

# SILVER WATTLE QUAKER CENTRE LTD

ACN 146 723 202



## INFORMATION AND PLAN 2010

DVD film also available,

& online on YouTube -

<http://www.youtube.com/watch?v=b4tvstYCXvM>

SILVER WATTLE QUAKER CENTRE

1063 Lake Road, Bungendore

PO Box 337 Bungendore NSW 2621 Australia

ph 02 6238 0588, Int +61 26238 0588

[www.aqc.quakers.org.au](http://www.aqc.quakers.org.au)

[aqc@quakers.org.au](mailto:aqc@quakers.org.au)

Lorna Marsden, writing in 1986

*"Our testimonies arise from our way of worship.*

*Our way of worship evokes from deep within us at once an affirmation and a celebration, an affirmation of the reality of that Light which illumines the spiritual longing of humanity, and a celebration of the continual resurrection within us of the springs of hope and love; a sense that each of us is, if we will, a channel for a power that is both within us and beyond us."*

*Silver Wattle is:*

- *a Quaker Centre that promotes social and religious education, witness and service, and is a place for:*
- listening and ministry for all those who seek lives of service, leadership and prophetic witness
- listening to and learning from Indigenous people
- Quaker spirituality and heritage
- experiencing a practical, spirit-directed, sustainable community
- rest and healing

**EXECUTIVE SUMMARY**  
**APPEAL TO ESTABLISH THE SILVER WATTLE QUAKER CENTRE**  
**in AUSTRALIA**

The Centre has completed a successful 12-month trial of courses and events, while renting Silver Wattle, and now has the opportunity to purchase the property and establish a Quaker centre permanently in Australia.

The top priority is to raise A\$2.0 million for the purchase of the property and establishing of the Silver Wattle Quaker Centre, with an Endowment to fund future initiatives and assist access for those less financially secure.

Once established we have assurances of significant bequests in wills that will underpin the Centre's long-term financial stability.

The Centre will be managed by Silver Wattle Quaker Centre Ltd (ACN 146 723 202) with an Advisory Committee, both of which will have a minimum 2/3 Quaker membership. We have applied for tax deductibility for a Building Fund.

The Silver Wattle Quaker Centre promotes social and religious education, witness and service, and is a place for:

- seekers in all spiritual traditions
- listening to and learning from Indigenous people
- Quaker spirituality and heritage
- experiencing a practical, spirit-directed, sustainable community
- rest and healing

Society faces a future dominated by changing availability of food, water and energy resources, and the need to move from our present dependence on growth economics to steady-state economics. The Quaker emphasis on truthfulness, equality and fairness can help people move through these demanding transitions.

*Silver Wattle Quaker Centre* offers participants the opportunity to reconnect with the spiritual basis of life through full day events, weekend workshops, short courses a minimum of one week long, and retreat accommodation for a minimum of two nights. The mainstay is the one-week course, which offers sufficient time for participants to experience some rethinking and realignment of their lives.

Please help us with this vision and contribute to changing the world.

We ask for your support through living bequests, donations, interest free loans or planned giving.

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## Vision

Quakers (also known as the Religious Society of Friends) often recall the words of William Penn, writing in 1682 in the language of his time:

*True godliness don't turn men out of the world, but enables them to live better in it, and excites their endeavours to mend it.*

Quakers have continued to be instrumental leaders of social reform for over 350 years. They were involved as the earliest advocates of prison reform, as initiators of community centres and social welfare, as workers for non-violent resolution of conflicts, and providers of aid for those affected by famine and war. They have been core supporters of Indigenous voices, civil rights movements and environmental activism, especially in the early stages when the issues were not widely understood or accepted.

Although Christian in origin, the Quaker approach is experiential. Worship is conducted within silence with spoken ministry delivered by men, women or children, as they are prompted by the movement of the Spirit within them. There are no priests or sacramental rituals. Quakers believe that every person has something of the divine within them, and this leads to a sense of reverence for all humankind, for other living things and for the planet we share. Quakers therefore seek to express in their lives the principles of truthfulness, simplicity, equality, compassion, peace and care for the earth.

These principles are evident not only in a commitment to social justice and an emphasis on community and on learning; Quakers also have a strong tradition in business, with a reputation for honesty, integrity and fairness.

We face challenging times ahead - with changes in climate, diminishing water and food resources and radical shifts in the use of energy. We need to prepare ourselves and our communities to adjust non-violently and fairly to these new social patterns.

Quaker study centres at Woodbrooke in the UK and Pendle Hill in the United States were also created by far-sighted Friends in difficult times - the early 1900s - and have been valuable places both for Quakers and for all spiritual seekers, nurturing their spiritual strength, and preparing many for their public witness in the world.

With the proposal to establish a centre called *Silver Wattle* in the southern

hemisphere, Australian Quakers acknowledge that they have an important role in the Asia-Pacific region.

Two other centres should be mentioned:

**Woolman Hill** ([www.woolmanhill.org](http://www.woolmanhill.org)) In 1953 Antoinette Spruyt gave the 110 acre Traprock Farm to Quakers associated with the American Friends Service Committee (AFSC). The initial aims included setting up a conference centre, with an emphasis on peace education and outreach. In the 1950s and 60s, activities were integrated under the mission statement of Woolman Hill:

*to foster, develop and strengthen the testimonies of the Religious Society of Friends by securing and maintaining suitable premises for holding Meetings for Worship, meditation and study, for retreats, conferences, seminars and other religious and educational activities.*

**Highlander Research and Education Center** ([www.highlandercenter.org](http://www.highlandercenter.org)) creates educational experiences that empower people for democratic leadership of fundamental change.

Since 1932, Highlander has gathered workers, grassroots leaders, community organisers, educators, and researchers to address the most pressing social, environmental and economic problems facing the people of the southern United States. Highlander sponsors educational programs and research into community problems, as well as a residential Workshop Center for social change organisations and workers.

Generations of activists have come to Highlander to learn, teach and prepare to participate in struggles for justice. Many have played important roles in major political movements, including the Southern labor movements of the 1930s, the Civil Rights movement of the 1940s-60s, and the Appalachian people's movements of the 1970s-80s.

We are clear that, within a distinctively Australian landscape, we are to develop such a Quaker study centre that will grow out of the Australian environmental and social setting. It is being created with a desire for right relationship with the Ngunnawal Elders, the Indigenous custodians of this land and surroundings.

**The accompanying DVD presents a  
filmed explanation of our vision**

# 1 BUSINESS SUMMARY

## 1.1 Historical Overview

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The Religious Society of Friends (Quakers) in Australia Inc embraced the formation of an Australian Quaker centre (later named Silver Wattle Quaker Centre, SWQC) as a concern of Australia Yearly Meeting in January 2009. A Working Group was appointed to search for a site and organise courses.

