

# SYNOD STANDING COMMITTEE REPORT

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The Synod Standing Committee

## Responsibilities 3.7.4.1

- (d) The Standing Committee is empowered to act on behalf of the Synod between meetings of the Synod in respect of any of the responsibilities of the Synod except such as the Synod may determine.
- (e) The Standing Committee shall deal with matters referred to it by the Synod.
- (g) The Standing Committee shall report its decisions to the next ordinary meeting of the Synod.

# Introduction

The role of the Synod Standing Committee is to ensure that the work of the Synod and the oversight that the Synod offers regarding the Church's worship, witness and service continues between ordinary meetings of the Synod itself.

This report documents decisions of Standing Committee (except some confidential resolutions) since the last ordinary Synod meeting held 30 September to 3 October 2017, and therefore indicates the scope of the Standing Committee's work during that period.

Regulation 3.7.4.1(g) requires the Standing Committee to report its decisions to the Synod meeting. This report details decisions that have been made by the Standing Committee.

The Standing Committee has met face to face on 13 occasions between September 2017 and June 2019. Meetings were held at 222 Pitt Street on Friday from 9 am to 4pm. For membership and attendance, please see [Attachment A](#).

The Standing Committee received regular reports from:

- Synod Boards
- Governance, Nomination Remuneration Committee (GNRC)
- Synod Risk Oversight Committee (SROC)
- Moderator
- General Secretary
- Associate Secretary
- The Pathways project

Over the period covered by this report, several confidential matters were dealt with and are recorded in the Minutes Apart held by the General Secretary.

The work of the Standing Committee commenced with a 2-day induction introducing members to the work of the Synod Boards, an introduction to the responsibilities of GNRC and SROC, and an overview of current work in progress. The induction process also included a workshop which resulted in the creation of an **SSC Values and Behaviours Covenant** establishing a framework for the shared endeavours of SSC members in executing their accountabilities and responsibilities on behalf of the Synod.

During this Synod term, the Synod Standing Committee (SSC) has also considered several significant matters, including:

1. Synod Mission Strategy
2. The development of a sustainable Synod Budget
3. Issues arising from the findings of the Royal Commission into Institutional Responses to Child Sexual Abuse, including
  - a. the entry of the UCA into the Commonwealth Redress Scheme
  - b. the creation of the Assembly Safe Church Unit
  - c. governance relationships with Synod schools
4. Uniting Mission and Education (UME) Transformation
5. Pathways
6. Rural Ministry

As per Regulation 3.7.4.1(g), **substantive decisions** of the Synod Standing Committee are outlined below.

# 1. Synod Mission Strategy

Synod 2017 endorsed the Pathways project as a means of engaging the whole church in the discernment of strategic mission priorities. Pathways commenced work towards the end of 2017 and the project was not expected to conclude until early 2019. In the meantime, a workable strategic framework was needed to guide and focus the work of Synod operations and engagement with presbyteries. This framework emerged directly from the responsibilities of the Synod as those are broadly expressed in the UCA Regulations in terms of supporting and encouraging the mission of the church. Three key pillars were identified:

- growing healthy congregations
- developing vital leadership
- transformative community engagement.

The Synod Mission Strategy has provided a helpful framework for engagement with Presbytery Leaders, Boards and the Synod Leadership Team and was endorsed by the Synod Standing Committee in February 2019. It will be referred to discernment groups as information at this Synod. [Attachment B](#).

# 2. Sustainable Budget

Over many years, financial circumstances within the Synod have seriously compromised the capacity of the Synod to do the work of supporting and encouraging the mission of the church. Successive budget cuts have had major impacts on the work of Uniting Mission and Education, Uniting Resources and presbyteries with consequences for the health and wellbeing of the whole church. Regular reports have been received from the Synod Budget Oversight Committee and Uniting Resources. In May 2019 the SSC approved the Synod Sustainable Mission Budget (59/19SC) forecast. Progress towards a sustainable budget position has been enabled by the repayment of the UFS loan prior to 30 June 2019 which has also enabled funds to be directed to the Growth Fund, an initiative of the previous Synod Mission Plan. Refer [Attachment C](#).

