented - NYALC in planning for 2024 - Cancelled 	Some Delay	On track	On Track	Cancelled	

SD4 Strategy 4: Partner with Congress in enabling work with emerging generations

Goals and outcomes for this area of work will be developed in consultation with Congress.

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD4 S4 Partner with Congress in emerging generations work					
<p>Expected outcomes</p> <ul style="list-style-type: none"> • Participate in National Youth Events • Assembly facilitates interactions between Synods to encourage other youth events <ul style="list-style-type: none"> - Engagement in events (as in SD4.S3) - NYALC Planned for 2024 - cancelled - Congress included in Internship Program – NOT POSSIBLE IN THIS TRIENNium 	Some Delay	On Track	On Track	Cancelled	
	Deferred				

Strategic Direction 5: Intercultural

Learn from and enable diverse cultural groups within the church to flourish together

SD5 Strategy 1: Engage National Conferences

Attend and support National Conferences representing the wider UCA; enable two-way communication between the National Conferences and the Assembly.

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD5.S1 Engage National Conferences					
<p><i>Expected outcomes</i></p> <ul style="list-style-type: none"> National Conferences working closely together and with the Assembly NCs are a resource for the wider Church Assembly has a database of intercultural congregation and key leaders Being a Multicultural Church Circle operating effectively 		On Track	On Track	On Track	

SD5 Strategy 2: Develop a vision for intercultural ministry

Develop, test and deliver training and resources across the Church, establish training of trainers, share best practice, enable online components to be delivered by UnitingLearning

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD5.S2 Intercultural ministry					
<p>Expected outcomes</p> <ul style="list-style-type: none"> • A clear understanding of what we mean by intercultural and being an intercultural Church. • Move from a multicultural to an intercultural Church • Church has theological resources that includes culturally diverse voices and perspectives • Resources and training in place to support all UCA groups to move to a more intercultural understanding and practice (meeting practice, worship, fellowship, community engagement) <p>Develop, test and deliver training and resources across the Church, establish training of trainers, share best practice, enable online components to be delivered by UnitingLearning Incorporated into Living as an Intercultural Church Webpage</p>		Completed			
- New Intercultural Neighbouring Sunday as per Assembly Resolution (Completed)		On Track	On Track	Completed	

SD5 Strategy 3: Collate and publicise language resources

Ensure that language resources are collected and easily available, develop new language resources, increase the accessibility of the Assembly website to CALD communities

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD5 S3 Language resources					
Expected outcomes		Complete			
<ul style="list-style-type: none"> Major documents are available in multiple languages, in written, audio and video formats A process is in place to identify appropriate documents We have a pool of professional (paid) as well as volunteer translators Assembly website and social media platforms reflect diverse languages 					
<ul style="list-style-type: none"> Church meetings take into account diverse languages (This area is highlighted within a NSW.ACT Synod proposal accepted in September) 		Some Delay	Some Delay	Some Delay	

SD5 Strategy 4: Support engagement of Congress with National Conferences

Work with Congress to support the ongoing engagement of National Conferences with First Peoples and the broader intercultural conversation within the UCA

Activities	July 2020- Oct 2022	Nov 2022-Oct 2023			Nov 2023 - Jun 2024
		Nov-Feb	Mar-Jun	Jul-Oct	
SD5.S4 Engagement with UAICC					
Expected outcomes					
<ul style="list-style-type: none"> CALD communities within the UCA have a strong understanding of the Covenant and the UAICC 					
<ul style="list-style-type: none"> Opportunities for engagement between UAICC and National Conferences are in place National Conferences are just beginning to start meeting. Assembly and UAICC resources limited – NOT LIKELY TO HAPPEN THIS TRIENNIUM 	Deferred				

<ul style="list-style-type: none">- Walking on Country opportunities for diverse CALD communities- NOT LIKELY TO HAPPEN THIS TRIENNIUM	Deferred				
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