After an exhaustive search for suitable properties in south-eastern Australia, Silver Wattle was chosen as the site. The SWQC started with limited offerings in 2009 and followed these with a more extensive and a very successful program in 2010. Most courses were well attended and the involvement of non-Quaker groups has been growing. The Centre is not just for Quakers; it welcomes any serious seekers. The offerings encompass:

- spiritual formation and prayer
- Quaker heritage and processes in decision-making and reconciliation
- preparing for active witness in nonviolent social change
- training in sustainable living
- a meeting space within the setting of a Spirit-led Quaker community

A prime task in these first two years was to identify leaders and develop courses. The response to enrolments and feedback in 2009-10 helped the SWQC to refine its offerings and begin more active marketing.

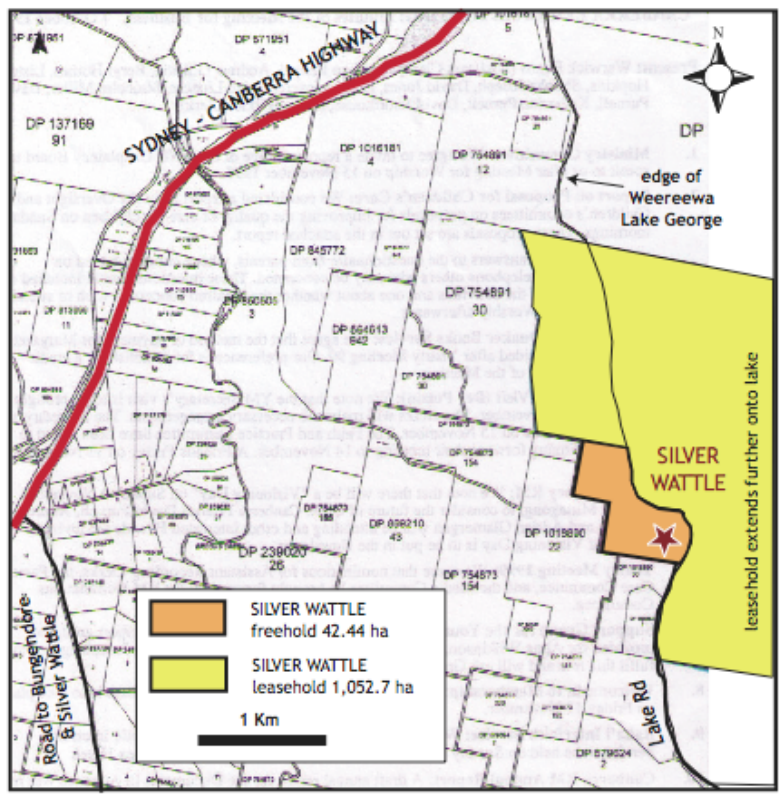
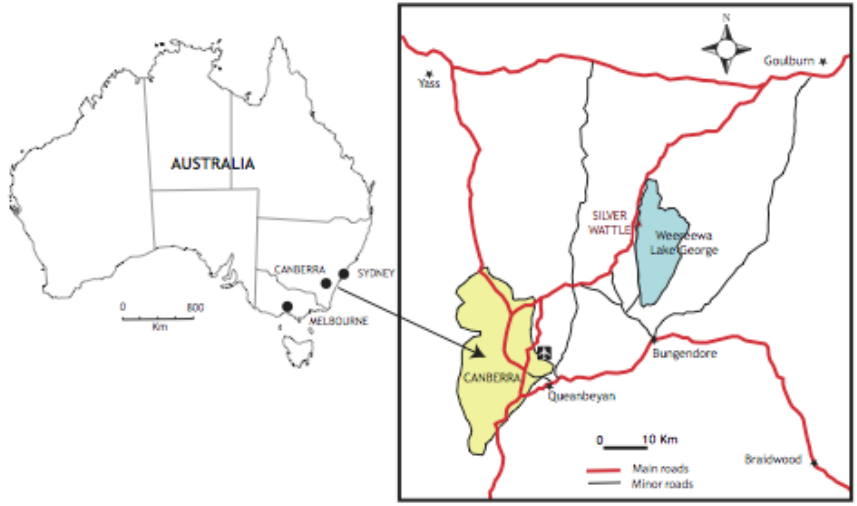
The Centre has been created with a desire for right relationship with the Ngunnawal Elders - Indigenous custodians of the country where *Silver Wattle* is located. The directors have begun an engagement with the Ngunnawal Elders in relation to matters of environmental restoration and cultural heritage and in honouring the ongoing life of the Ngunnawal people and their rich contribution to country.

*Silver Wattle* is a former sheep grazing property, on which a small conference centre was established in 1997. It was then bought by the Catholic Church to accommodate a House of Prayer community that had moved from Goulburn.

That community has now dispersed.

The property is 13km north of Bungendore, NSW, along Lake Road on the western side of Weereewa (Lake George). It is 40 minutes by road from the national capital, Canberra, and approximately 3 hours from Sydney. Bungendore can be reached easily by daily bus and train services, with Canberra close for air travel.

During 2009-10, Quakers rented the property and now have the opportunity to acquire the land and facilities. Upon purchase, *Silver Wattle* will be established as a permanent Quaker study centre and managed as an independent entity. Long-term rental is not an option that the Catholic Church wishes to consider. The property will be sold on a walk in - walk out basis with all facilities, equipment, vehicles, tractors and implements, furniture, furnishings and bedding. The Church would welcome this development since it will have spiritual education and formation as a core function, therefore carrying forward the ministry already begun in this place.



## 1.2 Service Features

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The Quaker approach has much to offer:

For those with a commitment to children, the Silver Wattle Centre provides events and opportunities that explore our relationships to the environment, to the use and abuse of the land, and to the spiritual basis of our lives.

The Quaker traditions of truthfulness, transparency and fairness are a sound basis to reassess the present culture of endless growth, and the need for sustainable, steady-state economic policies.

The Quaker emphasis on equality and peace means we are ready to lead the debates on changing our dependence on militarism. This dependence distorts capital investment, and produces socially useless goods, while basic human needs are unmet.

The Quaker emphasis on reconciling behaviour with deep inward spiritual commitment means that Silver Wattle will provide a place for many people to re-examine their lives.

Silver Wattle food policy emphasises locally grown, organic food with general reliance on what is in season locally rather than acceding to the consumer expectation for everything all year round.

*Silver Wattle Quaker Centre* offers full day events, weekend workshops, short courses a minimum of one week long, and retreat accommodation for a minimum of two nights. The mainstay is the one-week course, which offers sufficient time for participants to experience some rethinking and realignment of their lives.

