

PROPERTY SERVICES – INFORMATION GUIDE

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Uniting Church in Australia
SYNOD OF VICTORIA AND TASMANIA

Property Services
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1.0 PROPERTY SERVICES

Property Services provide wide-ranging advice to congregations, agencies and institutions on issues relating to real estate, building development, planning and heritage controls.

The Property Services Team receives and is responsible for administration of all property and finance related applications, delivering the following:

- Project Management
- Development Management
- Property Management
- Real Estate Advisory

Project Management is offered for various project sizes from small renovations works to major construction and full site redevelopment.

A project governance structure has been developed to assist congregations, presbyteries, agencies and other entities with significant and complex building projects that are expected to cost over \$1 million. The structure aims to alleviate the risks inherent in any major project or development, and draws upon the experience of the Property Services Team.



2.0 PROPERTY – A THEOLOGICAL PERSPECTIVE

A Theology of Property (The Property Board, UCA Synod of Victoria and Tasmania, 2007) outlines some core elements to a theology of property.

These include:

- The function of property is always understood in the context of mission. The property of the Church cannot be separated from the nature and purposes of the Christian community called and sent into God’s mission.
- Property is a part of the work of Christ – that is: property has an active function to play in any mission commitment for the sake of God’s healing purposes.

Property is not a ‘gift’ or a ‘possession’. *“Property usage witnesses to the kingdom of God in Jesus Christ. Property is both a place and a form of proclamation.”*

- Property acts as an integral element of the witness of the Church to God’s reconciling and renewing of all creation.

Property is not a neutral agent in respect to proclaiming the gospel. *“All our dealings with property should point to the kingdom of God.”*


- Church discernment and decisions about property are made in community, beginning within the broader practice of worship.

Decisions about property are not made on purely commercial grounds or in corporate contexts alone.

COMMERCIAL IN CONFERENCE

Property – A Theological Perspective

- Mission purposes determine property usage
- Discernment in community
- Decisions in worship

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Mission Motivated Development

means intentionally discerning God's mission and aligning property development so that it is congruent and consistent with the church's calling and purposes:

- to bear witness to the Christ;
- in a particular place;
- with particular people;
- at a particular time...

a faithful expression of the church sent to serve God's mission in the world, for all the world.

Understanding the Practice of Mission Motivated Development, p13, 2nd edition, 2013

Property serves mission.

When engaging in 'Property Dealings' (see *Regulation 4.6*), any acquisition or development, lease or sale of property contributes to mission initiatives and commitments.


We recognize commitments to mission in

- public worship;
- abiding relations between Christians and their neighbours;
- the reconciling, restoring and renewing presence of the Church and its members' investment in community building
- stories of faith and faithfulness;
- the Church's commitment to particular places and people associated with them;
- seeking justice and well-being for people, resisting injustice and addressing suffering.

COMMERCIAL IN CONFIDENCE

Property Serves Mission


- Contributes to personal transformation
- Contributes to social transformation
- Reflects its context and cultures present
- Contributes to the character or its context
- Mission purposes determine 'highest and best' use
- May be acquired, developed, enhanced, disposed of

 Uniting Church in Australia
UNITED BY FAITH AND HOPE

COMMERCIAL IN CONFIDENCE

Property is Deeply Connected to People

- The church's gathering, up-building, sending
- Relationships
- Stories
- Shared places
- Special spaces
- Shared, repeated practices
- Reconciliation
- Restoration
- Healing

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Property is deeply connected to people.

That is, any property is located

- in a place,
- establishes a presence,
- enables relations,
- contributes to community in acts of healing, reconciliation, and renewal.

Property can serve mission purposes directly.

Any property can be acquired, developed or divested in response to known or predicted needs arising from the mission initiatives or commitments of any Council or body of the Church.

Key tasks include:

- Determining design to suit specific functions.
- Ensuring that the property to be acquired or developed is financially sustainable.
- Establishing and applying the 'rules' that apply to acquisition or development of properties for serving mission purposes indirectly, including the expected life span of each property's contribution to mission purposes.

A proposal to acquire, develop, lease, value enhance or divest a property should enable activity that is genuinely missional.

The proposing body must be able to demonstrate how the development will assist them to participate more fully in the mission of God to the benefit of others.

COMMERCIAL IN CONFIDENCE

Property Can Serve Mission Directly


- Specific functions reflecting purpose
- Practicing Christ-like hospitality
- Financially sustainable
- Subject to legislative requirements

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COMMERCIAL IN CONFIDENCE

Property Can Serve Mission Indirectly

- An asset with generative capacity
- An tradable asset

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Property can serve mission purposes indirectly.

