



#realunitingchurch

Report from the General secretary



Context

The general secretary is the executive officer of the Synod and has executive leadership and advisory roles and is responsible for the functioning of the Synod office. Synod-wide activities are overseen and resourced through the Synod office where appropriate.

The functions of the Synod office are driven by the imperative to resource the whole of the church in Queensland. These areas can be divided into:

1. Those activities where a Synod responsibility is required to be exercised under the constitution and regulations, and
2. Where it is reasonable to expect the operation at a Synod level is the best use of shared resources.

The new strategic plan for the Synod office operations focusses on four broad areas where we can best make a valued contribution in the life of the church. These are in providing shared services, in identifying sustainable practices, in encouraging collaboration across the church and in demonstrating and facilitating leadership in the church. This report has collated our activities under these themes.

Priority Directions

During the last 18 months the work on the Synod's priority directions has been done in collaboration with the Synod Standing Committee and the Presbytery/Synod Interface. This culminated in the discernment of four key change initiatives which will guide the resourcing decisions being made at the Synod level. This material is more explicitly outlined in the Standing Committee report.

Major transformational work is still occurring across Synod-based enterprises. Each piece is driven by the imperative that the Queensland Synod is in a process of transition. More information about the range of factors influencing us at this time can be found in the report **#realunitingchurch** available here <https://ucaqld.com.au/wp-content/uploads/2017/03/UCA-Leadership-Devt-Framework-V1.pdf>

Report

Service

1. Royal Commission

In September 2016 the Queensland Government released an issues paper titled "The civil litigation recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse: Redress and Civil Litigation Report – understanding the Queensland context". We have continued to be in contact with the state government since that time to give feedback on the breadth of any proposals that might come forward as a result.

In late 2016 we became aware that a hearing would be commenced into allegations of abuse of a young person at Shalom Christian College. We supported and resourced witnesses to give evidence at that hearing. Findings from the commission were provided to us in December 2016. The full submissions from the hearing are due to be published in September 2017.

Nationally, the Uniting Church was invited to make submissions to the commission in March 2017. The National Task Group formed a working group which gathered all policies and procedures relating to child protection across the breadth of activities of the church, and identified actions that the synods and their entities had undertaken as a result of the Royal Commission reports.

The Uniting Church in Australia appeared at the Royal Commission on the afternoon of 10 March 2017. Statements about the operations of church practices were tendered by Stuart McMillan, Colleen Geyer, Anne Cross and Rev Heather den Houting. The experience provided valuable insights into the firm convictions of the commissioners about proposed ways forward for church institutions.

Final reports from the commission are likely in December 2017. The Assembly Standing Committee agreed that Assembly's Royal Commission task worker would continue until end 2019 and the Queensland task group is expected to continue to meet for that extended time.

We also provided clear and updated figures to the commission as to the number and nature of claims against the church since 1977 and this will be contained in the final report.

2. Interim Redress Scheme

As part of our response to the Royal Commission's recommendations we instituted an interim redress scheme which was operational by September 2016. Details of the scheme can be found at www.ucaqld.com.au/interim-redress/ The public statement around the scheme is as follows:

The Uniting Church in Queensland is committed to doing all that we can to provide fair, consistent and compassionate redress for people who were sexually abused as children in our care.

The Uniting Church will not hide from the truth, however painful that may be, and will seek to address issues and challenges with compassion and humility.

We will say sorry to anyone who was sexually abused while in our care and, in consultation with those affected, actively seek ways to make amends for what happened in the past and identify how we can best offer support into the future.

Each applicant is dealt with as an individual and the intent of the scheme is to be survivor/applicant focussed. However, some trends can be identified:

- Abuse occurred in both congregations and residential facilities.
- We are dealing with both pre- and post-union matters.
- We do not have blanket insurance across all the incidences reported to us.
- Forty people have applied to date.
- We have paid 23 settlements.
- We have seen an increase in potential/actual civil litigation.
- We have seen an increase in complaints through our church processes.
- We have seen an increase in police reporting and potential for court processes.

A one-year review of the scheme is about to be instituted.

Further, we are involved in discussions around a national strategy on how the Uniting Church in Australia might opt in to the commonwealth scheme. Any decision will have implications for resource allocation for the Synod.

3. Open Data Project

The Open Data Project was researched and resourced and the website to house this data went live in February 2017. The statistics for the website for the period March to June 2017 are:

- 8364 views to the registration webpage (or homepage)
- 16 registered users
- 18 downloads for the document: De-identified Open Data – Presbytery Annual Returns 2013/2014/2015
- No reports have yet been submitted to the Synod office.

The site can be found here: www.ucaqld.com.au/synod-services/open-data/

4. Synod office

An investigation into the Synod office in September 2016 revealed a range of different issues relating to its business maturity. To this end a program of work commenced to introduce

business-level improvements. During this process, staff have been actively engaged and kept informed of the changes.

A vision for the Synod office to be “a service-oriented organisation that is fiscally viable and responsible, continually improving and sustainable in terms of the service and value provided to the broader church” was a starting position. To assist with this, a Business Change and Transition Manager was appointed for a period of 12 months.

An Executive Management Team (EMT) was developed in November 2016 and a new operational framework was developed from an enterprise architecture approach.

In February 2017 the EMT commenced the process of designing the Synod office business model. The Synod office strategy-on-a-page, which emphasised the required responsiveness of the Synod office to the needs of all church stakeholders, was presented in April 2017. This was updated after May 2017 to incorporate the four Key Change Initiatives developed jointly by the Synod Standing Committee (SSC) and the presbytery ministers.

The new business model was implemented in July 2017. The model is intended to ensure the Synod office will assist the church to:

- Develop and resource mission and enterprise strategies that enable it to grow, transition and innovate.
- Strategically manage church resources through a whole-of-Synod vision and stewardship model that can fund the needs of mission today but with an eye on the future.
- Provide the necessary corporate services and machinery (ICT, information reporting and data management and appropriate compliance processes and risk protection for the church) so that all church stakeholders are better enabled to do mission.

In July and August 2017 we also finalised the stewardship agreement with UnitingCare Queensland (UCQ) and had a Treasury Investment policy approved.

The future work of the Synod office has been reported and will be measured against the frameworks outlined in the document #realunitingchurch https://ucaqld.com.au/wp-content/uploads/dlm_uploads/2017/08/Report-on-Synod-wide-mission-implementation-strategies.pdf

5. National Church Life Survey

Around 60 per cent of Queensland congregations enrolled in the survey. This was regarded as a great response rate by the NCLS crew and gave us some good data about our current state of congregational life in Queensland. Census data was also collected in October/November and made available in April 2017. The report made to the Synod Standing Committee and the presbytery ministers is attached at Appendix A. This material is being used to resource our next steps in planning for the church.

6. Australian Charities and Not-for-profits Commission

The Annual Information Statements lodgements for the year ended 31 December 2016 were submitted by 30 June 2017. Lodgements were required for 204 entities and the same risk-based approaches were taken as per the prior year.

7. Civil litigation against the Synod

By June 2017, we had received 12 *Personal Injuries Proceedings Act* (PIPA) notices, with one other in the pipeline. Some of these claims may be uninsured which will require appropriate provisioning within the church. This is clearly an area that is rising in consequence for us and

strategic planning for managing this, including a MOU with the Presbyterians and significant work on “who was responsible” with other entities is required.

8. Disaster relief

As a result of Cyclone Debbie we activated the disaster relief plans and an appeal was launched on 30 March 2017. Almost \$100,000 was raised with disbursements for short-term accommodation costs and purchase of supplies such as generators, pedestal fans, jerry cans etc. for the Bowen and Proserpine communities as well as paying relief grants to those communities that applied. Funding is also supporting a full-time disaster recovery chaplain in the affected communities. We have also contracted Rev Linda Hamill as a short-term project worker in this space to develop the business capacity to provide a comprehensive and coherent response to future incidents.

9. Child Safe Church

a) Safe Ministry with Children Policy

The Safe Ministry with Children Policy was reviewed during the term and the updated policy was approved by the SSC in March 2017. A final report was received by the SSC in August 2017 and is attached to this report at Attachment B.

b) Blue Card audit compliance and audit

The Synod has an obligation to ensure that any ministry agent in active service has a compliant Blue Card and has worked with presbytery ministers to ensure this has occurred across the state. The compliance and audit function of the Synod will continue and will be regularly monitored. The Synod has also asked that each ministry agent complete and consent to reveal details to the Synod form. This means the Synod is able to enquire into circumstances where a Blue Card might be suspended.