In 2009-2010, offerings ([www.aqc.quakers.org.au/courses](http://www.aqc.quakers.org.au/courses)) have encompassed:

- residential time in community for personal rest and reflection
- spiritual formation and prayer
- Quaker heritage and faith
- training in sustainable living
- creative art and writing workshops

- meeting and forum spaces

Among the new initiatives in 2010 are:

- Easter family camp, with activities and worship led by children
- Couples enrichment course; women's and men's weekends
- Two church and NGO retreats
- ANZAC weekend for non-violent activists
- Farm community working bees
- Public environment forum of the biennial local Weereewa Festival
- Hosting the local Weereewa Sculpture prize
- Centring prayer training, meditation and yoga retreats
- Courses on clerking of Quaker business meetings, and Quaker eldering: the nurturing of gifts

Planning for 2011 includes at least one event each month in addition to its program of courses:

- Interfaith forum on immigration and sustainable population growth
- Round table on steady state vs growth economics
- Spirit-led financial management
- Exploring spirituality with the enneagram
- Circles of trust
- Stories of the land day: Indigenous, settlement and natural environment perspectives

Silver Wattle Library is developing a sound core collection, with prominent themes of spirituality, Quaker heritage and non-violent social change. Titles are listed online at <http://www.librarything.com/profile/AustralianQuakerCtr>.

*Silver Wattle Quaker Centre* is also available as a facility for conference and meeting organisers, and was a commercially viable mini-conference and training centre in the 1990s. Because it is close to Canberra, only 3 hours drive from Sydney and offers comfortable accommodation and a peaceful, nurturing

atmosphere in a bushland setting, the Centre is an attractive meeting space for organisations to grapple with present issues and plan initiatives for the future - all within the setting of a spirit-led Quaker community.

The village of Bungendore, 20 minutes away, has bank, post office, shopping, police and attractive tourist facilities. The local Palerang Shire is the fastest growing rural-urban shire in NSW. Silver Wattle is, therefore, particularly well placed to serve as a training centre for the densely populated south-eastern part of Australia. But with access to road, rail and airport links, it has the potential to serve the Asia-Pacific region.

With the concentration of government head offices and diplomatic missions in Canberra, there is also potential for the Centre to be used for confidential, off-the-record meetings of opposing parties, just as the spaces provided by the Quaker United Nations Offices in New York and Geneva are used.

The Quaker Study Centre at *Silver Wattle* seeks to attract and build an intentional and transformational community, engaged with environmental and cultural rejuvenation, inter-faith and inter-cultural understanding, communal sharing and support, and the daily practices of prayer, ministry, witnessing, spiritual nurture and listening.

Quakers welcome and celebrate technological innovations and they are integral to the learning process at Silver Wattle. There are opportunities for solitude and reflection, but there is also a strong emphasis on making this a model community.

The Centre is a place where, regardless of the labels that separate them, participants will reconnect with:

- the natural environment
- themselves
- their values
- their past and future
- each other

### 1.3 Market Analysis

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*Silver Wattle* will cater both for Quakers and for those from other faiths and religious traditions who are seeking a quiet restful space - whether as a retreat to deepen their spiritual lives, as preparation for active witness, as an opportunity to learn and share new skills and continuing passions - or for a combination of reasons. Over time it will appeal to people seeking an experience of dwelling long-term in an intentional community.

Although experience at *Silver Wattle* has shown that there is an immediate need for short courses and the meeting space the Centre offers, there is clearly the potential to grow existing interest in longer courses.

Because Australia's Quaker community numbers some 2000, the Centre's program of learning and other activities will need to draw on a wider pool of paying participants.

Potential markets include:

- Quakers including families with limited annual leave time, and retirees
- Quakers in the Asia-Pacific region seeking education in Quaker faith
- International travelling Quakers who include the SWQC in their plans
- Members of other faith communities, either laity or religious
- Other faiths groups wishing to facilitate their own retreats or events
- Community groups and organisations working for peace, justice, the environment and securing a sustainable future
- Government, business and other organisations seeking a place for confidential and imaginative planning sessions.
- People in the local area and region who are ready to learn more about their local environment, plan new ways for the future, or who are seeking spiritual growth.

### 1.3 Marketing Strategy

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*Silver Wattle's* marketing strategy seeks to optimise its position as a unique year-round retreat and study centre for short and long-term residents.

The spacious, natural environment and setting are potentially attractive to both Australian and international visitors.

The growing awareness of our need to modify the way we live in Australia and in the world is a key message for marketing.

The advantage of being less than an hour's drive from the national capital Canberra and accessible by train and bus will also be included in marketing and promotion.

The diverse range of markets will require careful preparation of advertising materials in a range of places and media.

In 2009-10, publicity was largely confined to Quaker circles and word of mouth in order to test the Centre with a manageable resident base. The facility has also been promoted within the local area, using local media and local organisations who have expressed interest and welcome.

The *Silver Wattle Quaker Centre* will be promoted:

- widely in national and international Quaker networks by print and web-based marketing and within the local area, using local media.
- to faith and religious groups as well as to cultural and community organisations across Australia, using both mail and web-based systems. We recognise a range of possible market niches.
- using paper and web-downloadable flyers, which have a common descriptive section and registration form on one side and targeted advertising material on the other side

A 17-minute film is available, describing the property, its course offerings and potential. This is available on the internet and as a DVD.

## 1.4 Financial Objectives

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Key financial objectives have been developed, using results of the pilot 2009-10 SWQC program at *Silver Wattle*. The information includes revenue earned from 2009-2010 against costs, as well as details of funds required for the purchase and immediate upgrading of the property.

By the end of 2010 there will be 15 months experience on site and thus a comprehensive understanding of the issues and costs involved.

The key financial objectives in 2010 are:

- to make a surplus on every course and event
- to meet, and preferably to exceed, the revenue target set for Silver Wattle 2009
- to keep costs to budget, and preferably under budget
- to begin attracting financial returns from outside the Quaker fold
- to raise funds required for the purchase of *Silver Wattle* by 31/1/2011

Toward the goal of purchasing *Silver Wattle*, the directors are:

- holding discussions with the local Palerang Shire to assess what constraints might be imposed on the use of the property, considering the proposed uses and the Centre's commitment to green, sustainable developments that would not affect the water flow into Weereewa (Lake George).
- conducting a detailed survey of the property to prioritise the work that needs to be done to make the facilities safe and efficient for our purposes
- undertaking a permaculture assessment to provide guidelines on future development and sustainable food production
- planning for an environmental audit - NB a separate report undertaken

by the Catholic Church confirms no toxic contamination

A current independent valuation for the property values

*Silver Wattle* at A\$1.35 million:

|                               |              |
|-------------------------------|--------------|
| Land (42.44ha @ A\$12,000/ha) | A\$ 509,280  |
| Conference centre             | A\$ 680,000  |
| Manager's Residence           | A\$ 140,000  |
| Shedding                      | A\$ 20,000   |
| ROUNDED TOTAL                 | A\$1,350,000 |

Immediate modifications and building work within the first 12-24 months will require \$100,000 to refurbish facilities, install disabled access, and make the property more efficient (details in Section 3.2).