That is, some properties might be able to sponsor or support mission to generate purposes through generating funds.

A key task is determining the mission rationale for indirect use of property, and to plan and manage a property portfolio for a specific period to achieve this end.

The gospel's values and ethics must be transparent.

The ways and relationships involved when engaging in developing or value enhancing any Church property are subject to the values and ethics of the gospel, consistent with the Way of Jesus.

The purpose of any property value enhancement strategy or property development is not an end in itself.

Neither is the practice of property value enhancement or property development a neutral means to achieving a particular end.

This commitment to gospel values will impact

- partnerships,
- commitments,
- relationships and systems,
- design,
- ecologies,
- materials,
- financial arrangements,
- community consultation,
- delivery


and so forth.

COMMERCIAL IN CONFIDENCE

Property is Subject to Gospel values

Property use is subject to Gospel Values:

- Faithfulness in community
- Loyalty in relationships
- Loving justice
- Healing compassion
- Reconciling grace
- Social transformation

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Property acquisition and value enhancement requires an applied, ethical framework.

That is, a key task is to determine the ethical basis on which a particular type of property (or use of a property) might be acquired or developed or developed and divested to serve mission purposes indirectly.


The Church can do many things, but only some things are expedient.

COMMERCIAL IN CONFERENCE

Property is Subject to Gospel Ethics

Property acquisition, value enhancement & disposal are subject to gospel ethics:

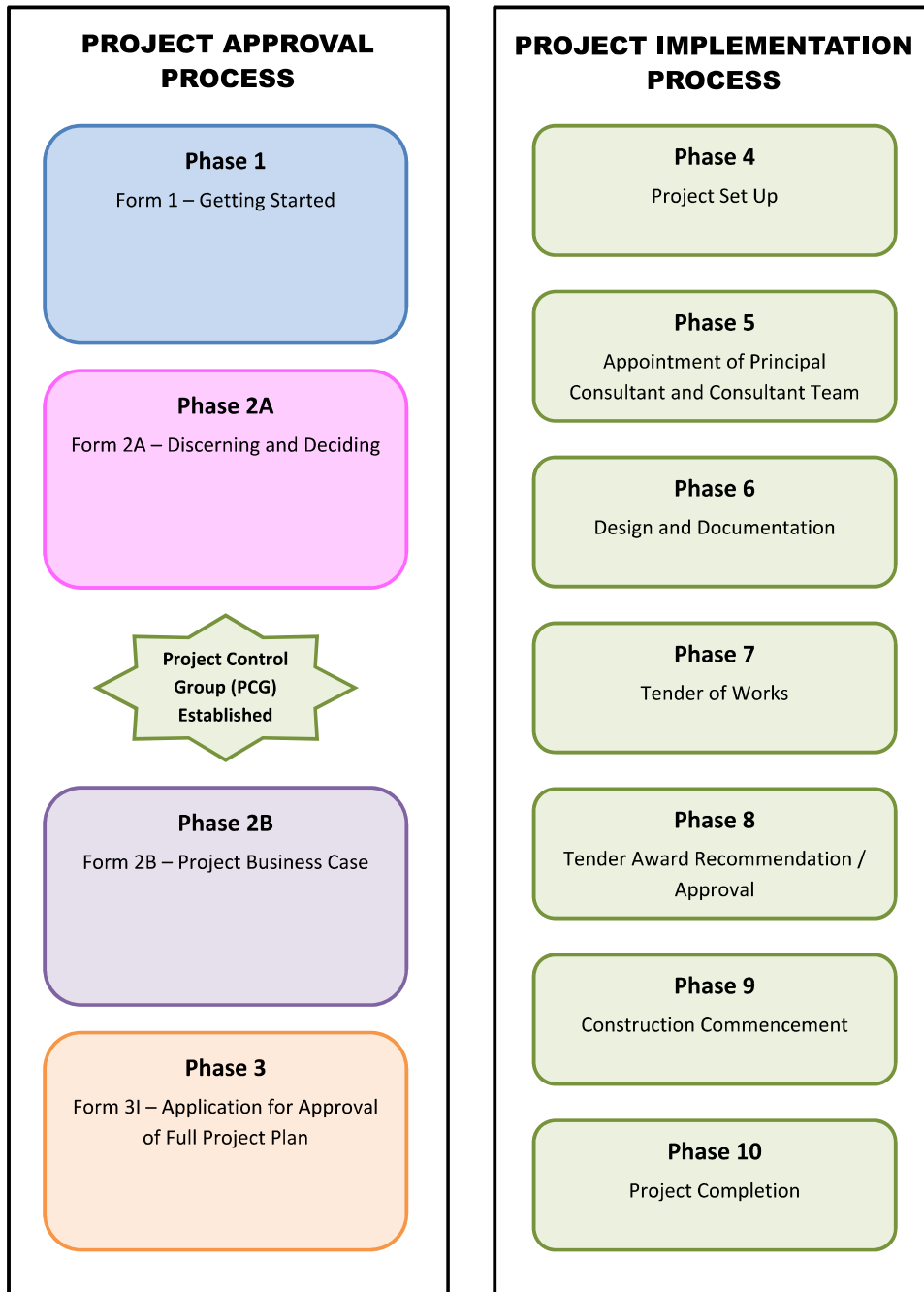
- Stewardship
- Justice
- Transparency
- Loyalty
- Faithfulness
- Blessing