# 3. Strategic Property Policy

A process of review of the plethora of property policies and procedures has been undertaken by Uniting Resources. While this work is ongoing, the SSC has approved governing principles which will apply to all Synod entities in respect of Property Trust assets. Over the next six months, there will be a period of consultative development and piloting of procedures and processes to support the policy.

# 4. Royal Commission into Institutional Responses to Child Sexual Abuse

There were significant learnings for many organisations, including the Uniting Church, arising from the work of the Royal Commission in identifying the organisational shortcomings that led to horrendous child abuse and a lifetime of suffering for so many people. The Assembly and all the Synods worked together to enable the church to respond adequately to survivors and to build the capacity to ensure that child safety becomes and remains a priority.

## Redress

In March 2019, the UCA was officially recognised as a participant in the Commonwealth Redress Scheme.

<https://assembly.uca.org.au/news/item/2984-uca-joins-national-redress-scheme>.

An Internal Redress Scheme for those applicants/survivors who are excluded from the National Redress Scheme and meet the Internal Redress Scheme's eligibility criteria was approved in March 2019.

## UCA – National Safe Church Unit

The National Safe Church Unit is a collaboration between the Assembly and the Synods to educate, equip and support the development of churches and church activities that are safe for children and vulnerable people. This program commenced on 15 April 2019.

## 5. Governance Relationships with UCA Schools

Following publication of the final report of the Royal Commission, the Synod entered discussions with UCA schools to explore options for strengthening the church – school relationship and governance arrangements. These discussions are ongoing.

## 6. Uniting Mission and Education (UME) Transformation

Two independent reviews were commissioned to evaluate governance, leadership and management within Uniting Mission and Education. The UME Board and the SSC worked together to streamline and focus the scope of UME operations in the areas of mission, leadership and discipleship.

## 7. Pathways

The listening campaign and associated research conducted by Pathways affirmed a strong commitment across the church as *followers of Jesus, diverse, inclusive and committed to social justice*. Three priorities were identified for the Synod:

- to clarify the gospel we articulate in the public square;
- to renew our internal relationships so that resources can flow to mission opportunities;
- and, to rebuild our external relationships so that God's love and grace can flow to our communities.

The Synod Standing Committee would like to express its appreciation to Rev. Kath Merrifield, Ms Melanie Dicks and Ms Katie Fisher for their work on this project.

## 8. Rural Ministry

The task of developing effective structural / governance arrangements to support mission and ministry for the western presbyteries remains under discussion with each presbytery. The Secretariat, UR and UME have collaborated with presbyteries to address immediate issues and continue to look at ways to strengthen partnerships.

## 9. Other Administrative Decisions

In addition, the Synod Standing Committee made many administrative decisions in regard to:

- accepting the report on disclosure of potential conflicts of interests by members.
- noting reports of General Secretary, Moderator and Associate Secretary and Boards.
- noting reports from Governance, Nominations and Remuneration Committee (GNRC) and Synod Risk Oversight Committee (SROC).

- appointments to Synod boards, School Councils, Committees and Councils which are made on the recommendation of the relevant appointing bodies, with oversight by the Governance, Nominations and Remuneration Committee (GNRC).
- other administrative matters including approving By-law amendments, noting retirements, recording legal actions and admission of ministers.
- Approved minutes are held in the Secretariat.

# Proposals to the 38th Synod

## 1. IT IS PROPOSED THAT THE 38<sup>TH</sup> SYNOD RECEIVE THE SYNOD STANDING COMMITTEE REPORT

## 2. TERM OF ELECTED MEMBERS OF THE SYNOD STANDING COMMITTEE (SSC)

On the recommendation of the Synod Standing Committee (32/19SC)

The Synod approve the following term of members of the Synod Standing Committee

- (i) the four elected members with the highest number of votes in the ballot be appointed for two terms (i.e. three years and up to Synod 2023) subject to:
  - a. at least one of each gender
  - b. at least one of each Ordained and Lay status
  - c. each to be from a different Presbytery
- (ii) the four identified in point (i) above shall be eligible to serve on the SSC in the second term if they are duly appointed members of that Synod
- (iii) Synod 2021 elect 8 SSC members (i.e. assuming all of the 4 outlined above are eligible to continue as an SSC member - otherwise elect that number above 8 that is required to achieve the 12 elected position)
- (iv) of those elected at Synod 2021, four (4) be elected for two terms and the remainder for one term
- (v) the process of electing 8 members be repeated at each subsequent Synod
- (vi) the maximum continuous term for a Synod elected SSC member shall be 9 years
- (vi) for each SSC, there shall be no more than 2 persons from any one Presbytery.