Sustainability

1. Improved governance of the Synod Standing Committee

a) Reporting

Improvements were made to the agenda and templates for the SSC meetings to streamline meeting processes and ensure meeting time continues to be focussed on key strategic and risk matters. This has empowered the SSC to make more efficient and effective decisions.

b) Skill set audit

A skill set audit of the SSC was conducted following the 32nd Synod and this showed that the highest level of skills and experience exist in the areas of congregational leadership, strategic planning, theological expertise and governance and not-for-profit experience. The lowest level of skills and experience exist in the areas of legal expertise, evangelism expertise, indigenous expertise and a youth perspective. It is recognised that further work is required to consider strategies for the establishment of a candidate pool for membership on Synod boards, committees and commissions. As a first step in addressing the skills set of potential members, nominees to roles appointed at the 33rd Synod were asked to advise of their gifts and skills across a broader range of desired metrics.

c) Review of boards, committees and commissions

A consultant was commissioned to undertake a review of the By-laws and governance model of the Synod boards, committees and commissions (except UCQ). The outcomes of this review culminated in a number of recommendations which are outlined in a

separate proposal to the 33rd Synod titled “Queensland Synod Governance Structure Changes”.

d) **Diversity Task Group**

A Diversity Task Group was convened to address the 32nd Synod resolution with respect to diverse representation on the boards, committees and commissions of the Synod. Various strategies are in place to address this important piece of work and the SSC report to the 33rd Synod reports back on this matter.

2. Enterprise Risk Framework

The instigation of a risk group in the Synod office is designed to ensure that our legal, compliance and risk obligations across all aspects of the church are being adequately resourced and overseen.

3. Schools and Residential Colleges

a) **Grace College constitution**

The Grace College constitution was revised and approved by the SSC in February 2016 and subsequently approved by the other institutional stakeholders, coming into effect from 2 May 2017.

b) **Emmanuel College constitution**

The Emmanuel College constitution was revised and approved by the SSC in August 2017. It has not yet been approved by the Presbyterian Church and is not in effect.

c) **Shalom Christian College**

Commencing in October 2016 a comprehensive analysis of the Synod’s missional, business, risk and strategic frameworks relating to the college was undertaken. In April 2017 the Shalom Christian College Renewal Strategy was approved and recommendations will be presented in November 2017.

d) **Wontulp Bi-Buya College**

A new constitution and the incorporation of Wontulp Bi-Buya College Limited was approved by the SSC in April 2016. After some issues with accreditation, all courses are accredited and there is a new strategic planning process in place.

4. Mission and ministries

a) **Presbytery reviews/Review of Life and Mission of Presbyteries**

In January 2016 the Queensland Synod engaged Carolyn Kitto of Spirited Consulting to conduct a review of the life and mission of the Queensland presbyteries. The purpose of the review was to build an overview of current practices and establish key priorities and actions for the coming 3-5 years.

Throughout 2016 each presbytery was visited and engaged. In December 2016 a report, including recommendations, was made to the Presbytery/Synod Interface. This report was considered by presbytery ministers at their retreat in February 2017 which led to some creative and strategic thinking and planning.

The elements that relate to specific presbyteries will be dealt with by those presbyteries, however the broad overview was useful background for the Synod Standing Committee in developing their strategic thinking.

b) **Chaplaincy Affirmation Days**

Three days of training were held from 26-28 October 2016 for chaplains from across the state. The days were well attended and the key note speaker Dr Bruce Stevens, Wicking Professor of Ageing and Practical Theology and director of CAPS offered great insight into the psychological and therapeutic effects of spiritual work.

c) **Review of Ministry Agent Payment and Benefits**

At their meeting of 23 November 2016 the GNRC considered the Review of Ministry Agent Payment and Benefits Decision Paper. The SSC approved the recommendations of the paper at their 6 April 2017 meeting. HR manager Grant Weaver has responsibility for the roll-out of the practical implications of these recommendations.

d) **Non-congregational placement terminations**

In August 2016 the SSC discussed the termination of non-congregational placement processes. A policy on the termination of non-congregational placements is going to the GNRC in August 2017 for recommendation to the SSC in September 2017.

e) **Placements review**

A review task group produced a placements survey in late 2014, a consultation paper in March 2016 and a placements review report in May 2016. Having considered the responses from all these documents the task group released a placements process review discussion paper that included a proposal for an optional dual track process. The task group took the revised proposal to Placements Committee and a recommendation was presented to SSC in August 2017. The optional dual track placements process was approved by the SSC for a trial period of three years commencing 1 January 2018.

f) **#realunitingchurch Queensland Synod Report on Implementation of Strategy and Mission**

In order to ensure that all parts of the church are adequately informed of the strategic issues facing the Queensland Synod, pertinent information as to the status of the activities of the Synod have been drawn together into the #realunitingchurch report. This is intended to be a living document which will be reviewed and updated annually by the general secretary. It explains where the resources of the church are being directed and provides a framework for measuring the strategic success of each venture.

Collaboration

1. 40th anniversary – Uniting Church in Australia

The Synod office supported 40th anniversary celebrations across Uniting churches in Queensland and the moderator and the general secretary gathered together in Melbourne to participate in the 40 Hours of Prayer event. The 40th anniversary sparked some strategic thinking about how we document and archive the important material that has emerged from our last 40 years as a church. This is particularly pertinent as we recognise the time of transformation we are currently experiencing. Some early work is being done around the establishment of an historical archive to protect artefacts and memorabilia, and there is some enthusiasm around a project to develop a creative community engagement space to tell the stories of the last four decades of the Uniting Church.

2. Uniting Women Conference 2018

The Queensland Synod will host the third biannual Uniting Women's Conference in Brisbane from 20–23 September 2018. The previous two events have generated high levels of attendance, enthusiasm, cooperation and leadership development across the church. The theme of the 2018 event is: Weaving wisdom and wonder.

3. Uniting Church in Australia (national)

The Uniting Church is a national body and the health and strategy of the church at the Assembly level is supported by a collaborative approach across synods. Some of the key issues arising at Assembly level have been:

- Frontier Services and its fundraising mandate
- a national framework for remote area ministry
- changes to the Regulations re the duties and functions of general secretaries to make them consistent with the Assembly general secretary position
- change to the Regulations re the ministry of pastor (including removal of Pastor B)
- changes to Regulations re withdrawal of recognition after a conviction relating to a child sexual offence
- Royal Commission responses
- national cooperation with Assembly and synods
- Assembly resourcing
- status of current national procurement opportunities/contracts
- documenting “back of house” functions nationally
- National Leadership Framework
- documenting where cooperation in theological education is already happening and identifying gaps for broader use
- marriage conversations
- sovereignty and treaty conversations
- national incorporation conversations
- national standards of ministry practice and discipline of ministry agents project
- preparation for Assembly 2018.

4. Recapturing our Souls conference

The moderator, general secretary, Anne Cross, Heather Watson, Rev Jenny Tymms, Bruce Moore and Rev Keren Seto attended this conference in September 2016. The learnings from the conference were around developing a culture and training for ministry in non-congregational settings. We resolved to ensure the places and spaces for deep conversation about the nature and the future of the church were held and this was absorbed into the Key Change Initiatives of the Synod.

Leadership

1. Leadership development

A framework was created to guide and support the development of leadership capabilities needed to rise to the current and future challenges of the church in the Queensland Synod. The process of development included an evaluation of around 20 leadership frameworks mainly in the helping, government and not-for-profit areas (Australian and international); a literature review on leadership development; presentation/consultation to a variety of stakeholders including presbytery ministers, leadership development program group, Trinity staff and Synod leaders; and a comparison with other models across the synods.

Reviewers were unable to locate similar leadership frameworks from a church perspective, noting that leadership development programs are not frameworks. The draft framework was presented to the SSC in August 2016 and approved in November 2016. The framework has been offered to the national church for consideration as part of our collaborative strategies. The framework and accompanying tools can be located here: <https://ucaqld.com.au/wp-content/uploads/2017/03/UCA-Leadership-Devt-Framework-V1.pdf>

We have also entered into an agreement with the South Australian Synod to deliver a range of leadership development programs, including the Uniting Leaders Conference, Uniting Leaders network executive leadership courses and to develop some leadership consulting capacity. This work builds into the broad strategy for leadership development across the national church.

2. Graduate Leadership Program

The first cohort from this program graduated in mid-2017. Two further cohorts are continuing their studies. The next cohort will be selected to begin the program in early 2018. Each cohort consists of around 14 participants. The programs works with people from within the Uniting Church to develop their strategic leadership skills within a Uniting Church ethos.