Total budget for property acquisition and immediate works, and including the establishment of an endowment fund for new initiatives and to support those financially less secure:

|  |                  |
|--|------------------|
| Purchase and associated costs            | A\$ 1.50 million |
| Future Initiatives Reserve               | A\$ 0.25 million |
| Endowment for development & scholarships | A\$ 0.25 million |
| TOTAL                                    | A\$ 2.00 million |

## 2 DETAILED PLAN

### 2.1 Business Structure

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A Memorandum of Understanding (MOU) has been signed with the Catholic Archdiocese of Canberra and Goulburn, owners of *Silver Wattle*, for Quakers to occupy the property on a caretaker, rent-free basis until 31 January 2011. This MOU provides for transitional time while a legal entity is established to purchase *Silver Wattle* and operate it as a Quaker retreat and study centre.

Present management and development as part of Quakers Australia Yearly Meeting is overseen by a Working Group (see Appendix 7 Key Personnel) with expertise in spiritual nurture, course curriculum, management, marketing, finance, legal, cross cultural awareness and environmental sustainability.

It is intended that Silver Wattle operate as a tax-exempt, not-for-profit Company Limited by Guarantee for the following reasons:

- It can operate Australia-wide, allowing for online and off-campus course delivery in the future
- It specifically allows trading of services such as courses and retreats
- It is the preferred structure of the Australian Taxation Office for an operation the size of SWQC
- It is easily understood and appreciated by donors and funding bodies as a straightforward model

The Company is establishing a Trust Fund, the Silver Wattle Quaker Education Building Fund, for which Deductible Gift Recipient (DGR) status is being sought under Australian law. If successful, donations to this fund will be partly tax-deductible to the extent that the funds are used for the acquisition, building and maintenance of teaching facilities.

The Constitutions of the Company and of Trust Fund are available on request.

*Silver Wattle* will register its trademark logo and has reserved the website ([www.silverwattle.org.au](http://www.silverwattle.org.au)) in order to fully protect intellectual property.

## 2.2 Ownership and Management

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The Silver Wattle property will be owned by Silver Wattle Quaker Centre Company Ltd, a not-for-profit, tax-exempt, company limited by guarantee under Australian law.

This structure is similar to that of institutions such as Pendle Hill (USA), Woodbrooke (UK) and The Friends School in Hobart, with a governing Board of Directors that sets their vision, strategy and policies. Committees then advise and implement the management of this vision.

The Silver Wattle Quaker Centre Company will have 3 - 5 Directors, all of whom will be members of Australia Yearly Meeting of the Religious Society of Friends (Quakers) in Australia Inc. Appointment of these Directors will be on the recommendation of an Advisory Committee of 3 - 7 persons, of whom at least two-thirds will be Quakers.

The Company will seek to establish and will be Trustee of a tax-deductible Trust Fund, the Silver Wattle Quaker Education Building Fund.

Silver Wattle will be operated as a Quaker Retreat & Study Centre. The Centre requires a full-time resident Director, and 3 part-time staff: Administrator, Caretaker and Housekeeper. During course periods additional staff are required: Resident Elder, Cook, Technical Support and Pastoral Carer. Some of these roles may be undertaken by Friends-in-Residence, who are volunteers working in the study centre for board and keep, though without salary.

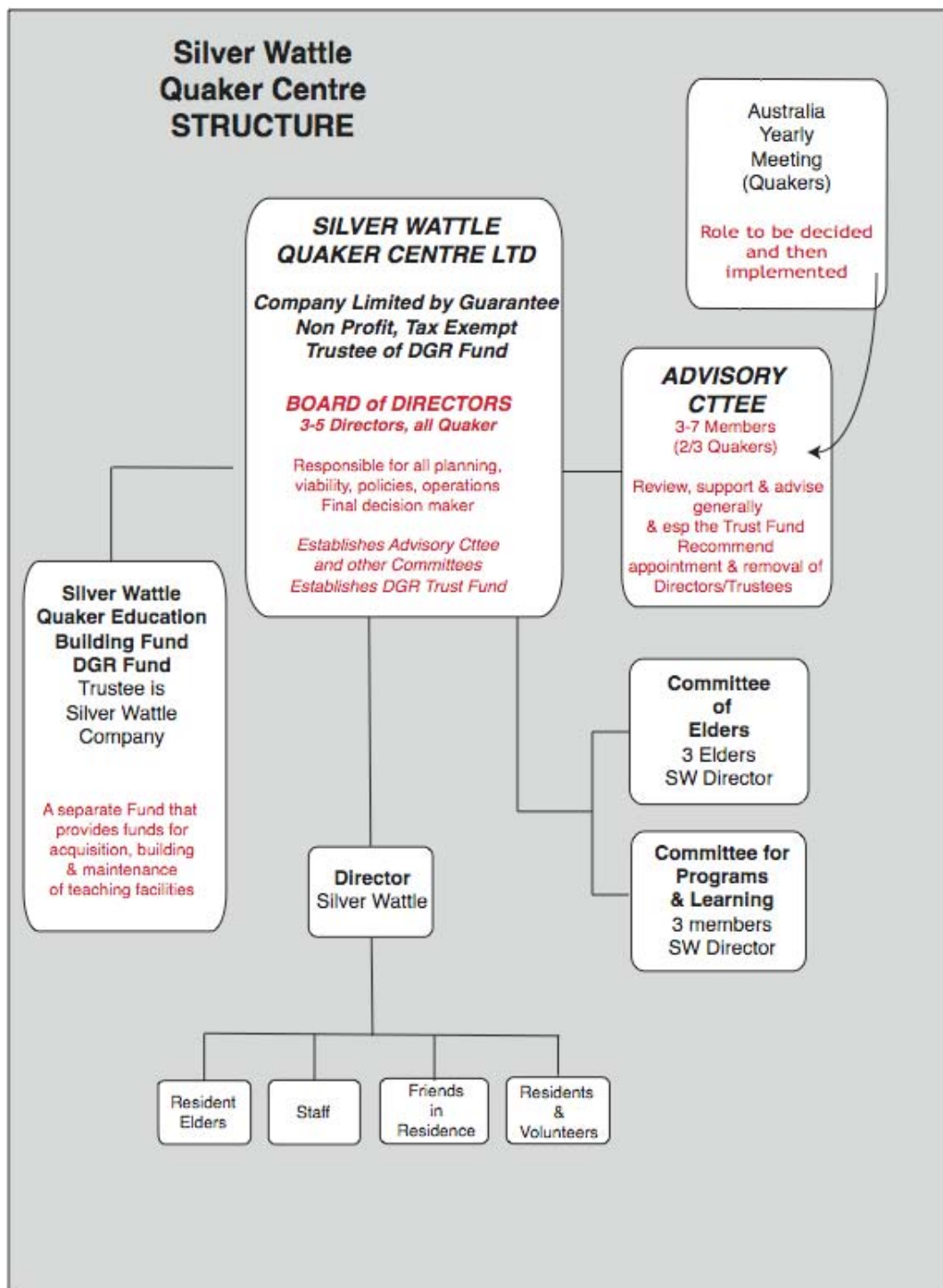
The Committee of Elders will appoint Resident Elders after consultation with the Director. The Resident Elder will have the special role of providing spiritual nurture, and upholding the staff, participants and the Centre as a whole, thus releasing the Director for operational oversight of the business.