### Rationale

Synod 2017 endorsed the adoption of a smaller SSC (126/17S). The current SSC has worked effectively across a range of matters and by in large agree that a smaller committee assists in the decision making process.

The Committee are cognisant that the role and responsibility of the SSC is increasingly complex and demanding with an expanding breadth of matters internal to the Synod (for example Mission planning and resourcing; financial viability; support for Presbyteries) as well as externally induced matters (for example increasing risk and compliance responsibilities e.g. arising from the Royal Commission; emerging regulatory requirements, heightened scrutiny by regulators such as ACNC). Each of these matters and more require careful consideration and wise and timely decision making.

Not all matters brought to the SSC for consideration are contained within the 18-month term of the SSC. Some decisions necessarily draw on an understanding of past actions and decisions while others will flow through to the next SSC and beyond.

What has become evident is that notwithstanding the attention given to induction and ongoing 'education' the influx of new SSC members inevitably leads, in the early months of each SSC term, to some slowing in momentum because of the loss of knowledge, context and understanding of the Synod elected members.

Having reflected on these matters, the SSC brings to the Synod an overarching Proposal that should materially enhance the effectiveness of the SSC by introducing the concept of three year terms for one third of the Synod elected SSC members - as shown above.

## 3. ELECTION OF MEMBERS OF SYNOD BOARDS

On the recommendation of the Synod Standing Committee (33/19SC)

The Synod approve that By-Laws 4.3.1 be amended to provide for all Board appointments to be made by the Synod Standing Committee (SSC), effective from the rising of the Synod:

**Current by-law:** "The appointment of Board Members shall be the responsibility of the Synod which shall request nominations from the Governance, Nominations and Remuneration Committee (GNRC)."

**Proposed by-law:** "The appointment of Board Members shall be the responsibility of the Synod Standing Committee which shall request nominations from the GNRC".

## Rationale

Traditionally the Synod in session is requested to vote on the appointment of Synod Board members. Ballots at the most recent Synod meetings have largely been uncontested i.e. the number of candidates has equalled the number of vacancies. As such the Synod's discernment has devolved to whether the candidates receive greater than 50% of the votes cast.

The GNRC advised SSC that the task of identifying suitably experienced and willing persons to serve on Synod Boards is increasingly challenging with tactics such as advertising in Synod publications and direct engagement with Presbytery Chairpersons producing minimal response.

The names of the candidates typically emanate from one of two sources:

- From the various Synod Boards which, through their Governance Committees or via the endeavours of GNRC, have sought out persons with the requisite skills and experience to contribute to the work of the Board.
- Names brought forward independently of the Board initiated search process outlined above. These nominees most typically (but increasingly infrequently) emerge at the time nominations are sought for membership of the Synod.

Nominees identified in this way are still required to undertake the scrutiny and evaluation processes outlined above

In considering the merits of candidates standing for election, Synod members have to rely upon the details provided on the standard Nominations form with no opportunity for questions and more detailed scrutiny within the timetable of the Synod meeting. Further the desire for the ballot to proceed in a manner that is 'safe' for all candidates precludes questions from the floor.

By contrast, nominations of persons to fill Casual vacancies or Co-options to Synod Boards are considered and approved by SSC - as are appointments to School Councils and Synod Committees. The smaller size of the SSC allows for direct engagement with GNRC and/or the Board Chairperson where appropriate and SSC's regular meeting schedule assists in ensuring there is proper and prompt scrutiny and decision making.

The SSC has concluded that the current process whereby Board appointments are undertaken at a Synod meeting does not give full and adequate expression to due process.

On balance, noting that the Synod elects the Standing Committee and entrusts to that body certain decision-making responsibilities, the SSC proposes a change to the By-Laws to provide for the SSC to approve all Board appointments subsequent to the rising of Synod 2019.