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3.0 PROJECT GOVERNANCE STRUCTURE

The application process for projects over \$1million has two separate stages:

1. Project Approval Process
2. Project Implementation Process



3.1 PROJECT APPROVAL PROCESS

Mission is the upfront consideration for all proposed projects and developments, and the first two phases of the project approval process specifically focus on *Mission Motivated Development*.

Phase 1 consists of the completion of Form 1 – *Getting Started*.

Responsibility for the completion of the form falls with the applicant and the Discernment Partner being either:

- Presbytery Minister
- UCVT representative

The form provides a summary of vision, mission, and idea of the project.

Approval is in the form of endorsement/feedback from Discernment Partner and PART

1

GETTING STARTED

Filling in this form starts the process for all mission and property related works. Whether it is buying, selling, leasing, building, allocating sale proceeds, applying for a loan, setting up an OMP or applying for a grant, this form is the starting point. Presbytery (for congregations) or the UnitingCare-Victoria and Tasmania (UCVT) Unit (for agencies) will then work with you on the next steps that are needed. When it is complete, congregations please send this form to your Presbytery Minister Administration. Agencies please send your form to the UCVT Unit.

1. BENEFICIAL USER

Congregation*		
Contact Person		
Sex: / Dr / Mr / Mrs / Ms / Miss		
Position		
Email		
Phone	BH	Mobile
Address (Postal)		
Presbytery		
* Presbytery / Organisation name if not a Congregation		
Project Name		

2. CONTEXT:
Look around your local neighbourhood and community. What are some signs of God's presence and work that you see?

Form 1 – Getting Started 1 of 3 April 2011

2A

DISCERNING AND DECIDING

Filling in this form is the next step in the process for all mission and property related projects. This form is to be:

- Completed by the Beneficial User (e.g. Congregation / Agency) and Discernment Partner (e.g. Presbytery) to summarise the outcomes of conversations between partners in the discernment process.
- Completed once decisions have been authorised by the relevant councils (e.g. Church Council / Congregation / Presbytery / Agency Board).
- Forwarded to Property Services (PS) by the Discernment Partner (e.g. Presbytery).

Resources are available to assist in the discernment process. Please refer to Question 11.

1. BENEFICIAL USER

Congregation*		
Synod Reference No.**		
Contact Person		
Sex: / Dr / Mr / Mrs / Ms / Miss		
Position		
Email		
Phone	BH	Mobile
Address (Postal)		
* Presbytery / Organisation name if not a Congregation		
** Synod Reference Number - This was allocated when Form 1 was lodged with PMS		
Project Name		

2. DISCERNMENT PARTNER

Presbytery*		
Representative Name		
Position		
Email		
Phone	BH	Mobile
Address (Postal)		
*Where a Presbytery is a beneficial user BCMAR is discernment partner		

Form 2A – Discerning and Deciding 1 of 8 February 2013

Phase 2A consists of the completion of Form 2A – *Discerning and Deciding*.

The form should be completed by the Applicant along with the Discernment Partner.

Requirements for the form include:

- Mission Motivated Development Summary
- Discernment Summary
- Mission Objectives
- Financial Indication*
 - 'Mud Map' / Architect
 - Quantity Surveyors report

The process is approved with the endorsement/feedback from PART. If the project cost is greater than \$2million, Property Board approval is also required.

*Property Services has a number of consultants with pre-negotiated competitive rates to carry out these services.