3. Youth strategy

a) Next Gen leadership

A new 0.25 position was created to assist the Multi Cross Cultural Reference Group to equip next generation leaders in the CALD communities. This position reports to the associate general secretary. In consultation with the Multi Cross Cultural Reference Group, Noah Kim commenced in mid-September 2016 and began mapping out an appropriate program of work. This is being seen through the Next Gen Arise program, details of which can be found here: <https://www.facebook.com/nextgenarise/>

b) Easter Madness

The Easter Madness project embarked on an early advertising campaign, including fundraising to assist those from outside of the South East Queensland corner to attend the camp, with the pay-off seeing the camp oversubscribed with 218 registered delegates (planning was for 180!) The success was due in no small part to the collaborative genius of the organising team. The program will occur again in 2018.

c) Digital Youth Discipleship

Steve Molkentin commenced in October 2016 in a full-time position as the Digital Youth Discipleship Officer. A major platform of the work *BreadFishToo* was launched at Easter Madness 2017 — a digital community targeted at a dispersed community. This is a chance for young people to be a part of ‘bigger’ church, no matter where they are.

d) Country Madness

In April 2017 the Country Madness team gathered at Seaforth (near Mackay). They had 34 campers registered from Mackay, Townsville and Sarina; 16 leaders and two guests (keynote teacher and support person) from Melbourne. Gathering 52 people for this camp is a great effort for a first-time event.

Challenges/risks as we progress

The lack of strategic frameworks for a number of our significant activities is a real risk. The question about how we are a church in the community is one that needs to be addressed at all levels of the church, including the Synod where significant resources are utilised.

The unsustainability of our current funding models is also a matter that requires significant work, but must be tied to the development of comprehensive strategies for the whole of the church response to its current challenges.

This work will be the primary focus for the general secretary over the next term.

Proposal

It is proposed that the 33rd Synod receive this report.

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FINAL REPORT



PURPOSE:

The Safe Ministry with Children final report summarises the history, learnings, and achievements of the Queensland Synod's investment in this area of work. It provides projections relating to ongoing requirements for meeting obligations under the *Working with Children (Risk Management and Screening) Act, 2000* (the Act) and *Working with Children (Risk Management and Screening) Regulation, 2011* (the Regulation) in a sustainable and demonstrable manner.

BACKGROUND:

The Queensland Synod has invested in providing support for safe ministry with children over several decades. The brief history 'snap shot' is outlined in Table 1 below. Within this context, the current report is focused on the period from July 2014 to July 2017, and will outline the progress of the work undertaken during that timeframe. The current report will focus on the achievements, challenges, learnings and recommendations of the preceding work, with a view to informing strategic frameworks and future investment which support this work.

1998	The first "Child Safe Church" branded manual was published by the Youth and Children's Ministry Unit (YACMU) within the Queensland Synod, accompanied by a training package that was presented in 3 parts over 3 years.
2000	The manual was revised, and in 2006 it was re-written with a new training program also introduced.
2006	Responsibility for Child Safe Church was transferred from YACMU to the Department of Finance and Property Services (FAPS)
2008	Queensland Synod's Child Safe Church Policy and Procedures was reviewed, and the ChildSafe™ system (which provided resources such as practical written guide books and access to online records management, forms, and information and training programs) was introduced.
2006-2010	FAPS employed a series Child Safe Church Officers in a part time capacity over this period.
mid-2010	The Queensland Synod Child Safe Church Officer was not replaced due to an apparent lack of demand for their services.
2010	Currency of information relating to child safety, provision of training and advisory services to Presbyteries and congregations was maintained by the Queensland Synod's Risk & Insurance Manager, in addition to other aspects of their more substantive role.
2014	Synod Standing Committee appointed a full time Child Safe Church Administrator with a view to being able to develop capacity and demonstrate compliance with Child Safe Church, statutory obligations and community expectations.
2016	Focus changed from Child Safe Church to Safe Ministry with Children – new materials available in March 2016 and launched at Synod in Session
2016	September - Safe Ministry (children) Administrator changes to part time
2017	July – Safe Ministry with Children transitions to sustainable model

Table 1: Brief History of the Queensland Synod's support for safe ministry with children – 1998 - 2017



OUTCOMES

THE SAFE MINISTRY WITH CHILDREN MODEL - CHANGING THE FOCUS FROM 'COMPLIANCE' TO 'CALL'

The Safe Ministry with Children model (Diagram 1) acts to enhance the culture of the church, so that we are better equipped to deliberately conduct ministry safely. The Safe Ministry with Children Policy, Processes and Tools support congregations to fulfil their vision for children's ministry in a way that meets the legislated standards, and is the result of a major shift in focus in response to evidence gathered from reviews of literature and current practice. The development of this bespoke model for conducting activities with children in the Queensland Synod has resulted from researching the evidence of 'what works', and listening to 'what will work here'. Though this a shift in focus from compliance to call, the intent is to reengage and ultimately increase compliance by demystifying the requirements of the legislation, and providing clear policies, process and tools. The key priority areas within this model include Awareness; Robust systems; Record keeping; Capacity development and Cycle of review.

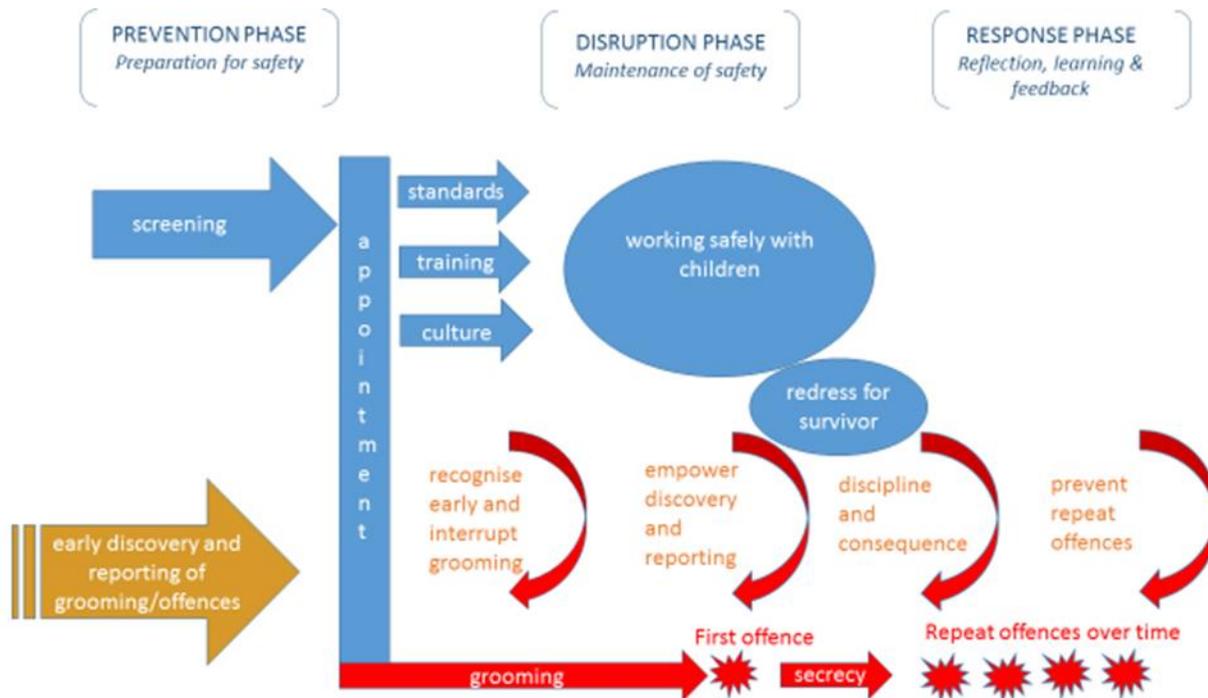


Diagram 1: Safe Ministry with Children model.

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A multi-strategic, public health approach was utilised to engage with stakeholders, assess the suitability of the current approach, and determine future action. Consultation and collaboration are seen as one of the major success factors to the ongoing transition to a sustainable model. The establishment of the Safe Ministry with Children Reference group provided the Administrator with a conduit for advice, consultation and reference through the process of change. Meeting every second month, the group comprised Presbytery Chairs, Presbytery Ministers, key Presbytery staff, supporting safe ministry, and key Synod staff. Members were seen as the change facilitators, who were in a position to inform, shape and support the future of the work. Members were highly collaborative, responsive and informative throughout the duration of this body of work.

Through initial [consultation](#) with congregations, it became evident that the previous approach (Child Safe Church), though well informed, was not engaging congregations. The [2015 audit](#) requested by the Synod Standing Committee, precipitated the move from the ChildSafe™ system to Safe Ministry with Children. The [2016 audit](#) consolidated the shift and through a cycle of gathering and responding to feedback from congregations and Presbyteries, the Safe Ministry with Children suite of tools, was developed and launched in March 2016. The Safe Ministry with Children approach clearly supports and is linked to the strategic priorities set by the 32nd Synod: Christ centred, discipleship, leadership development, community connection and youth, children and families. The new resources would be reviewed annually to ensure an appropriate fit, and compliance with legislative requirements, developments from the Royal Commission and the Uniting Church Assembly. The qualitative information gathered through the consultation process is summarised below:

- The shift to Safe Ministry with children has provided us with an opportunity to visualise how our ministries with children, young people and families may be shaped to be strong and vibrant
- The shift away from a compliance focus to a more Christ centred focus is essential to reigniting passion for safe ministry with children
- Compliance is dependent on capacity development and leadership development
- In the absence of consistent leadership and support, engagement and congregations become discouraged and compliance is diminished
- We need to keep Ministers, Church Council Members and Presbytery support personnel supported and well informed, so that as they are approached for support and guidance, their responses are appropriate and consistent

The transition is seen in the progression from the state in 2014 where congregations felt that the focus was on compliance, which corresponded to low compliance; to the current state where the focus is on calling (Diagram 2). That is not to say that we have achieved the desired end state, but we have embarked on an approach to achieve it.