## 4. TERM OF APPOINTMENT OF THE MODERATOR

On the recommendation of the Synod Standing Committee (34/19SC)

The Synod approve

a new By-law as follows *"that the term of a Moderator shall be 'for a maximum of six (6) years; subject to an initial term of three (3) years with the potential to extend up to the maximum term following consideration by the SSC of a "Vital Ministry" review prior to the conclusion of the initial three-year term."*

### Rationale

Regulation 3.6.3.1 [c] has traditionally provided that "The Moderator of a Synod shall be elected for such period up to three years as the Synod shall determine ...."

In 2018 a Presidential ruling as to whether that Regulation conformed to the Constitution of the Church. Subsequently the President ruled as follows

"My ruling is that Regulation 3.6.3.1(c) does not conform to the Constitution. This is because paragraph 34 of the Constitution explicitly empowers the Synod to determine the term of a Moderator, whilst Regulation 3.6.3.1(c) purports to limit that term.

The Assembly does not have authority to make a Regulation that is inconsistent with the Constitution”.

The practical implication of that ruling is that each Synod has the authority and responsibility for determining the term of its Moderator.

The SSC has reflected on the Presidential ruling and on the practical implications of the current approach within the Synod to elect a full-time Moderator for a term of three (3) years. It also noted that this approach was introduced following a period where the Moderator was a part-time role with a term of one year. It was further noted that one Moderator has served a term exceeding three (3) years to enable the transition from a 12 month to an 18-month Synod term.

Regulation 3.6.3.2 specifies that the duties of a Moderator shall include, among others:

- [a] giving general and pastoral leadership to the Ministers and people within the bounds (of the Synod)
- [g] speaking on public issues on behalf of the Synod
- [h] representing the Church as may be desirable on public councils and in inter-church councils

Reflecting upon changes that have occurred within the Church and within the secular world in which the Synod takes its place, the SSC is acutely aware of the increasing complexity of the leadership responsibilities, which attach to the Moderator.

Beyond the Church, expectations with regard to the interface with society with engagement with lawmakers and regulators, and with leaders of other denominations - Christian and non-Christian alike - are increasing and also becoming more complex.

Within the Church, the necessity of providing careful, thoughtful pastoral leadership is particularly evident at this point of the Synod's existence and evolution as Congregations, Presbyteries and agencies of the Church face up to the reality of falling numbers; an ageing membership base and well as financial constraints. Conversely, - perhaps even paradoxically - leadership support for new ventures and new pathways is of increasing importance as the Church and the Synod looks to forge a new and invigorated presence.

Against this background, the SSC has concluded that there is merit, benefit and importance in having the flexibility to move, when appropriate, to a model that offers the capacity for a longer period of consistency and continuity in leadership than currently applies.

To give force to this conclusion, the SSC proposes that the Synod approve a By-law that provides the opportunity for the Moderator to serve for a period of up to six (6) years, subject to a mid-term Vital Ministry like review. In reaching this view, SSC does not contemplate that a six (6) year term would necessarily become the norm. However, by having a By-Law that authorises a term of up to that length would provide not only flexibility but also a greater element of certainty than is currently the case where-by any contemplation of a second term (i.e. beyond three years) requires the acquiescence of the Assembly Standing Committee.

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## Contact for report questions:

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## Synod Standing Committee Proposals referred from Synod 2017

The following proposals were referred to the Synod Standing Committee by the 37th Synod (2017). An update is tabled below.