The Committee for Programs and Learning will review and provide advice on course offerings, teaching staff, course leaders and facilitators. This committee and the Committee of Elders will work closely together and with the Advisory Committee.

The SWQC Guidebook details the Centre's Policies and Procedures, covering issues such as operational rhythms, management and staffing responsibilities,

grievance and harassment policies, and refund arrangements. It is available online at [www.aqc.quakers.org/guidebook](http://www.aqc.quakers.org/guidebook) and is updated regularly.

The structure of the new legal entity *Silver Wattle Quaker Centre* is shown below. A detailed description of the various functions within the legal entity is in Attachment 8.



## 2.3 Key Objectives in 2010

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In 2009, Silver Wattle Quaker Centre set out the following objectives for 2010 and has succeeded in meeting them:

- Establish the legal entity to own and operate a Quaker study centre
  - Continue to develop the Centre as a place of spiritual renewal, ministry and transforming community, supported by well qualified staff and volunteers
  - Begin a process of deep engagement with Indigenous people to help bring about reconciliation in Australia
  - Develop a quality year-long program of courses and activities, with an inspiring and engaged team of teachers, elders and practical volunteers
  - Maintain a financially healthy business by exceeding break-even targets
  - Launch an appeal to attract the funding required for the purchase of *Silver Wattle*. (Vendor financing at a moderate interest rate would be available through the Church, for a bridging period of up to 5 years. There would be no penalty for early payout of the loan.)
  - Establish an electronic newsletter to circulate among 'Friends of Silver Wattle'.
  - Develop and maintain marketing to existing supporter base and new potential supporters through mail-outs and promotions with the aim of increasing awareness of, and engagement with, *Silver Wattle*
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## 2.4 Key Objectives in 2011

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The objectives of the newly established Silver Wattle Quaker Centre in 2011 will be to:

1. Conduct the Centre with a financial surplus
2. Undertake a safety and occupational health and safety audit, and begin immediate, necessary building and maintenance work (see Section 3.1)
3. Review and implement a targetted marketing strategy
4. Develop a 3-year plan for coherent course offerings
5. Implement an ongoing fundraising plan
6. Prepare a development plan for the property, taking into account the needs for sustainable energy and water use, meeting spaces, food production, creative art, library and other facilities.
7. Undertake an energy audit of both energy generation and energy use
  - Assess the potential for solar and wind energy production on site, with connection to the state grid for sale of excess generation
  - Assess the room heating systems and possible replacement with passive and stored heating options.
  - In particular consider building a glass wall on the northern side of the dining area to trap heat.
  - Check all water heating systems and consider the need for replacements and potential for more efficient solar small tube systems
8. Conduct a water audit:
  - Map water collection and distribution pipes
  - Plan rainwater tank installations
  - Extend irrigation to planned garden and orchard
  - Investigate waterless toilet systems
  - Investigate biolytic or similar grey and septic water treatment system

## 2.8 SWOT Analysis for Silver Wattle Quaker Centre

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### STRENGTHS

- Location - close to Canberra, near bus and train routes
- Spacious property in iconic landscape with established facility and potential
- Abundant wildlife and established gardens
- Unique in concept - no similar centre in Australia, or the Asia-Pacific region
- Experience and skills of interim Director and Working Group

### OPPORTUNITIES

- Providing a space for adventurous forward thinking
- Finding a shared vision with Indigenous peoples
- Developing a deepening teaching ministry in Australia
- Building a truly sustainable model of living, in a transforming community

### WEAKNESSES

- Lack of promotion to date
- Limited staff resources and time for the recruitment of further skilled and experienced staff required for key roles
- Environmentally degraded hill slopes, pastures and creek beds on the property
- Maintenance and upgrade work required

### THREATS

- Financial viability will be tested
- Maintaining a stable community
- Balancing external engagement and income with core Quaker ministry
- Supporting access for those less financially secure



## Challenges Ahead

Clearly there are challenges ahead. Sustaining and marketing the Centre professionally, but with mostly voluntary labour is a key challenge. The Centre needs to grow and achieve the critical mass that will ensure a better than basic financial viability. At the same time it must guard against burnout in the staff on whom this growth depends. Increased resources will enable Silver Wattle to offer a broader range of learning opportunities and to provide subsidies for those who live far from the Centre, or are financially less secure.

Balancing income-generating events with a core Quaker ministry is also a challenge. While the vision for Silver Wattle is of living a set of values that Quakers believe will create a stable, friendly and sustainable community into the future, the vision is also one of inclusiveness and choice, rather than imposition. So the compatibility of these objectives will require constant gentle management.

While Silver Wattle is committed to restoration of the natural environment and to building a strong and enduring relationship with the Ngunnawal people, and other Indigenous communities, it is also committed to finding a truly sustainable model of living for all, beyond simplistic 'green' behaviours. This too will be a challenge.

## Possible Solutions

Increasing market share will receive significant management attention. A comprehensive survey of potential participants, as well as teachers and course leaders is being done. We are planning and beginning a diverse advertising and marketing campaign.

While holding the vision for Silver Wattle, the Directors and Advisory Committee will need to call on the long Quaker tradition of integrity and prudence in their management of the business. This will no doubt mean hastening slowly, or resisting the desire to embark on every project that can be imagined for the Centre. Reducing overheads, matching enrolments with resources and maintaining high quality but simple catering and services will ensure that the scale of operations at Silver Wattle always remains manageable.

Participants are coming to the Centre to reconnect, so a high ratio of support to need is essential. All members of the community will be encouraged to work patiently and with commitment, but always adhering to the Quaker practice of listening deeply. This will increase the likelihood that Silver Wattle will meet the varied needs of all who wish to spend time here. While new technologies will be used for communication and infrastructure, the key emphasis in all learning at Silver Wattle will be on face-to-face contact.

To ensure that staff are adequately supported, therefore, time for the core community alone will always be put aside, so that they can renew their energy and continue to nurture others.