Once PART or Property Board has endorsed Form 2A, the **Project Control Group** can be **established**.

The PCG is responsible for making the everyday project decisions.

The PCG consists of:

- 3 to 4 Local Applicant representatives
- 1 or 2 Discernment Partner representatives (if applicable) which may include:
 1. Presbytery Minister Administration
 2. Presbytery Minister Mission and Education
 3. UnitingCare Victoria and Tasmania representative
- Manager of Development Projects
- Project Manager

Providing the project is approved the PCG is then tasked with;

- Continuing to manage and govern through the Project Implementation Process, which includes the production of monthly PCG Reports including:
 - Financial summary
 - Program
 - Risk schedule

Furthermore, the PCG is tasked with producing the next two phases of the approval process

Phase 2B involves the completion of Form 2B – *Project Business Case*.

Requirements for the form include:

- Brief/Objectives of Proposal, including MMD and Commerciality
- High Level Concept Scheme
- Quantity Surveyor (QS) Indication (Cost Plan A)
- Program of Project i.e. timeframes and milestones
- Funding identified i.e. government, BOMAR, PSP, other funds, etc.
- Partners (government/agency)
- Interim appointment of consultants
- Feasibility Cash Flow

Form 2B will be reviewed and recommend by PART, with final approval by Property Board if in excess of \$2million. If the project is >\$5million, approval is required from Finance Committee prior to review by Property Board.

Property Services can provide Development Management assistance to congregations and agencies. An options analysis can be developed for the highest and best use of the property to facilitate their missional and functional requirements.

Phase 3 involves the completion of Form 3I – *Application for Approval of Full Project Plan*.

The form should be completed once the Concept has been finalised and detailed information is available. Requirements include:

- Brief/Objectives of Proposal
- Concept Plans
- Quantity Surveyor Report (Cost Plan B)
- Cash Flow Forecast (up to 5 years)
- Funding Confirmation
- Total Program of Project (timelines and milestones)
- Total Project Costs (construction, project management, contingency)
- Risk Schedule
- Interdependency (i.e. Government Funding, PSP)
- Total Operating Costs Post Project Construction

Upon completion, the form should be reviewed and recommended by PART, before being sent to Synod Property Services for Property Board Approval if in excess of \$2million. If the project is >\$5million, approval is required from Finance Committee prior to review by Property Board.

As outlined above, **all forms are to be submitted to PART** (Property Application Review Team) for approval. PART meet every Thursday on a fortnightly basis, and forms should be submitted one clear week prior to the next meeting or will be deferred to the following fortnight agenda.

The PART meeting agenda for the forthcoming year has been sent to all parties however can be resent if requested.

3.2 PROJECT IMPLEMENTATION PROCESS

Project Implementation is divided into 7 sequential stages, being **Phases 4 – 10**.

The Project Control Group is responsible for managing the project through the Project Implementation Phases (PIP) until completion.

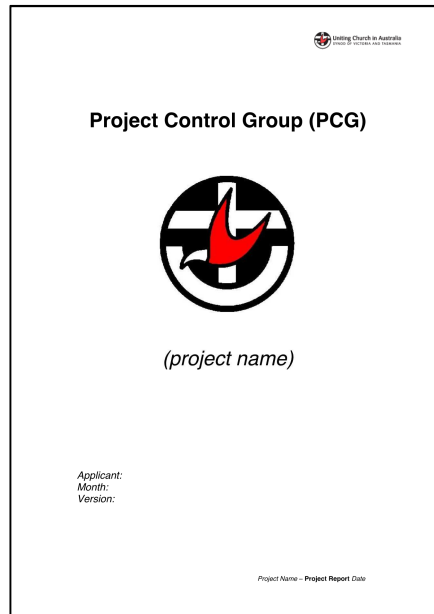
The Project Manager of the PCG will use a number of established pro forma templates to keep track of the project and to prepare reports of its progress.

Throughout the implementation of the project, the PCG is required to meet monthly and the Manager of Development Projects is required to provide reports on a quarterly basis to the Property Board to advise the progress of the project.

See Appendix A for a template of a PCG report.

The monthly and quarterly reports include a number of templates to track finance, program dates and milestones, and identified risks.