MINUTE	PROPOSAL	ACTION
41/16S 129/17S	<b>RURAL MINISTRY UNIT/ SALT BUSH</b>	SSC in September 2018 (114/18SC) requested the General Secretary to convene a Working Group to: <ol style="list-style-type: none"> <li>conduct a comprehensive review of the Synod's ongoing approach to rural and remote ministry as per 41/16S;</li> <li>develop recommendations for effective structural / governance arrangements to support mission and ministry in the areas covered by the Saltbush presbyteries and, potentially, other presbyteries facing similar challenges.</li> </ol>
120/17S	<b>KOREAN PRESBYTERY REVIEW</b>	Synod 2017 (minute 120/17S) called for a review of the Korean Presbytery. Led by Mr Ted Woodley, the review resulted in a series of recommendations requiring activity from the congregations within the Korean Presbytery. Despite various resources offered, the Korean Presbytery have made very little progress in meeting the recommendations, and so in 2018, the Associate Secretary invited the Korean Presbytery to voluntarily consider dissolution. Members declined, returning with a proposed timeline of meeting the recommendations of the 2017 review. This plan is currently underway with monthly meetings between the Associate Secretary and the leadership of the Korean Presbytery keeping Synod Standing Committee informed of progress. Currently there are 14 congregations and 2 Faith Communities within the Korean Presbytery.
123/17S	<b>PATHWAYS PROJECT</b>	The SSC has received regular reports & the final report was presented in March 2019. (31/19SC)
124/17S	<b>STEPPING STONES</b>	Stepping Stones was replaced with the Synod Structural Review. This review is under the oversight of the Uniting Resources board and due for completion in 2019.
125/17S	<b>PULSE PROJECT</b>	Pulse will be reporting to Synod 2019.
126/17S	<b>STRUCTURE SYNOD STANDING COMMITTEE</b>	Governance, Nomination and Remuneration Committee (GNRC) developed a nomination process that was approved by SSC in March 2019 Refer proposal section of this report.
149/17S	<b>THE PLACE OF CONGRESS WITHIN THE NSW-ACT SYNOD</b>	Full implementation of this resolution has not been achieved but significant progress has been made. The process has been inhibited by delays in the National Congress Review of the Regional Committee. This review is expected to conclude by the end of June & will give consideration to: <ul style="list-style-type: none"> <li>Effectiveness of local ministries</li> </ul>

		<ul style="list-style-type: none"> <li>• Governance</li> <li>• Relationship between the UAICC and the Synod and Presbyteries</li> <li>• Education and Training</li> <li>• Capacity of UAICC leadership</li> <li>• Covenanting</li> <li>• Resources for the work of the UAICC</li> <li>• Regional Committee and its powers as a Presbytery</li> </ul> <p>Several meetings have been held with Regional Committee leadership to clarify expectations and identify capacity gaps &amp; training needs in order to properly equip the Regional Committee to fulfil the particular presbytery responsibilities identified in the resolution. The results of the National Review will inform further work in this area.</p> <p>The process of transferring Congress from UME to the Secretariat has been completed, &amp; a number of operational issues either have been, or are in the process of being, resolved in the remaining Ministry Centres (Broken Hill (Living Desert), Condobolin &amp; Wellington).</p>
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## Synod Standing Committee – Meeting attendance

The Synod Standing Committee met 13 times during this Synod term. The numbers of meetings held during this Synod term and the numbers of meetings attended by each member are outlined below.

Member	Originating appointment capacity	Meetings eligible to attend	Attended	Not attended
Rev. Simon Hansford	Moderator	13	11	2
Rev. Niall Reid	Ex Moderator	12	10	2
Rev. Jane Fry	General Secretary	13	12	1
Mr David Barrow*	Synod Elected	13	10	3
Rev. Paul Cosier	Synod Elected	13	13	0
Rev. Salesi Faupula	Synod Elected (resigned December 2017)	0	0	0
Rev. Bomwook Choi	Synod Elected (Resigned 2 May 2018)	3	2	0
Mrs Sharon Flynn	Synod Elected	13	7	6
Miss Olivia Freeman	Synod Elected	13	8	5
Mrs Sue Graves	Synod Elected	13	13	0
Rev. Danielle Hemsworth Smith	Synod Elected	13	11	2
Mr Ian Lawrence	Synod Elected	13	12	1
Rev. Nicole Fleming	Synod Elected	13	8	5
Rev. Dr Susan Phalen	Synod Elected	13	10	3
Mrs Queenie Speeding	Synod Elected	13	9	4
Mrs Jacki Watts	Synod Elected	13	10	3
Mr Graeme Tolson**	Co-opted (Dec 2017 143/17SC)	12	10	2
Rev. Robert Griffith	Co-opted (June 2018 (82/18SC)	8	7	1
Mr John Collins	Chairperson of the Treasury & Investment Services (TIS) Board (from April 2018)	10	9	1

\*sick leave

Member	Originating appointment capacity	Meetings eligible to attend	Attended	Not attended
Mrs Heather Watson	Chairperson of the Uniting Board	13	11	2
Mr Michael Anderson	Chairperson of the Uniting Mission and Education Board (UME)	13	12	1
Mrs Meredith Yabsley	Chairperson of the Uniting Resources Board (UR) (from October 2017 to February 2018)	3	3	0
Mr John K Martin	Acting Chairperson of the Uniting Resources Board (UR) (in April 2018)	1	1	0
Mr Albert Olley	Chairperson of the Uniting Resources	3	3	0
Mr Ian Gray	Acting Chairperson of the Uniting Resources Board (UR) (from May 2019)	2	2	0
Mrs Dianne Torrens	Chairperson Uniting Aboriginal and Torres Strait Islander Congress Regional Committee (UAICC)	13	11	2