## 2.7 Fundraising

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Establishing *Silver Wattle* as a Quaker study centre will require the significant but not inordinate investment of A\$2 million.

|  |                  |
|--|------------------|
| Purchase and associated costs            | A\$ 1.5 million  |
| New Initiatives and Refurbishment        | A\$ 0.25 million |
| Endowment for development & scholarships | A\$ 0.25 million |
| TOTAL                                    | A\$ 2.0 million  |

The key fundraising priorities to be pursued are:

- Registration of the legal entity *Silver Wattle* to operate as a company limited by guarantee
- Establishment of tax-deductible Trust Fund
- Distribution of plan and DVD film for individuals, companies and foundations
- Funding and partnership opportunities with foundations and trusts
- Modelling for engaged and regular giving programs as well as Living Bequests, with clear information on tax deductibility status.
- Development of material to raise funds by means of:

- Living Bequests to purchase Silver Wattle property and establish both the Centre and an Endowment Fund
  
- Establishment donations  
e.g. 100 Friends x average \$10,000 = \$1 million
  
- Future bequests in wills  
Several Quakers have informed us that significant bequests are being reserved in their wills and, when available, these will underpin the long-term financial stability of the Centre.
  
- Interest-free loans from supporters
  
- Planned Giving  
For example \$50 per month over 5 years = \$3,000

Entitlement to time-sharing has been considered by the directors, but does not appeal as it involves complicated priority issues and may prejudice tax deductibility arrangements.

### 3 FINANCIAL PLAN

#### 3.1 Establishment Costs

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The first priority is to raise the necessary funds to purchase the property and undertake some immediate modifications. The conference centre was built over 15 years ago. While it is structurally sound and has almost all the fittings and assets necessary, there is need for refurbishment and upgrading of some facilities - as noted below. Details are given in Attachments 6.3, 6.4 and 6.5.

|                                       |                     |
|---------------------------------------|---------------------|
| Property Purchase                     | A\$1,400,000        |
| Legal Entity costs                    | \$ 4,000            |
| Office and AV equipment               | \$ 8,000            |
| <b>Buildings and Amenities</b>        |                     |
| • Kitchen Refurbishment               | \$10,000            |
| • Disabled access, paths, stair-lifts | \$ 6,000            |
| • Hot water systems (if needed)       | \$ 8,000            |
| • Worn floor coverings                | \$ 3,000            |
| • Minor repairs & paint               | \$ 3,000            |
| Bushfire Preparation                  | \$ 1,000            |
| Roof repairs to shearing shed         | \$ 5,000            |
| Control of noxious weeds              | \$ 1,000            |
| Farm equipment                        | \$ 3,000            |
| Farm shed/garage                      | \$20,000            |
| Rainwater tanks                       | \$15,000            |
| Extension of water supply             | \$ 2,000            |
| Fencing freehold                      | \$ 10,000           |
| Garden/orchard restoration            | \$ 1,000            |
| <b>TOTAL</b>                          | <b>\$ 1,500,000</b> |

The second priority is to establish the Endowment starting at \$500,000 that can assist funding for significant upgrades, for future initiatives and for scholarships to support access to the Centre by those who cannot afford their full travel expenses or even the registration fees.

### 3.2 Summary Financial Plan & Profit and Loss

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Annual Overheads are partly covered by income from those living on site, from donations, contributions to Amenities by visitors and by Venue Hire, as listed below. Expenses represents the cost of maintaining a base level community while paying essential overheads, irrespective of any course activity.

#### ANNUAL EXPENSES

##### PROPERTY

|                        |                                 |
|------------------------|---------------------------------|
| Rates                  | \$ 3,500                        |
| Insurance/Legals/Audit | \$ 6,000 (est. to be confirmed) |
| Board meetings         | \$ 3,000                        |

##### OPERATIONAL

|                    |                     |
|--------------------|---------------------|
| Book-keeper        | \$ 2,250            |
| Food (core staff)  | \$ 3,000            |
| Consumables        | \$ 600              |
| Office             | \$ 1,000            |
| Equip<\$1000       | \$ 1,000            |
| Maintenance        | \$ 3,600            |
| Marketing          | \$ 1,000            |
| Electricity/LPG    | \$ 4,000            |
| Telephone/internet | \$ 2,200            |
| Travel             | \$ 500              |
| Vehicle/Tractor    | \$ 1,200            |
| Others             | \$ 500 total 20,350 |

-----  
TOTAL \$ 33,350

##### ANNUAL INCOME (ex courses)

|                         |          |
|-------------------------|----------|
| Donations by visitors   | \$ 3,500 |
| Venue hire fees         | \$ 3,000 |
| Cottage rent            | \$ 6,000 |
| Amenities Contributions | \$ 3,500 |

-----  
TOTAL \$ 16,000

DEFICIT \$ 17,350

### 3.3 Summary of 12 months Income and Expenditure

The following Table summarises (unaudited, ex GST) income and expenditure at the AQC from September 2009 - August 2010, a 12-month period. These data show the Centre was managed in a way to produce a surplus - and the management was capable of matching expenditure to income.

During the period 2009 - 2010 the Quaker Centre has undertaken regular maintenance work, in line with our care-taker/rent free arrangement with the Archdiocese. The work added value, and also prevented deterioration of the assets.

- Installation of 5000 litre rainwater tank for drinking water
- Repair of Ferguson tractor to operational standard
- Repair of mowers, chainsaws and other equipment
- Cleaning of all gutters
- Clearing of rubbish, and mowing to reduce fire hazards
- Pruning of orchard
- Installation of greywater system to orchard.

Note:

1. Figures are from Profit & Loss Statement excluding GST
2. Income and expenditure for AQC operations in the earlier months (July-August) 2009 have been omitted, including an additional rent payment of \$4000 in July 2009, which was covered by income.
3. The Sept-Dec 2009 course period had higher course charges than 2010.
4. Much of the operation in these early stages has relied on volunteer work by Friends-in-Residence.