Diagram 2: Progress over time, an Enterprise Architecture depiction

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BENEFITS REVIEW

The quest is to gain an improvement in compliance as a result of increased engagement and shift in focus, and so far, qualitative feedback reflects a positive response from congregations and Presbyteries. A survey of the key stakeholders was conducted, to elicit views about the benefits of the current work, and visions for future investment. A set of five questions were asked, the first two in relation to the benefits:

1. In your opinion, what have been the most significant changes in relation to this work?
 - Everything is a lot clearer, and easier to adopt. The process towards compliance is clear for church councils, ministers etc
 - A network of communication and support has been established through the Reference Group, and ongoing collaboration between the Presbyteries and Synod stakeholders,
 - The development of a customised and comprehensive model for Safe Ministry with Children, which is congruent with the values, Regulations and processes of the church, meets Legislative obligations and the benchmarks of the Royal Commission's recommendations,
 - Negotiation and establishment of a sustainable process for recording and processing blue card registrations for stipend recipients,
 - Role definitions and interactions between Presbyteries and Synod in relation to safe ministry with children have been strengthened, and
 - A cycle of continuous improvement has been undertaken, whereby annual audits against the requirements of the Regulatory Body, the Assembly and the Royal Commission have been completed
 - Our ministry is growing
 - People are very pleased to know what to do in case of an incident
 - People are more likely to report now as a result of this training
 - We recognise grooming more a result of this work
 - Overall getting the processes for steps for reporting and raising awareness of being safe in ministry with children
 - A competent person to lead this important journey
 - The creation of the Reference Group where there is opportunity to explore legal requirements and how that will actually look on the ground and if it is workable.
 - The annual reporting has helped congregations to be accountable and know what they need to do.
 - For Calvary Presbytery, the Synod has offered us a framework, a set of policies and useful resources that now makes it clear to us the responsibilities that we have in the area of Safe Ministry with Children. This was not in place for us two years ago. We have had one successful training day as a Presbytery using the resources which you have given us. We have adapted these where necessary, but they have been very good to have.
 - Streamlining and making sure most people are on the same page.

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- B.C.A.L.M.R.E.S.P.O.N.D and the toolkit for ministry agents
- 2. What challenges to safe ministry with children do you feel have been overcome during this work?
 - In the past it was "too difficult" and was ignored by some
 - We've started breaking down silos – now working in a more partnered way and having more access to information, and less complicated processes
 - Safe media requirements
 - Individuals understanding the importance of safety for all people involved in ministry – Network of Shared Guardianship.
 - Seeing the light bulb come on when the relation to the paper/legal and the safety of children.
 - We have been able to implement the policies and procedures in a number of ways, but we still have a way to go. The granting of Blue Cards has been done in nearly all of the areas required. But some of the other paperwork is too onerous and not able to be understood in the places where English is a second language. It will take time to get more appropriate resources together. In addition, some church premises are not up to safety standards, but we are gradually up-grading, the main limits being a lack of capital development funds to do the necessary work.
 - It's hard to know if you've achieved the desired goals with so many people involved, but we've tried to make sure that resources are simplified for people at every level

PRODUCTS

The development of the customised model included the review of published literature about why people offend in institutional settings, including publications from the Royal Commission into Institutional Responses to Child Sexual Abuse. The review of literature, along with the Appreciative Inquiry survey of congregations' attitudes to ministry with children, and annual audits informed the development of, and quality improvements to the Safe Ministry with Children policy, processes and tools.

TRAINING: In the February 2016 Reference Group decided to focus on ensuring that by the end of 2016, all individuals influencing, informing and/or conducting activities with children, (congregations, ministers, presbyteries and synod support staff) understand and use Safe Ministry with Children resources to do so. In the move away from Child Safe Church to Safe Ministry with Children, access to online training has been lost. Since the transition, a range training modules have been produced, Presbyteries have developed training strategies which fit the nature of their demographic, and have supported facilitators to deliver face to face [training sessions](#). There are plans to provide a mixed model of training so that there is increased choice and access, thus Safe Ministry with Children training modules will ultimately be available via the Synod's Online Training Platform, with interim measures to address this shortfall in the meantime. There are plans to strengthen the network of training facilitators as part of this mixed model approach. Since its inception Presbyteries have conducted 116 face to face training sessions for congregations, to 2,104 participants from 835 congregations. They have also conducted workshops for facilitators and church council members, culturally appropriate training, blue card awareness workshops.

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#	Product name	Description	Comment
1	Literature review	To investigate the nature of offending behaviour in institutional settings	One-off document used to inform the development of resources
2	Safe Ministry with Children (SMC) Policy	Overarching document – scope includes congregations, ministry agents and activities conducted by Presbyteries and Synod, for children	This, along with the Processes and tools, is the church’s ‘Child and Youth Risk Management Strategy’ required under legislation, and reviewed annually in line with dictates of the Act
3	SMC Processes and tools	Suite of supportive resources to support implementation of the policy	Reviewed annually in line with dictates of the Act. See Appendix 1 for more detailed information about the current work .
4	SMC Website	One-stop-shop with links to SMC information, processes and documents	Reviewed and updated each time there is a change in information
5	Report abuse	Online facility for reporting abuse, supported by 1800 telephone response	Reviewed and updated each time there is a change in process
6	SMC Training modules and supportive tools	Suite of training resources under ongoing development as part of the capacity development strategy	This work is ongoing and as yet incomplete.
7	Information bulletins	Periodic information sharing via Uniting News and direct email updates as part of the communication strategy	This is ongoing
8	Annual Compliance Summary	Summary of annual audit results. Is inclusive of congregations, Presbyteries, Synod, schools and agencies	This comprehensive ‘whole of synod’ review is broader than the scope of SMC. It enables issues to be identified and addressed, and informs the Property Trust of progress and compliance levels
9	Annual Policy Review	Assessment of SMC policy, processes and tools against the Assembly’s Framework, Royal Commission’s Elements of Child Safe Organisations, and State Government’s self-assessment checklist for compliance with the Act.	This comprehensive review highlights areas of achievement, and areas for future development.

Table 2: Products



FOLLOW-ON ACTIONS

TOWARD SUSTAINABILITY- SAFE AND STRONG YOUTH MINISTRY

Beyond the abovementioned outcomes, benefits and products, a number of additional 'significant changes' have been identified for ongoing attention and continuous improvement. Continuous improvement is more than an ideal to which we aspire, it is a requirement of the Working with Children (Risk Management and Screening) Act, 2000. Using evidence upon which to base our improvements, we must continually transition from what was, to what needs to be (Diagram 3).



Diagram 3: Toward sustainability, an Enterprise Architecture depiction

This progression has been informed by the results of audits, recommendations and reports emanating from the Royal Commission, Legislative requirements, and academic literature. While it could be said that this work is in a constant state of transition, the evidence gathered over the past three years can inform the future strategic investments in safe ministry. From the stakeholder survey the following responses were gathered in relation to the future of this work:

1. What challenges still exist?

- Keeping the momentum going, updating as necessary, keeping up with changes- especially with govt/legal requirements
- Some people still challenge and question things, for example the requirement of blue cards. But we're in a climate of increased awareness and increased questions – it's very good, we're more equipped to answer those questions.
- Communication within and between presbyteries – not just the people in key positions, but the people down the line.
- Still getting people to do Safe Ministry with children training.
- We still need to do more to engage with, resource and support the multicultural parts of the church
- The scope of this policy is congregation's presbytery and synod. Legislation applies to all entities, therefore Synod should continue to monitor what's going on in the other spaces where we interact with children
- We need to be able to say with confidence that our children's' ministries are vibrant safe and strong
- Maintaining the ongoing training – we don't become complacent

