



The Uniting Church in Australia
QUEENSLAND SYNOD

22 August 2013

Dear Board member

Thank you for your patience during these last few months as we transition the College from Administration mode to a College operated by its own board within the structure of the Uniting Church Qld Synod (UCA).

The time is almost here when the transfer of the College from CCDEU to the Uniting Church Property Trust (Q.) (UCAPTQ) will take place. This is scheduled for 1st September 2013. I acknowledge that it has been a demanding time for all, as we have tried to do many things at once, in preparation for the change.

At this stage, it may be helpful for me to articulate for you some of the work which has been completed during the administration period since November 10th 2012 when the Creditors agreed to the Deed of Administration which formalised UCAPTQ's agreement to take on responsibility for the Aged Care services, the Drug & Alcohol Rehabilitation services and the School. UCAPTQ did not agree to taking responsibility for the publishing entity, Black Ink Press, or the building company, Shalom Development Services. The former was gifted to Yalga Binbi and for the latter the shares were transferred to Terry Gaffney, who held the builders' licence.

The two community services mentioned were transferred to UnitingCare Qld (with BlueCare as the lead agency) on 10th December 2012. In relation to the College, some of work which has been undertaken includes:

- Working with the Synod Standing committee and Calvary Presbytery to determine the best legal structure for the College going forward. (This took till February .).
- Closing the Burdekin campus
- Ensuring the college was internally structured appropriately for compliance, effective school operations and sustainability
- Maintaining staff morale throughout the process
- Working with the Administrators to ensure educational goals continued to be met while the Administrators had full control.
- Untangling the school from the other operations of CCDEU
- Identifying the skills required in a new Principal and Business manager and undertaking the search for the right candidates
- Acquitting all past funding agreements so that new Board and Principal would not have to deal with these matters
- Transferring all current agreements with government agencies
- Transferring all licences and registrations
- Gaining approval from the Non-state Schools Accreditation Board for the Property Trust to become the accredited body for the College

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Uniting in Christ
acting with love
living with hope
witnessing in faith
working for justice

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The Uniting Church in Australia Property Trust (Q.) ARBN: 142 498 780

- Identifying potential members of a new board and providing opportunities for the board to become informed about the business Making new application to various government bodies where previously CCDEU was the authority.
- Ensuring that the current Enterprise agreement requirements were being followed
- Ensuring the school met its funding obligations
- Providing operational leadership within the school until the arrival of the Principal

At the date of transition the authority to operate the College will change from the Administrators to the UCA. From a governance point of view this means that

1. The Church takes on the responsibility for operating the College.
2. The Uniting Church in Australia Property Trust (Q.) is the legal entity and vehicle by which the church does this for the purposes of external accrediting bodies such as the NSSAB.
3. The Church exercises its oversight through the Synod Standing Committee, the Synod Schools Commission and the Finance, Investment and Property Board.
4. The board of which you are part takes responsibility to operate the college within the following parameters:
 - a. The constitution of the college which details amongst others, the objects of the College, the appointment of the board, the Board's powers and responsibilities, the relationship between the board and principal and the reporting requirements
 - b. The Governance booklet which gives
 - i. An explanation of the UCA
 - ii. General board responsibilities
 - iii. The relationship between the board and other UCA entities
 - c. The delegations and reporting document which
 - i. Expands on the constitutional requirements
 - ii. Clarifies who has responsibility for what
 - iii. Articulates when consultation is required
5. The Schools commission takes on a responsibility to
 - a. Support the Board in strategic, governance and educational matters
 - b. Support the Principal, Business manager and Chaplain in whatever ways are helpful
 - c. Advise the Synod Standing Committee on the operation of the College
 - d. Work with the FIP board regarding capital projects and the viability of the College
 - e. Advocate for the College on external educational, wider church and government bodies
 - f. Provide opportunities for Shalom Christian College to network with other UCA schools

The Schools Commission has considerable capacity to provide support to the Board. In providing leadership to the College in the past 12 months as well as working with the Administrators through the transition, Mike Millard and I have had good opportunity to get to know the College and its staff intimately. Other members of the Schools Commission also have deep experience in School leadership, governance and policy making.

6. The FIP board and Synod staff will provide a separate letter on finance and property matters, including loan documentation.

It is my experience that it takes considerable time for any board to internalise all the issues relating to the business. The expectation of individual board members is that each person

- Honours the covenanting relationship between the Uniting Church and the UAICC
- Understands that the Church views being on the Board as serving God and God's mission
- Acts in the best interest of the College
- Comes to the board table with an attitude of working as a team in partnership with the Church
- Engages in discussion in a respectful manner
- Makes reasonable strategic decisions with the information available and appropriate consultation
- Supports the Principal without delving into operational matters unreasonably

In the meantime, Robert Packer and I will be available to you as a board and individually on a regular basis to provide background to previous decisions and to clarify any questions in relation to the relationship with the Church.

The Church is very grateful for your willingness to serve in this manner and we know that it will both reward and challenge you. I am looking forward to working with you as you serve God and God's mission in this place in the coming months, and perhaps years.

Regards and blessings



Elaine Rae
Executive Officer
Synod Schools Commission