|                         | Sep-Dec         | Jan-Mar        | Apr-Jun         | Jul-Aug        | Year            |
|-------------------------|-----------------|----------------|-----------------|----------------|-----------------|
|                         | 2009            | 2010           | 2010            | 2010           | TOTAL           |
| <b>INCOME</b>           |                 |                |                 |                |                 |
| Courses                 | 26475           | 3427           | 9872            | 5118           | 44892           |
| Donations               | 6462            | 430            | 560             | 354            | 7806            |
| Accomm                  | 3064            | 231            | 4255            | 1543           | 9093            |
| Venue Hire              | 0               | 1100           | 195             | 387            | 1682            |
| Catering                | 0               | 500            | 0               | 0              | 500             |
| Transport               | 0               | 0              | 45              | 0              | 45              |
| Cottage Rent            | 0               | 1964           | 1000            | 500            | 3464            |
| Amenities Contribution  |                 | 450            | 1150            | 1375           | 2975            |
| <b>TOTAL INCOME</b>     | <b>\$36,000</b> | <b>\$8,102</b> | <b>\$17,078</b> | <b>\$9,277</b> | <b>\$70,457</b> |
| <b>EXPENSES</b>         |                 |                |                 |                |                 |
| Staff                   |                 |                |                 |                |                 |
| Volunteer payments      | 8330            | 0              | 670             | 0              | 9000            |
| Book-keeper             | 0               | 270            | 383             | 0              | 653             |
| Catering                | 8706            | 1093           | 2687            | 910            | 13396           |
| Cleaning                | 250             | 0              | 107             | 64             | 314             |
| Consumables             | 175             | 132            | 161             | 24             | 492             |
| Office                  | 1401            | 221            | 271             | 373            | 2266            |
| Building Improve        | 0               | 769            | 0               | 0              | 769             |
| Equip<\$1000            | 278             | 693            | 1597            | 410            | 2978            |
| Maintenance             | 112             | 1448           | 1420            | 556            | 3643            |
| Marketing               | 489             | 0              | 455             | 135            | 1079            |
| Electricity             | 0               | 1850           | 1861            | 1091           | 4802            |
| Gas                     | 0               | 0              | 1662            | 450            | 2112            |
| Telephone               | 0               | 196            | 300             | 228            | 724             |
| Travel Costs            | 2815            | 302            | 626             | 0              | 3743            |
| Vehicles                |                 |                |                 |                |                 |
| 4WD                     | 0               | 998            | 126             | 0              | 1124            |
| Tractor                 | 0               | 314            | 76              | 0              | 390             |
| Others incl bank charge | 251             | 198            | 5               | 0              | 454             |
| Rent                    | 8000            | 0              | 0               | 0              | 8000            |
| <b>TOTAL EXPENSES</b>   | <b>\$30,806</b> | <b>\$8,482</b> | <b>\$12,406</b> | <b>\$4,241</b> | <b>\$55,935</b> |
| <b>PROFIT/LOSS</b>      | <b>\$5,194</b>  | <b>(\$380)</b> | <b>\$4,672</b>  | <b>\$5,035</b> | <b>\$14,521</b> |

## CALCULATION OF COURSE COSTS AND FEES CHARGED

The base level costs (Section 3.2) confirmed Course and Event Income must cover \$17,350. The following table shows how much surplus each course or event must make to cover these costs:

| Number of courses/events | Surplus required per event |
|--------------------------|----------------------------|
| 25                       | \$ 694                     |
| 20                       | \$ 867                     |
| 15                       | \$ 1,157                   |
| 10                       | \$ 1,735                   |

The aim is a total of 20 events / courses annually on the following format:

Feb - May                    8 eg Easter camp, 3 local forums, 3 workshops, 1 course

Sept - Dec                 10 courses, 2 retreats

The following list shows the total costs for a week long event or course, based on previous 2009-2010 expenditure, and in which board/keep includes cost of cook and food:

Annual Overhead (per event)                    \$ 867 for 20 events per year

### Staff Costs (per week)

|               |          |
|---------------|----------|
| Director      | \$ 800   |
| Administrator | \$ 600   |
| Board/keep    | \$ 1,000 |
| Staff Travel  | \$ 400   |

### Teacher Costs (per week)

|        |        |
|--------|--------|
| Salary | \$ 600 |
| Board  | \$ 462 |
| Travel | \$ 300 |

TOTAL (full costs)                    \$ 5,029

TOTAL (ex staff salaries)            \$ 3,629

Participant costs are \$50/day, ie each person costs \$300 over the 6 days

#### SENSITIVITY ANALYSIS OF COURSE FEE CALCULATION (full costs)

|                    |         |        |
|--------------------|---------|--------|
| Participant Number | 5       | 10     |
| Overheads/person   | \$1,006 | \$ 503 |
| Participant        | \$ 300  | \$ 300 |
| TOTAL              | \$1,306 | \$ 803 |

#### SENSITIVITY OF COURSE FEE CALCULATION (ex staff salaries costs)

|                    |        |       |
|--------------------|--------|-------|
| Participant Number | 5      | 10    |
| Overheads/person   | \$ 726 | \$362 |
| Participant        | \$ 300 | \$300 |
| TOTAL              | \$1026 | \$662 |

Course fees for 6 day courses charged have been in the range \$670-760.

In practice, the course fees have been cross-subsidised by the event income. The main reason is that courses have run with around 5 participants whereas full profitability typically requires 10 participants.

However a conscious decision was taken to run the courses for three reasons:

1. provide nurture even for the smaller numbers who clearly wanted it
2. support and develop the course leaders
3. give the AQC team experience in managing the operation.

We are also aware from anecdotal evidence that our advertising and marketing was insufficient. We have made plans to rectify this issue.

## 4.0 SUMMARY

Silver Wattle provides an excellent place to develop a Quaker Centre in Australia. The trial periods have given us an accurate assessment of the financial costs, the opportunities, and the potential of the property.

The land has a wilderness feel, and yet is sufficiently close to transport and potential markets to be viable.

Once the property is bought and the Centre established, the trial period shows we can manage to 'cut our cloth' to operate successfully at low-income levels, while also being able to cope with larger events.

Future bequests will ensure the long-term stability of the Centre.

The world is in a state of transition as it adjusts to rapidly changing climate and resource situations. Many communities are exploring new and more spiritually based ways of adapting to these challenges. Silver Wattle is a wonderful opportunity to provide a model for change.

## 5. TIMETABLE

|                             |              |
|-----------------------------|--------------|
| Final DVD Production        | 31 Aug 2010  |
| Establish Legal Entity      | 30 Sept 2010 |
| Launch Appeal               | 10 Oct 2010  |
| Confirm Funding             | 30 Nov 2010  |
| Negotiate Property Purchase | 31 Jan 2011  |
| Settlement and Ownership    | 31 Mar 2011  |

## 6. ATTACHMENTS

### Attachment 1: History of the Property

*Silver Wattle* was established as a sheep property. There was little clearing of the land, and much of the sheep grazing was done on the dry areas of the lake bed. Water levels in Weereewa / Lake George have varied. In the past there was a fishing industry and a local ferry. During the 1970s the shoreline was close to the Sydney-Canberra highway. For many years the lake bed has been almost dry, but there are now extensive sheets of water as a result of the 2010 winter rains.

The property was bought in the 1990s by Peter Ring, who developed the main buildings as a training and conference centre. Adventure courses, army bivouacs and courses for wayward youth were held.

The Archdiocese of Canberra and Goulburn bought the property in 2005 and the Catholic lay community House of Prayer moved from Goulburn to *Silver Wattle*. But members of the community started to go their separate ways in 2007. This faith community had a sense they were not to be here permanently, and were preparing the site for the next group.

The property is for sale with an independent valuation (November 2009) of \$1.35 million, on a walk in walk out basis.

## Attachment 2: Asset Register

### Land Area and Tenure

The *Silver Wattle* property has three parts:

1. Freehold block (DP868882) of 42.44ha (105 acres) acres, on which the main buildings are situated
2. Leasehold blocks (DP754891) and DP723778 cover 1,052.66ha (2600 acres) of the scarp and bed of Weereewa/Lake George. There is Permissive Occupancy for grazing on these leasehold blocks.
3. In total the freehold and leasehold provide some 2.7km of tenure along the hills and slopes on the western side of Weereewa.