The figure below is an example financial summary template. The document provides a breakdown of the four major cost areas within the project:

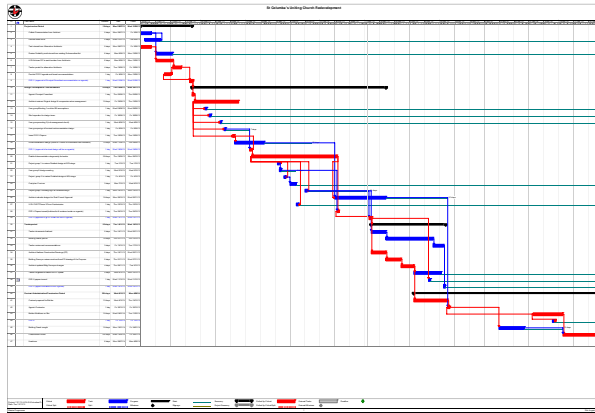


1. Consultants
2. Construction
3. Fixtures, Fittings & Equipment
4. Miscellaneous

The document also provides an outline of project funding.

See Appendix B for a financial summary template

Uniting Church in Australia - Synod of Victoria and Tasmania							Date Entered:
Financial Summary							Print Date: 11/02/2014 16:20
Item	Contract Sum (approved)	Forecast cost to complete	% Claimed	Total Amount Claimed	Previously Claimed	This Claim	Remaining
Consultants							
Architect	\$0	\$0	#DIV/0!	\$0			\$0
Engineer	\$0	\$0	#DIV/0!	\$0			\$0
QS	\$0	\$0	#DIV/0!	\$0			\$0
Town Planner	\$0	\$0	#DIV/0!	\$0			\$0
Contract	\$0	\$0	#DIV/0!	\$0			\$0
Planning	\$0	\$0	#DIV/0!	\$0			\$0
Legal	\$0	\$0	#DIV/0!	\$0			\$0
	\$0	\$0	#DIV/0!	\$0			\$0
	\$0	\$0	#DIV/0!	\$0			\$0
	\$0	\$0	#DIV/0!	\$0			\$0
	\$0	\$0	#DIV/0!	\$0			\$0
	\$0	\$0	#DIV/0!	\$0			\$0
	\$0	\$0	#DIV/0!	\$0			\$0
Total (ex. GST)	\$0	\$0	#DIV/0!	\$0	\$0	\$0	\$0
GST							
Total	\$0	\$0		\$0	\$0	\$0	\$0
Construction							
Building Contract			#DIV/0!	\$0			\$0
Building Contingency			#DIV/0!	\$0			\$0
Other Contingency							\$0
Head Works & Authority Charges (N/A)							
Total (ex. GST)	\$0	\$0	#DIV/0!	\$0	\$0	\$0	\$0
GST							
Total	\$0	\$0		\$0	\$0	\$0	\$0
Fixtures, Fitting & Equipment							
Window Furnishings			#DIV/0!	\$0			\$0
Loose Furniture & Equipment							\$0
Total (ex. GST)	\$0	\$0	#DIV/0!	\$0	\$0	\$0	\$0
GST							
Total	\$0	\$0		\$0	\$0	\$0	\$0
Miscellaneous							
Offsite Lease & Relocation costs			#DIV/0!	\$0			\$0
Contingency							\$0
Project Contingency	\$0		#DIV/0!	\$0			\$0
TOTAL (excl. GST)	\$0	\$0	#DIV/0!	\$0	\$0	\$0	\$0
Project Funding:							
Part Approved							
Loan Application							
Total					Available		\$0
					Difference		\$0



This is an example of a project program outlining the individual tasks that make up the project along with start/end dates and task duration.

The program is updated on a regular basis to keep track of deadlines and milestone dates.

The risk management register provides a framework for identified risks to the project, strategies to mitigate the risks, along with the potential consequences of the risk being realised. It uses a traffic light system to identify the scale of the risk.

#	Risk	Category	Owner	Consequence	Risk Score	Strategies on Risk
1	XX •					•
2	XX. •					•
3	XX •					•

	Change requiring approval
	Concerns are being managed
	Task is on track

4.0 PROJECT OVERVIEW

4.1 PROJECT SUMMARY SCHEDULE

The project portfolio includes 43 projects, categorised into four project types:

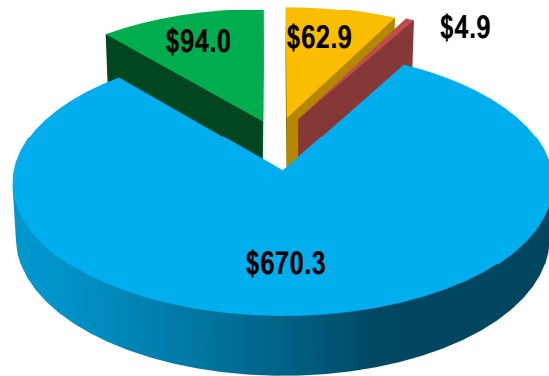
1. Projects > \$1.0 million;
2. Projects < \$1.0 million;
3. Development Management projects; and
4. Northern Synod projects.