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- Ministry agents understanding the reporting of harm/disclosures
- I am not convinced we have moved from compliance to call.
- We still have a way to go in training people how to deal with incidents and issues.
- Specific training is needed for ministers and Presbytery officers.
- Though we are on the journey we have not yet broken the back of cultural change so we still need someone dedicated in the Synod space to facilitate this.
- The Safe Ministry with Children is a part of Safe Ministry per se and we need to broaden that frame to assist the reframing as mission and call rather than compliance.
- There is always an ebb and flow in children's/youth ministry leadership in Aboriginal communities. Keeping up-to-date with this is sometimes difficult. We have been hindered to some extent by not having ministers or qualified pastors in some of our congregations who can provide the necessary day-to-day oversight and encouragement.
- For a rural Presbytery with diminishing numbers of people, it is difficult for people involved in leadership and in children's ministry to focus on a broader view than the work in their own congregations. It is difficult to develop and sustain people's commitment to a Presbytery wide network.
- There is still reluctance to engage with the philosophy/requirements of training, particularly those on Church Councils but this is changing. Some congregations struggle to find someone locally who can conduct the training
- Ongoing support for witnesses and interactions and persons of concern and the informant – pastorally and within the congregation
- Managing situations when cases are in limbo for a duration of months or years
- Transitions of ministers, ensuring information is passed on to new ministry agents regarding persons of concern.
- Accessing information about persons of concern via a central register in Synod
- Knowing how the church know the result of an allegation regarding an investigations so that a person under investigation can resume or not, how does that information get shared.
- Making sure people in congregations see the seriousness of this and don't keep going back into the old resistant ways.
- I think the Blue Card processes still need some work, raising awareness for people in congregations who are generally unaware of the logistical requirements; retired Ministers who may see themselves as volunteers; stipended persons thinking that replacement cards will be issued quickly; stipended persons still not realising that Synod must sign off the applications.
- There should be more trained facilitators of the training. This I think is a must and needs to be given priority. Personally I am not convinced about On Line learning for this sort of thing and prefer to be hands on.

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2. What is your vision for sustainable safe ministry with children?
 - Support for improved communication within and between presbyteries
 - I'd still like a process to be in place where we can ask questions and keep updating if things change.
 - Online training - at every training I do someone asks about online, but there is also others who say that the discussion is so important
 - Safe Ministry with Children could support and dovetail with the establishment of intentional church communities
 - To maintain the employment of an Administrator who has the passion for safe ministry
 - In often troubled and conflicted Indigenous communities, the church is the one place which can be a place of safety and reconciliation. This is our vision and commitment.
 - In our Presbytery, we would value:
 - A full time Synod appointment that facilitates a state-wide network to support the ongoing development and review of SMC and who is available for advice, support and, when appropriate, training.
 - The same flow of information from Synod on changes and updates in SMC - the communication methods do need to include provision for the small number of congregational leaders who do not have facility with digital communications.
 - A Synod commitment to staffing the SMC role for the next 5 years.
 - A system of constant reflection, annual review, training for all parties including ministry agents, church councils, leaders and helpers
 - Clear guidelines that are simple to follow
 - Remain strong in the stated shift from Compliance to Calling;
 - Work to maintain the strong link to the priorities of the Synod – not sure how easy it will be to maintain this in the years ahead but alignment with the general direction of the Church seems useful and productive to me.

3. What else would you like to say?
 - I find the network useful but limited to who can come,
 - It would be good to be broader engagement with training facilitators and people doing the implementing
 - As our awareness, knowledge and skills grow, and potential offenders realise this, they'll be less likely to gain access to children, children will be safer.
 - We've come a long way – if we get it all right we'll encourage (people/ children) back into churches.
 - Lynette's role is so important. We need someone who is working with us as Presbytery people, to be a reference, to continue to update and upgrade training, and to maintain a quality of training to our children's ministry leaders and helpers.
 - We have focused on "Safe Ministry with Children" – let's explore the wider "Safe Ministry" generic - of which children are part

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- Don't apologise for compliance it is necessary
- Thanks for your help and wisdom.
- Thanks for all the work you have done and continue to do.
- Thank you Lynette, I hope you keep your job.
- Affirm Lynette's role in being able to get to this point so quickly. Without her devotion and commitment to this, visiting, encouraging, informing, it could easily have just been set aside to do "sometime"
- My only addition is to reiterate the importance of Lynette having been the person in that role. I don't think others would have had the same passion and drive and ability as her.
 - The work you have done has been vital, and it needs to continue if we're going to have safe places for people to connect.
 - Thanks for all you have done and continue to do.

In her [opening address](#) to the Building Resilience conference 2015, Elizabeth hall articulated the following blockages to culture change which warrant consideration as we proceed:

- Belief that abuse doesn't happen in church
- Desire to keep this within the church
- Not wanting to hear / embarrassment
- Person / family is well-known and respected
- Confusing confidentiality with secrecy
- Difficulty understanding abuse in adolescence
- Slow to develop policies, training, infrastructure
- Belief that church is about forgiveness not condemnation
- Issues surrounding false allegations
- Issues surrounding adult abuse when person isn't deemed vulnerable
- Difficulty keeping up with new legislation, trends and patterns of abuse e.g. social media
- Interface with secular organisations such as government agencies, and then their response confirms these fears

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The ongoing strategic intent of Safe Ministry with Children is twofold, and made explicit in the goals, (Table 3), bodies of work, both routine (program) as well as time limited (project) which fit within the outlined objectives: Awareness, Robust systems, Record keeping, Capacity development, and Cycle of review. It is important that the feedback from the stakeholder survey be incorporated into the planning activities for the future of this work.

Goals:	<ol style="list-style-type: none"> 1. To ensure that in our ministry and mission with children we are strongly aware of our responsibilities with respect to safe ministry and mission with children. 2. To provide and resource robust systems which support a culture in which children can safely experience the love of God for them.
Drivers: Internal and External	<ul style="list-style-type: none"> • Assembly expectation that Synods oversee the fulfilment of our mission sharing the kingdom of God with the world. • Presbytery and congregation expectation that Synod provides resource and training to enable safe ministry. • Ministers' expectation that the Synod will provide a cohesive framework (policy, process and tools) within which to conduct ministry. • Agency and school expectation that Synod provides a coherent policy framework. • Community expectations built out of the experience of the Royal Commission. • Government expectations – funding bodies, legal frameworks, including but not limited to the <i>Working With Children (Risk Management and Screening) Act 2000</i> (Qld) (the Act) and the <i>Working with Children (Risk Management and Screening) Regulation 2011</i> (Qld)(The Regulation).
Objectives:	<ol style="list-style-type: none"> 1. Awareness: <ol style="list-style-type: none"> a. Continuation of the established informative communication strategies, and ongoing collaborative networks. This includes the Safe Ministry with Children Reference group meetings, information bulletins, and collaboration processes which support the review cycle. 2. Robust systems: <ol style="list-style-type: none"> a. The continued annual review of Safe Ministry with Children, necessary to meet legislative requirements. b. Ongoing work toward harmonisation with the Regulations and processes of the church, Legislative obligations and the benchmarks of the Royal Commission's recommendations. c. Continuous improvement of the system including the development of resources to address areas of deficit identified in the annual review, respond to recommendations of the Royal Commission and adhere to frameworks introduced by the Assembly / National Task Group. 3. Record keeping: <ol style="list-style-type: none"> a. Records of training, blue cards, allegations and offences. This body of work requires ongoing research and support so that sustainable processes and tools are available and utilised. 4. Capacity development

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- | | |
|--|--|
| | <ul style="list-style-type: none"> a. Continued engagement, both proactive and responsive, to support key personnel in Presbyteries and Synod. b. Mechanisms to achieve knowledge transfer and develop capacity for succession planning. c. Ongoing development and roll out of the SMC training strategy, including <ul style="list-style-type: none"> i. Reviewing existing training modules and developing additional modules ii. Supporting the network of face to face facilitators iii. Utilising an interim online learning platform to ensure better access to learning until such time as a transition to the Synod's Learning Management System is undertaken. d. Expanded engagement with other Synods to enhance learning and sharing of resources, toward the shared goal of harmonisation. <p>5. Cycle of review</p> <ul style="list-style-type: none"> a. A continuation of the annual audit cycle to monitor compliance with legislative and church frameworks for all entities within the Synod (including Agencies and Schools). b. Streamlining audit processes with the Assembly audits in order to minimise approaches to entities for audit purposes. c. Measures to ensure that the review process is inclusive of allegations and offences have been recommended by the Royal Commission and should be taken into consideration. |
|--|--|



Measures:	<ol style="list-style-type: none"> 1. Communication plan annually reviewed and implemented (as required under the Act) 2. Annual review of policies, processes and tools (as required under the Act) against benchmark standards 3. A suite of training modules is available via online and face to face delivery; A network of training facilitators is established and supported; Presbyteries are supported to select and train their facilitators 4. Regular compliance reviews with entities/stakeholders (as recommended by the Royal Commission) – Every 2 years, on a rotational basis.
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Table 3: Current State 2017

LESSONS LEARNT

As we transition to the next phase of this current work, the feedback gathered through the survey and audit process to date is noteworthy. This review process has acted as a monitoring mechanism and provides an ongoing report card which tells the story of our progress in developing a culture of care. The 2014 survey used an Appreciative Enquiry approach, to provide a snapshot of challenges and strengths for congregations conducting child and youth ministry within the Synod at that time. From the strengths identified in the 2014 Survey, the following aspirational elements (strengths) are built into the Safe Ministry with Children model. Safe Ministry with Children:

- Provides overarching structure, process, uniformity and safeguards
- Enables congregation's strong commitment to ministry with children, youth and families, to be expressed as a part of their Mission Plan, and supported by both Presbytery and Synod
- Encourages intentional team planning for regular programs as well as special events
- Facilitates appropriate, well trained, prepared, leaders who are actively valued and supported
- Utilises a process to consider gifting when identifying potential leaders and giving them roles and responsibilities.
- Enables interesting and engaging activities and events to be provided as part of ministry with children
- Empowers positive relationship building, both interpersonal and spiritual
- Ensures children are valued, in a positive environment of tolerance, love, involvement and acceptance
- Encourages a focus on all ages and abilities, with children as a legitimate and contributing part of the whole
- Enables the congregation to involve children, parents and family members in all aspects of ministry with children and young people, and encourages their participation to the level with which they feel comfortable

This body of work identified the following challenges, which Safe Ministry strategies have started to address, act as a reminder of what we may see in future if congregations again become disenfranchised:

- Congregations may struggle to demonstrate compliance with legislative requirements

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- Access to information may not always be easy
- There may be confusion about the requirements of legislation, policy and procedure
- Resourcing and consistence may be difficult for many

Further investigation in the 2015 audit reinforced that congregations had become disenfranchised with Child Safe Church, with only a handful able to demonstrate compliance with the stated mandatory requirements. This body of work highlighted:

- The addition of a hierarchical structure (Child Safe Church) was not congruent with how things are done in the Church,
- The absence of ongoing consistent support for capacity development (from 1998 to 2014) was a contributing factor to the low levels of compliance,
- In order to re-engage congregations and increase demonstrable compliance, the redesign of the resources needed to reflect the feedback from congregations and meet their needs, this would work best if accompanied by a capacity development approach.

We are now seeing a model based on relationship, supportive of the way decisions are made within our church, and centred on the congregations call and mission. The model has monitoring and evaluation functions, and is responsive to changes in the evidence base and regulatory requirements. There is need for further investment in the development of capacity and networks which support knowledge transfer and sustainability.

PLANNING FOR THE FUTURE

For the remainder of 2017 the focus will be on consolidating the strategy with a view to making recommendations for sustainable implementation into the future. The Safe Ministry with Children Reference Group will consider what Safe Ministry with Children looks like in 2018 and beyond and how the follow-on actions will achieve this. Interim actions will include:

- Ensuring alignment with the Strategic Priorities of the 32nd Synod in Session
- Operational alignment within the changing structure of the Synod Office,
- Continuing the capacity development and training strategies,
- Continuing the cycle of review which is mandated by legislation,
- Addressing the deficits revealed in the 2016 review, (e.g. increasing awareness amongst non-English speaking/English as a second language congregations) and
- Defining the future vision, milestones and goal posts

As a matter of course, all of the actions and recommendations associated with this body of work will be supported by strategic documents which provide rigour to the work being undertaken and planned.

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Document Review History

Version Number	Date	Reason	Author	Consulted	Approved
1	03.06.2017	Completion report, Transition areas identified	Safe Ministry (children) Administrator	Presbytery (Safe Ministry) reference group Presbytery Ministers' Nominee – Royal Commission Task Group Risk & Insurance manager Acting Team Leader – Legal and Governance Human Resources manager Business Change and Transition Manager	General Secretary



Summary Church Life Profile

Uniting Church QLD

A summary report about the vitality of local churches who took part in the 2016 National Church Life Survey

This report provides a summary of results about the people of the churches in this region, what they value and prioritise, their gifts and skills, how they relate to God, each other, and the wider community, as well as vision, innovation and leadership culture.

The survey results are based on 6,320 adult attenders aged 15 years and over in 113 churches, and 349 children aged 8 to 14 years, who completed the 2016 National Church Life Survey.

Note: The Child Survey was optional, so not all participating churches with children may have ordered/returned forms.

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The People of This Church



DEMOGRAPHIC PROFILE



63% of all people are female and 37% are male

35% of all people have a university degree



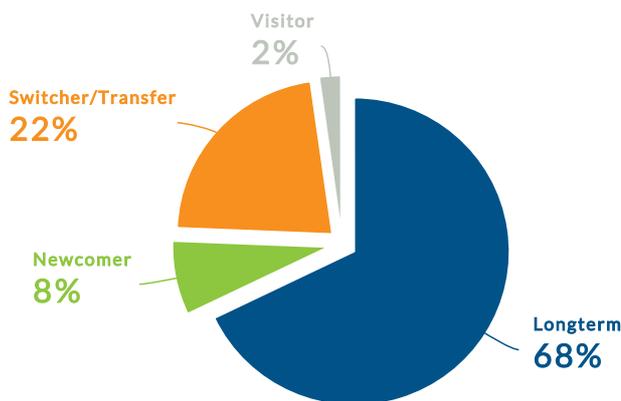
25% have a trade certificate, diploma or associate diploma



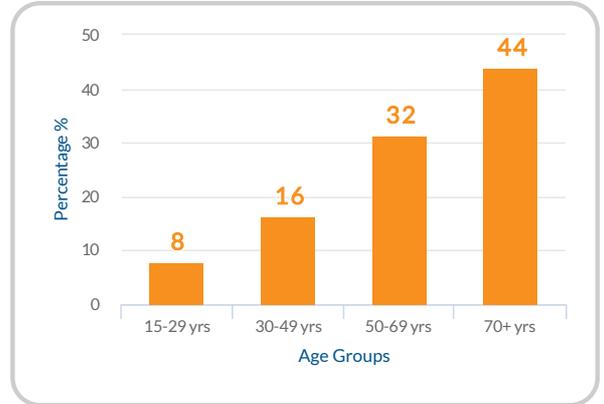
39% have primary or secondary school education



CHURCH BACKGROUND and ATTENDANCE



The AVERAGE AGE of people is 62 years



76% of all people were born in AUSTRALIA

24% were born overseas



11% speak a language other than ENGLISH at home



31% of attenders are new arrivals to their church in the past five years.

96% attend church worship services at least monthly



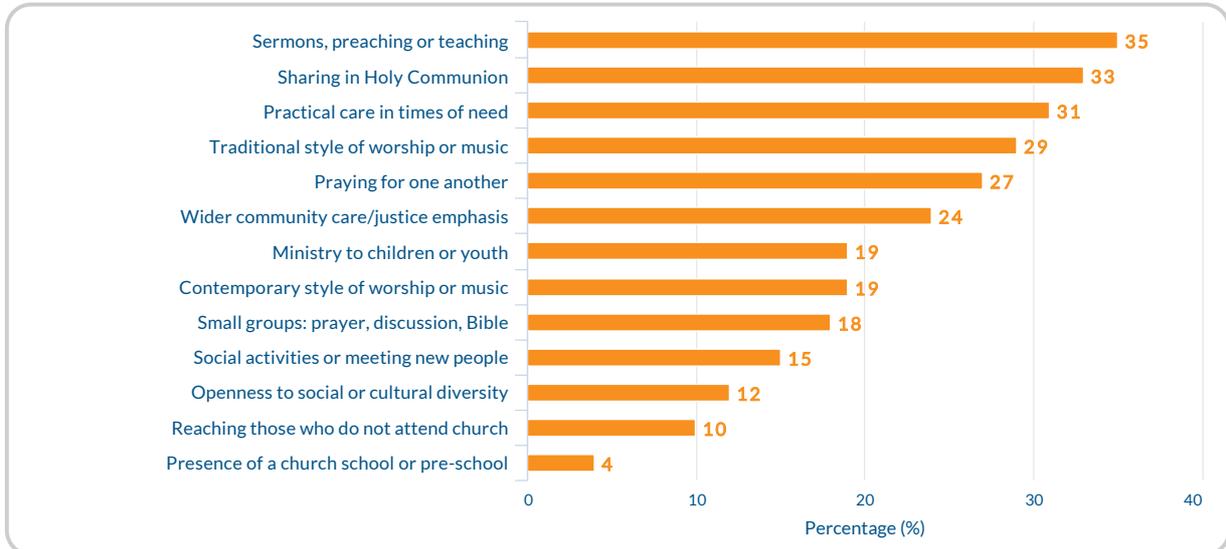
You in 2016 - Uniting Church QLD (UA300000, 6320 forms, 349 child forms, 113 churches)