# Synod Mission Strategy

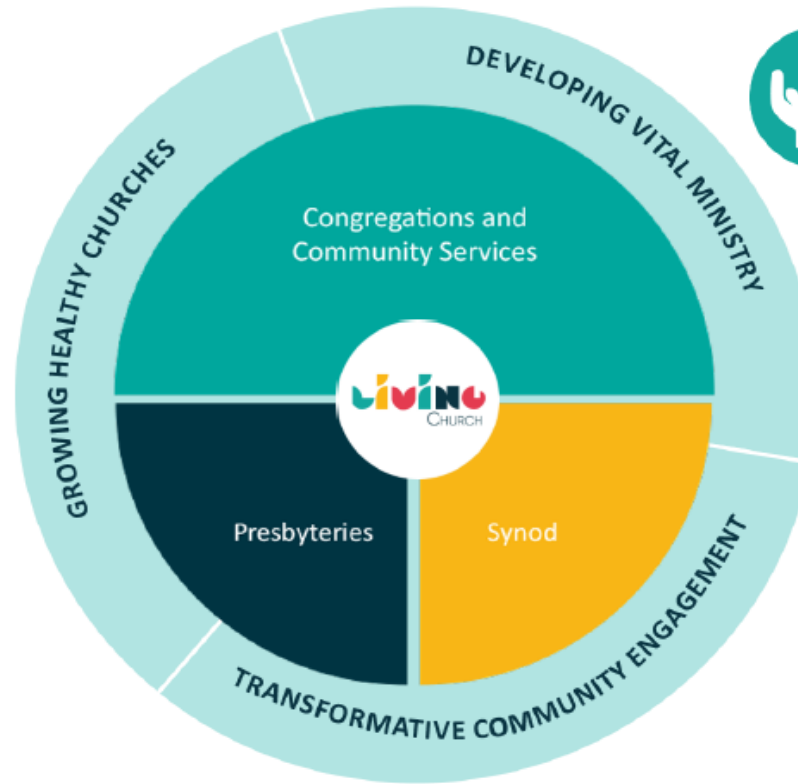
## Living Church – in mission together

### Areas of Impact



Our shared mission priorities:

- 1. Growing Healthy Congregations**  
To support existing, grow new and renew missional focus in congregations and service agencies
- 2. Developing Vital Ministry**  
To equip and empower disciples for missional leadership and ministry
- 3. Transformative Community Engagement**  
To serve, lead and advocate with our congregations and communities to create a world that is inclusive, just and connected.



Approved by Synod Standing Committee 15 February 2019

# Synod Financial Report

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## Background

- This report provides an overview of the finances for Synod Operations, including the budget for 2019-20 financial year that the Synod Standing Committee has endorsed.
- Synod Operations is used to describe the activities of the Moderator and support office, General Secretary and Secretariat, Uniting Mission Education (including United Theological College), Uniting Resources (including Uniting Venues) and Uniting Aboriginal and Islander Christian Congress.
- Treasury & Investment Services and Uniting Boards are responsible for overseeing the financial management and reporting of these entities to the Synod Standing Committee.
- 30 June 2018 financial statements for Synod Operations, Treasury & Investment Services, Uniting and specific funds were reviewed by the Synods external auditor KPMG. An unqualified audit report was provided.

## Synod Operations

- Synod Operations has operated with deficit budgets of between \$2.5m to \$4.0m per annum for the last 6 years.
- During 2018, the Synod Standing Committee directed Uniting Resources to develop a sustainable mission focussed budget for Synod Operations.
- The sustainable mission focussed budget was to provide a target state financial model.
- In February 2019, the Synod Standing Committee approved the 'Living Church in mission together' mission strategy that required synod to have the ability to provide financial support to presbyteries and congregations.
- Contributions from sales proceeds by congregations, presbyteries and Uniting have allowed the outstanding balance of the Synod debt, to be repaid before 30 June 2019.
- The Synod is now debt free.
- At its May 2019 meeting the Synod Standing Committee approved the Synods Sustainable Mission Budget. This provides a target financial model for Synod Operations that should be achievable, subject to CPI growth in cost and income, in the 2020-21 financial year.
- The following pages provide an overview of the financials for Synod Operations for the years ending 30/6/2018, forecast 30/6/2019, the Sustainable budget and actual budget for 2019-20. 30/6/2020.