The portfolio has a value of \$832 million and contains a diverse range of projects including:

- Church Complex Renovations
- Affordable Housing
- Community Housing
- Commercial Accommodation
- Educational Facilities

The exercise of reviewing the projects is ongoing with significant inroads being made in overlaying the new risk and governance structure to legacy projects and originating the structure into new projects.

Total Project Portfolio by Segment (\$M's)



- **Projects > \$1.0M**
- **Projects < \$1.0M**
- **Development Management Projects**
- **Northern Synod Projects**

Projects > \$1.0 million

- Total projects 19
- Total value of \$62.9 million based on cost
- Projects represent all stages including concept, design documentation, planning, construction.

Projects < \$1.0 million

- Total projects 8
 - Total value of \$4.9 million based on cost (of circa \$19.0 million)
- Projects < \$1.0 million are brought under the project management framework, by exception, based on risk assessment

Development Management projects

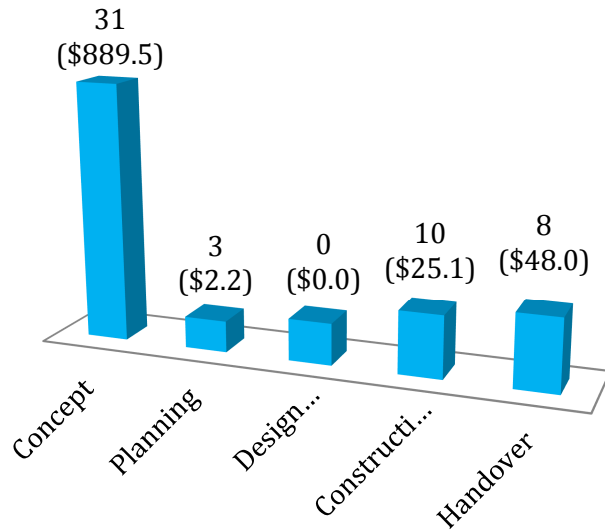
- Total projects 12
 - Total value of \$670.3 million based on completion value
- Development Management projects include the Wesley Upper Lonsdale St and 130 Little Collins St redevelopments

Northern Synod projects

- Total projects 4
- Total value of \$94.0 million on cost
- The significant property expertise now vested in the UCA VIC/TAS Synod is being utilised by the UCA Northern Synod, on significant projects.

4.2 PORTFOLIO ANALYSIS

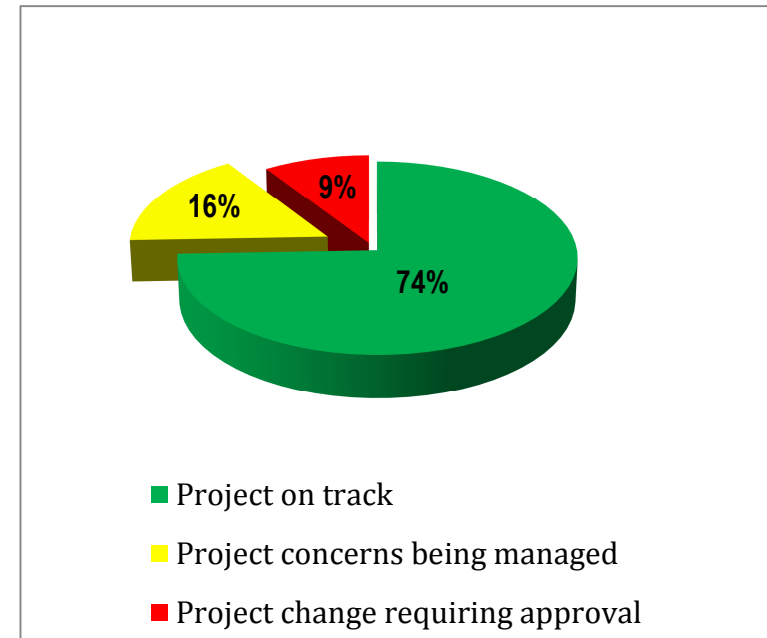
Projects Number and Cost of Projects by Stage (\$m)



The Concept stage shows considerable activity driven by a church wide increase in the understanding of the UCA Property team's value proposition to its clients.