What People Value and Prioritise



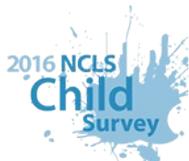
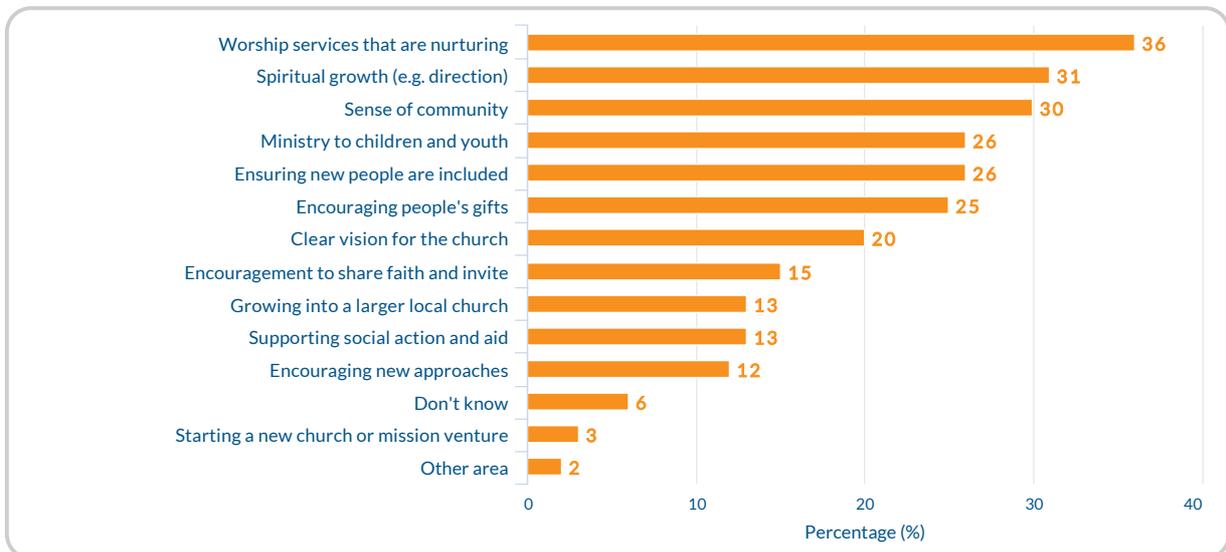
WHAT PEOPLE VALUE ABOUT THEIR CHURCH

Attendees most value 'Sermons, preaching or Bible teaching' and 'Sharing in Holy Communion/the Eucharist/Lord's Supper'



FUTURE PRIORITIES

Over the next 12 months most attendees would like priority given to: 'Worship services that are nurturing' and 'Spiritual growth (e.g. direction)'.



CHILDREN'S VIEWS ABOUT GROUPS

When asked about groups for children and youth, the children most like:

- Playing games **91%**
- Being with people my own age **81%**

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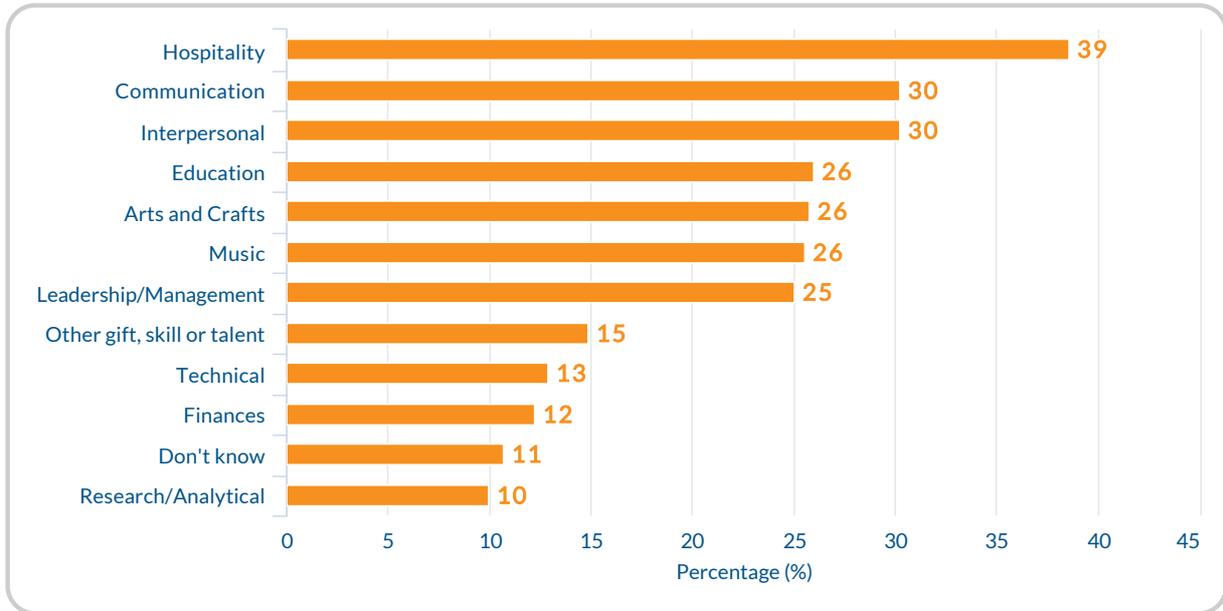


People's Gifts and Skills

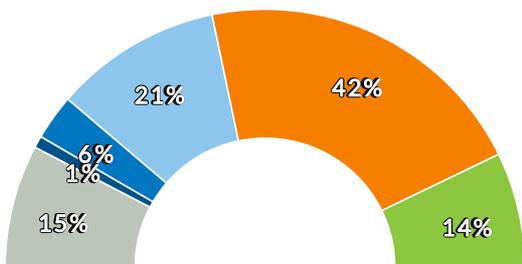


USE OF GIFTS and SKILLS

Attendees most commonly identified their gifts or skills as "Hospitality: welcome, host, provide food" and "Communication: write, edit, speak"

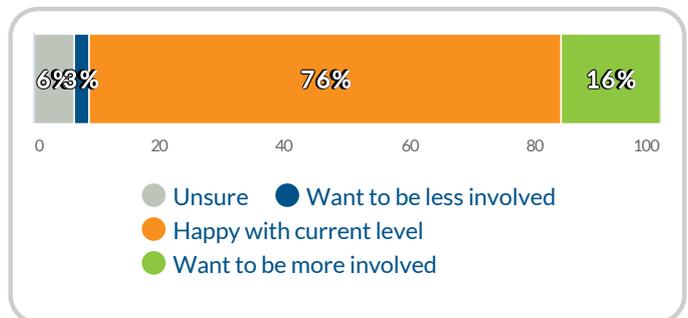


57% of attendees agree that their GIFTS, SKILLS AND TALENTS ARE BEING USED WELL at their local church

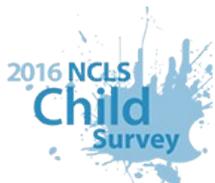


● Don't Know ● Strongly Disagree ● Disagree
● Neutral/Unsure ● Agree ● Strongly Agree

16% want to be MORE INVOLVED at their local church



● Unsure ● Want to be less involved
● Happy with current level ● Want to be more involved



GIFTS & SKILLS OF CHILDREN

Children most commonly identified "Being kind to people who don't have any friends yet" and "Having lots of new and different ideas" as their gifts and skills.

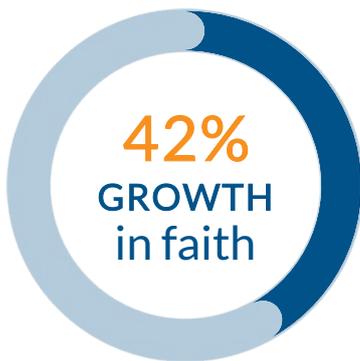
You in 2016 - Uniting Church QLD (UA300000, 6320 forms, 349 child forms, 113 churches)

How People Relate to God

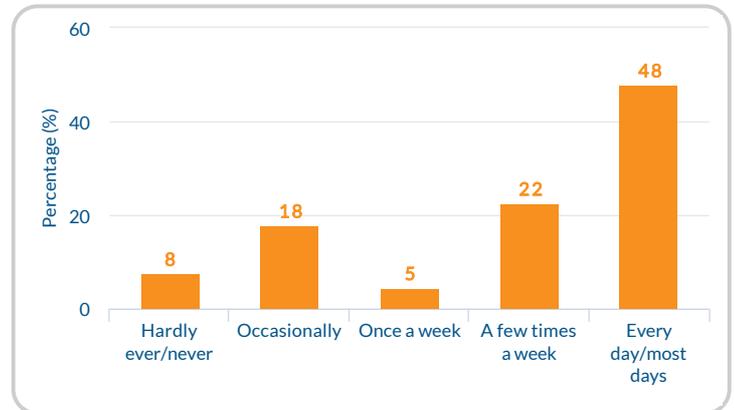


PERSONAL FAITH

42% of attenders said that they had experienced much **GROWTH IN FAITH** in the previous 12 months



48% spend time in **PRAYER, BIBLE READING, MEDITATION** everyday or most days



IMPORTANCE of GOD in people's lives:

"God is more important to me than almost anything else" **35%**

"God is the most important reality in my life" **48%**



CHURCH WORSHIP SERVICES

During church worship services, attenders always or usually experience:

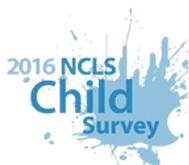
MUSIC
they appreciate



GROWTH
in understanding of God



Being challenged to
TAKE ACTION



CHILDREN'S VIEWS OF GOD

Children agreed:

God helps me to lead a better life **84%**

I know that Jesus is very close to me **79%**

How People Relate to Each Other



BELONGING and INVOLVEMENT



90% of people have a strong sense of belonging to their local church

87% found it easy to make friends within their local church



Small prayer, discussion or Bible study groups

35



Fellowships, clubs, social or other groups

49



Evangelistic or outreach activities

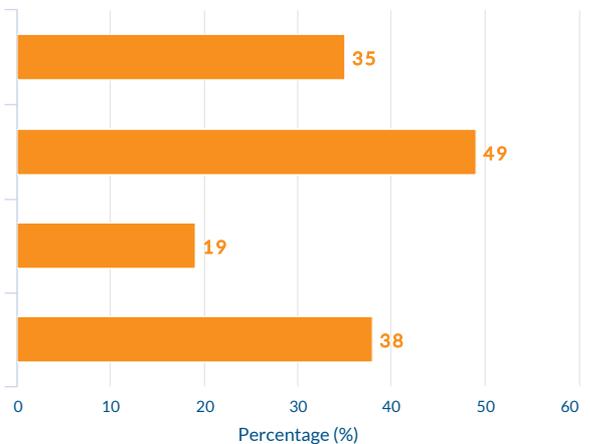
19



Community service, social justice or welfare activities

38

People in local churches are involved in various local church groups



SATISFACTION with LOCAL CHURCH ACTIVITIES

People shared how satisfied they are with what is offered by their local church:

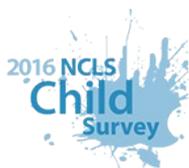
For their own age **80%**

For children aged under 12 years **66%**

For youth aged 12 to 18 years **49%**



SATISFIED

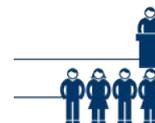


CHILDREN'S RELATIONSHIPS WITH OTHERS

Children feel close to:

Leaders at their local church **50%**

Other children at their local church **57%**



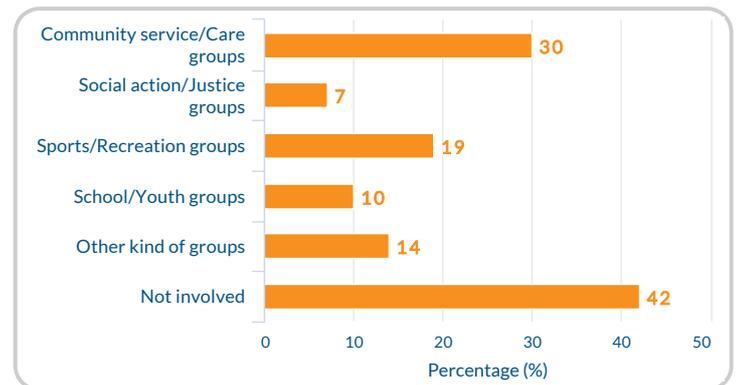
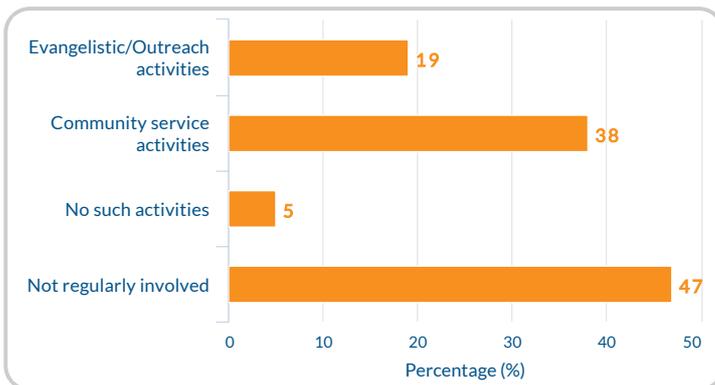
How People Relate to the Wider Community



INVOLVEMENT IN GROUPS

49% of people reach out to the wider community through activities of their local churches

58% of people participate in wider community groups



Note: Attenders could choose more than one option, so percentages will not add to 100%



WORDS and ACTIONS

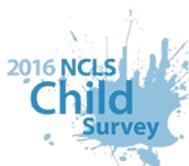
13% feel at ease TALKING ABOUT FAITH with others and look for opportunities to do so

34% INVITED friends and relatives to a church service in this last year



Attenders have made OFFERS OF HELP to others in a range of informal ways →

Informal action in last 12 months	%
Donated money to a charitable organisation	78
Visited someone in hospital	53
Lent or gave money to someone outside your family	47
Helped someone through a personal crisis (not sickness)	43
Given some of your possessions to someone in need	41
Cared for someone who was very sick	30
Contacted a parliamentarian/councillor on a public issue	17
Tried to stop someone abusing alcohol or drugs	11



CHILDREN'S ACTS OF SERVICE & JUSTICE

Children often:

- Talk to their school friends about God **10%**
- Help raise money for poor people **14%**
- Do things to help the environment **35%**

You in 2016 - Uniting Church QLD (UA300000, 6320 forms, 349 child forms, 113 churches)

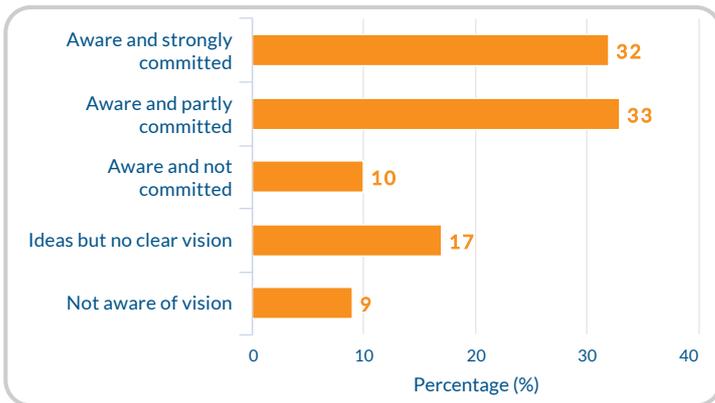


Vision, Innovation and Leadership Culture

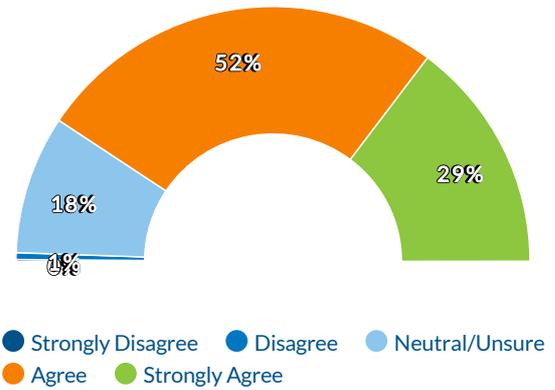


VISION and INNOVATION

32% of people are both aware of and strongly COMMITTED TO THE VISION and goals or directions for their local church

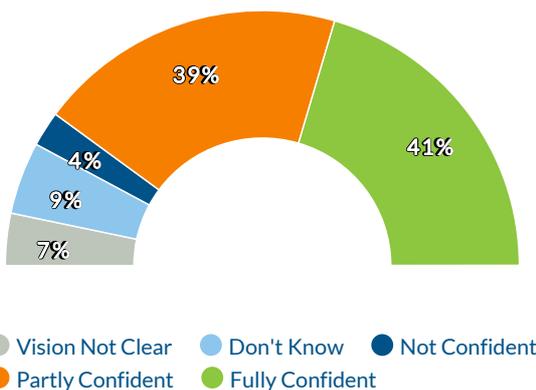


81% agree that they would SUPPORT the development of new initiatives in the ministry and mission of their local church



LEADERSHIP CULTURE

41% are fully confident that their local church CAN ACHIEVE THE VISION, goals or directions set



73% agree that their local church is always ready to TRY SOMETHING NEW

51% of attenders perform a LEADERSHIP OR MINISTRY ROLE

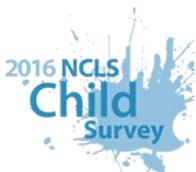
78% agree that their local church has good and CLEAR SYSTEMS for how it operates

Attenders agree:

59% Leaders encourage me to find and use my gifts and skills to a great or some extent

78% Leaders take into account ideas of people at church to a great or some extent

69% Leaders at church inspire me to action



ROLE MODELS FOR CHILDREN

Adults at church (including leaders) are good examples of people who follow Jesus **96%**

Family members are good examples of people who follow Jesus **92%**

You in 2016 - Uniting Church QLD (UA300000, 6320 forms, 349 child forms, 113 churches)