## Financial Report

Synod Operations Financials (excl. Venues)	30/6/2018 Actuals	30/6/2019 Forecast	30/6/2020 Budget	Sustainable Budget
<b>Gross Income</b>				
Seeds of Growth	1,435	1,598	1,800	1,810
Stewardship Contribution	1,830	1,980	5,500	6,500
Sales/Income	26	24	27	33
Other Income	3,778	3,364	3,042	2,608
<b>Operational Income</b>	<b>7,069</b>	<b>6,966</b>	<b>10,369</b>	<b>10,951</b>
Gains on Sale of Assets	0	0	0	0
Bequests	75	12	1	1
Interest income	119	79	1,139	1,139
<b>Non-Operational Income</b>	<b>195</b>	<b>92</b>	<b>1,140</b>	<b>1,140</b>
Net Uniting Financial Services Distribution	5,936	8,121	7,500	8,000
Fees and Charges - Internal	3,223	3,799	3,751	3,910
<b>Internal Income</b>	<b>9,160</b>	<b>11,920</b>	<b>11,251</b>	<b>11,910</b>
<b>Total Gross Income</b>	<b>16,423</b>	<b>18,978</b>	<b>22,760</b>	<b>24,002</b>
Staff Costs	10,335	10,908	14,004	13,459
Property Costs	1,463	1,414	1,710	1,615
Professional & Consultancy Fees	2,150	1,689	1,650	1,730
IT & Telco Expenses	904	1,074	1,212	1,221
Other Expenses (excl. Depreciation)	2,331	2,288	2,814	2,727
<b>Operational Expenses</b>	<b>17,184</b>	<b>17,374</b>	<b>21,390</b>	<b>20,751</b>
Uniting Secondment	0	48	0	0
Synod Assembly Grant	1,181	1,020	1,051	1,040
National Redress & Safe Church	0	129	400	400
UME's contributions	0	0	80	80
<b>Internal Expenses</b>	<b>1,181</b>	<b>1,197</b>	<b>1,531</b>	<b>1,520</b>
<b>Total Gross Expenses</b>	<b>18,365</b>	<b>18,571</b>	<b>22,921</b>	<b>22,272</b>
<b>Operating Result (excl. Venues)</b>	<b>(1,942)</b>	<b>407</b>	<b>(161)</b>	<b>1,730</b>

Venues Financial Summary	30/6/2018 Actuals	30/6/2019 Forecast	30/6/2020 Budget	Sustainable Budget
Income	3,349	3,377	3,500	3,334
Expenditure	(2,985)	(3,151)	(3,108)	(3,154)
<b>Venues Operating Result</b>	<b>364</b>	<b>227</b>	<b>392</b>	<b>180</b>

Overall Synod Financial Result	30/6/2018 Actuals	30/6/2019 Forecast	30/6/2020 Budget	Sustainable Budget
Operating Result (excl. Venues)	(1,942)	407	(161)	1,730
Venues Operating Result	364	227	392	180
<b>Synod Operating Result (incl. Venues)</b>	<b>(1,578)</b>	<b>633</b>	<b>231</b>	<b>1,910</b>
Property Sales Proceeds to Synod	13,066	81,247	TBD	TBD
Interest- Specific & Designated Funds	635	748	440	440
Depreciation	<b>(719)</b>	<b>(606)</b>	<b>(861)</b>	<b>(937)</b>
<b>Sub-total Synod Operations Surplus/(Deficit)</b>	<b>11,404</b>	<b>82,022</b>	<b>(191)</b>	<b>1,413</b>
Debt repayment		(55,000)		
Mission Enabling Investment		(25,000)		
<b>Synod Operations Surplus/(Deficit)</b>	<b>11,404</b>	<b>2,022</b>	<b>(191)</b>	<b>1,413</b>