4.3 RISK ANALYSIS

Total Projects



Projects that have change requiring approval

- Predominantly legacy projects but becoming less predominant
- Issues being systematically addressed via new project structure

Projects that have concerns being managed

- Most projects in transition into the new project governance structure
- Issues requiring review and investigation of planning, budget or programme

4.4 RECENT VALUE ADD EXAMPLES

South Melbourne Parish Mission - Southport Uniting Offices

- The previous proposal was for new office accommodation for the Southport Uniting Agency
- The proposal was found to be beyond budget scope of \$3.6 mill and restricted the full utilisation of the site
- Property Services provided an alternate scheme which provided the same function on a smaller footprint, saving in excess of \$500K
- This allowed the recovery of almost 3,000m² of land valued at approximately \$10m which is surplus to the development and therefore can be utilised for future use by the Parish Mission.

Kingston Uniting Church - Residential Community Project

- The construction of residential accommodation for up to 12 mentally and physically disabled young adults
- The project faced 6 months of delays due to planning issues; it was navigated and overcome with Property Services involvement
- There have been issues with external Project Management and Architectural consultants with Property Services being actively involved in replacing and negotiating with the consultants for a solution going forward.

Southern Mornington Peninsula Uniting Church - Community Village

- The proposal to develop the land held by the Congregation to provide funding for a mission objective to provide accommodation for mentally and physically disabled young adults
- A Business Case was prepared providing full analysis of property options to accommodate the mission and the ongoing viability of the Congregation into the future
- If endorsed by the Property Board it will set a precedent in the UCA for the development of Trust land to achieve mission related objectives.

Uniting Care Ballarat - Sunways Affordable Housing

- The proposal to redevelop existing older style Independent Living Unit Accommodation into 18 Affordable Housing Units
- The project was being undertaken by Uniting Care Ballarat, who were reluctant to embrace the new Project Governance Structure due to the cost implications associated with a Project Manager of Risk & Governance on the budget
- However with the implementation of the monthly PCG which provided transparency on items such as budget, programme and risk, along with the skills to adequately manage the de-scoping of the project, without which the project would have need to be aborted, the agency were able to appreciate the added value of the framework and additional skills provided by Property Services to the process.

4.5 KEY LEARNINGS AND OUTCOMES TO DATE

Some of the key issues experienced with any proposed projects or developments are highlighted below, along with the solution that the project governance structure provides.

Issue	Problem	Solution
Budget	<ul style="list-style-type: none"> • Scope beyond budget • Incomplete project budget • Budget overruns 	<ul style="list-style-type: none"> • Establish a realistic project budget at the beginning of project and monitor accordingly through project
Time	<ul style="list-style-type: none"> • Project planning timeframes unnecessarily long • Construction programmes often exceeded 	<ul style="list-style-type: none"> • Engage property services at initial stages • Ensure penalty provision encourage contractors to maintain programme
Design	<ul style="list-style-type: none"> • Scope of design exceeds requirements • Principal Consultants not providing value 	<ul style="list-style-type: none"> • Ensure design scope within budget parameters • Review consultant team
Ownership	<ul style="list-style-type: none"> • Lack of central point of ownership/accountability • Lack of project structure • Lack of adequate documentation to manage project 	<ul style="list-style-type: none"> • Continue to implement the current risk & governance project framework • Investigate a centralised project management structure

There have been a number of observed positive process outcomes to date

- Stronger **relationships** are being formed between the Synod, Agencies and Congregations.
- Greater **trust** is being established due to recognition that the new governance structure empowers stakeholders.
- The process framework is providing a **guide and logical process** for developing property to fulfil mission objectives.
- **Communication** between the Synod, Agencies and Congregations regarding projects, is beginning earlier in the process which is providing greater **ongoing clarity** for all stakeholders.
- Issues of mission and funding are being more rigorously assessed and subsequently providing for more **feasible property solutions**.
- Stakeholders are becoming more aware of potential project risks and as a result **mitigation strategies** are implemented earlier.

5.0 OTHER SERVICES

5.1 DEVELOPMENT MANAGEMENT SERVICES

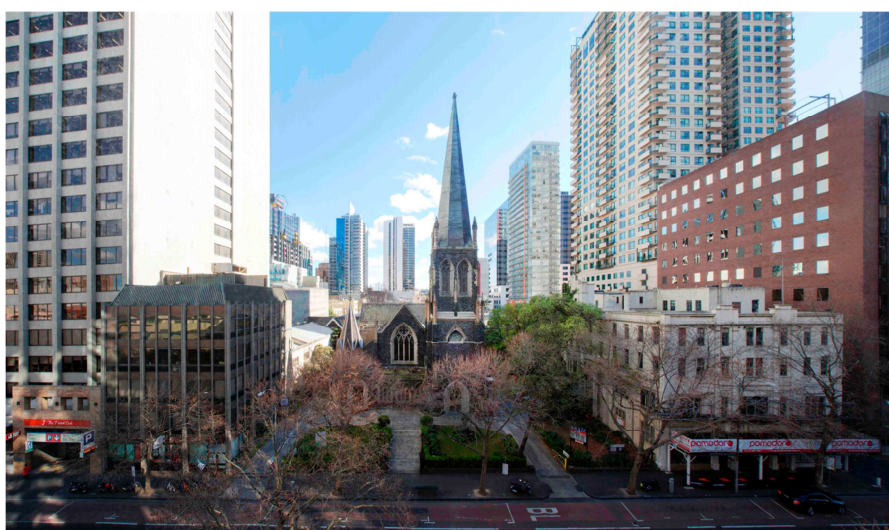
The Uniting Church in Australia Property services provides Development Management assistance and advice to Church Congregations and Agencies. This service includes sitting side by side with congregations and agencies from the initiation phase of development projects through the delivery phase to completion.



The Development Management services provided see that the project parameters and risks are created and articulated early in the project process, required approvals are obtained and projects are managed through to completion.

More specifically, this includes:

- Reviewing asset and investment strategies (incl. investigating development opportunities)
- Identifying viable development options that are in line with mission requirements
- Assisting congregations and agencies by providing the tools to make informed decisions about the future of their property assets
- Financial Assessments/feasibility analysis for alternative options (incl. market analysis, development brief compilation, cash flows, funding/bankability, concepts)
- Managing the development delivery process including sales, planning permits, project design/documentation, funding, construction, authorities liaison and handover.



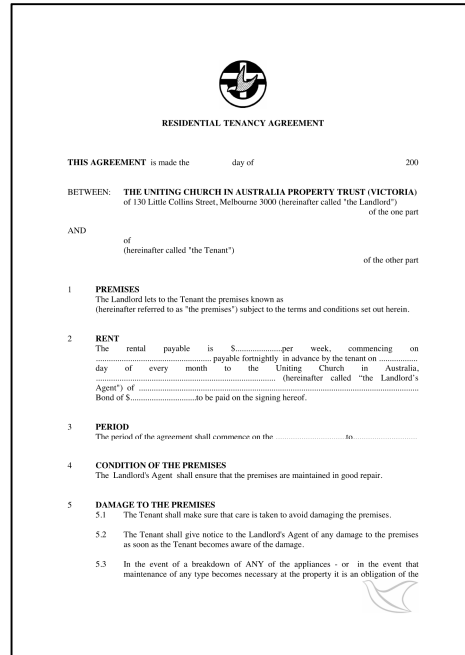
5.2 ASSET MANAGEMENT

Services

- Property management
- Property maintenance
- Essential services planning
- Property portfolio planning & advisory

Examples

- Facilities management and maintenance
- Sales facilitation and advice
- Lease reviews and negotiations
- Tendering for external consultants



5.3 REAL ESTATE ADVISORY

Services

- Property holding strategic reviews and business case preparation
- Value enhancement strategies
- Joint venture and development agreement structuring
- Asset disposal strategies to maximise value
- Transaction management

Examples

- Uniting Our Future
- Archives Relocation – Elsternwick



6.0 SUMMARY

To date there has been immense support in the delivery of the Project Governance Structure across the project portfolio. Presbyteries and agencies have embraced the new structure with a higher level of engagement. This is becoming evident as the groups seek earlier assistance with property development matters. Further feedback received on the process so far includes:

- A deeper understanding of the financial, programme and risk issues critical to successful project delivery.
- An increased level of empowerment to stakeholders.
- A level of clarity in the discernment and decision making process.
- Enhanced trust between the clients and Synod

The positive response to the Project Governance Structure has affirmed the renewed services offered by the team, and we look forward to your ongoing support.

APPENDIX A – PCG REPORT TEMPLATE

APPENDIX B – FINANCIAL SUMMARY TEMPLATE

3