### Utilities

- **Water** - a water bore (~30 metres deep) on the slope behind the homestead, and adjacent to the gully creek system is connected to mains power. In May 2010, the water bore was cleaned, and new  $\frac{3}{4}$  HP multi-stage centrifugal pump (18 l/min) installed. Water is pumped to a settling tank on the spur, and then drains to a lower tank to provide clean water which is then gravity fed to the buildings. The water is hard (409mg/L), and a water softener in the workshop provides softened water to the buildings (softens to 10mg/L). Its pH is 7.49 (bore) - 7.59 (treated). No large rainwater storage tanks are on site, but a small 5000L tank for drinking water has been installed. Water is pumped to a settling tank on the spur which drains to a lower tank to provide clean water which is then gravity fed to the buildings. The water is hard (409mg/L), and a water softener in the workshop provides softened water to the buildings (softens to 10mg/L). Its pH is 7.49 (bore) - 7.59 (treated). No rainwater storage tanks are on site. Tests in 2005 showed no concentrations of heavy metals associated with the old sheep dip and sheds.
- **Gas** - Origin Energy 990 gallon gas tank on concrete base behind residence wing
- **Electricity** - single phase, with transformer on pole on southern side of homestead.

## **Buildings**

**Homestead and Residence wing** - L-shaped building with dining area and commercial kitchen and cold room, lounge and adjacent four bedroom units, conference room with adjacent 3 bedroom units. Residence wing has four units each with three bedrooms and bathroom/toilet. Gas space heating. Hot water from three gas (135L) heating systems and solar system on roof. Acceptable condition with walls and roof alignment good. Verandas and woodwork need maintenance.

**Pink Palace** - 4 room demountable unit and adjacent 1 bedroom/bathroom unit, and wooden deck, located south of Residence Wing. Electricity and water connected. Not installed to Council standards. Used for offices and storage.

**Garage/Store** - Galvanised steel kit shed, ca 4m x 7m x 1.8m high at door, divided by wooden partition. One part was laundry, used as storage for domestic items and garden tools. Concrete floor broken and heaved. Gutters but no tank

**Workshop** - galvanised steel shed ca 4m x 7m x 2.1m high at door, personnel door and sliding door 3m wide. Tools. Power connected. Chemical storage locker. Concrete floor okay. Gutters, but no tank.

**Farm Shed** - Pole shed with iron roof and 3 walls, contains 3m x 6m wooden cool room, not functional and with decrepit wooden floor. Open part 6m x 10m x 2.4m high with three bays for farm machinery.

**Warden's cottage** - Approx 300m east of the Homestead, above the lake edge, brick and Hardiplank construction with steel roof, 4 bedroom, 2 bathroom, ducted gas space heating, evaporative air-conditioning, satellite dish, and storage container.

**Further removed from the main buildings area are :**

**Shearing Shed** - 7m x 20m, elevated, pole and iron building, with shearing equipment, sorting table, rusty wool press intact. Out house toilets. Water and power connected. Surrounded by derelict yards. Plunge dip below race at back is free of chemical pollution.

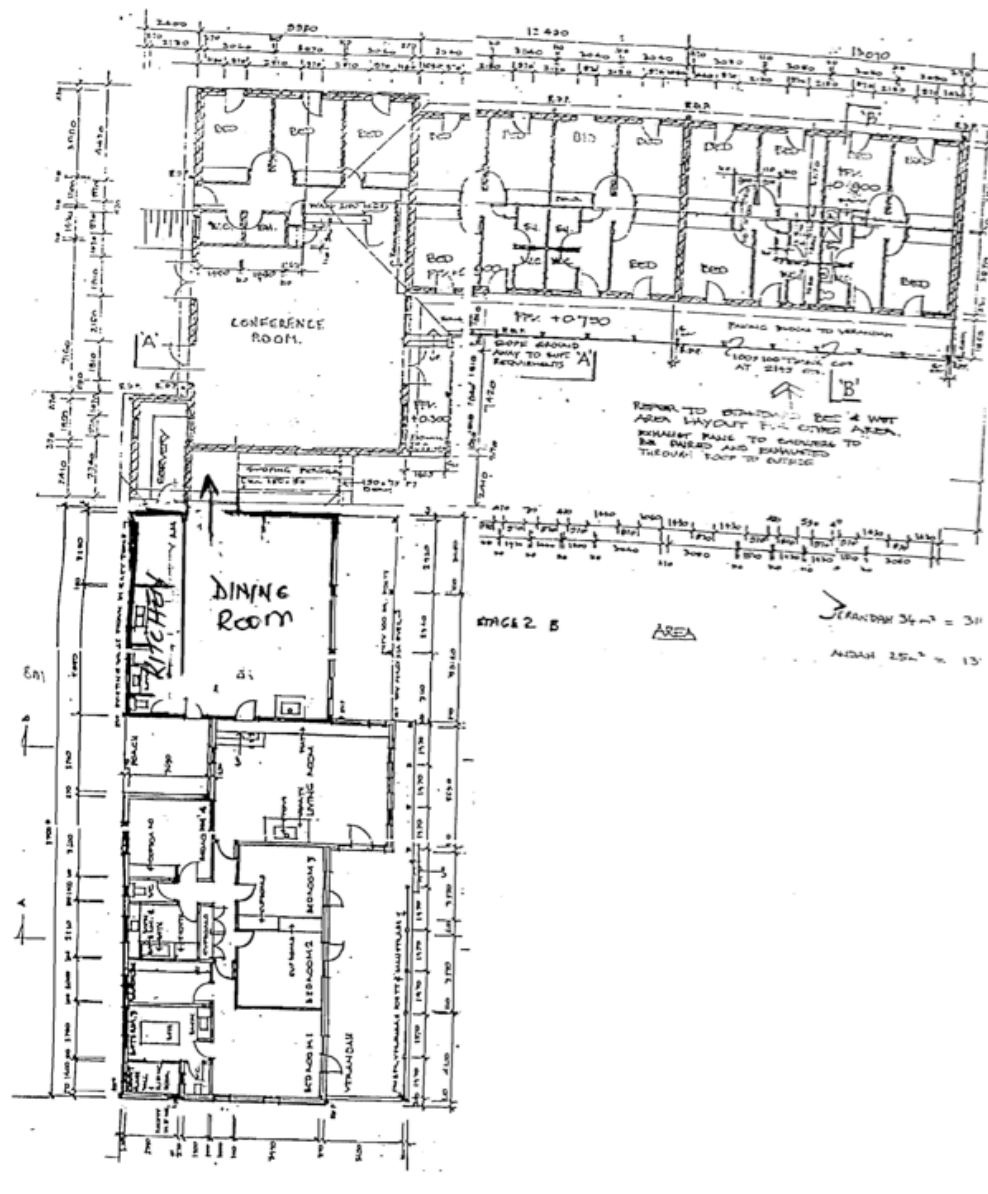
**Stable** - low (2m high) pole/iron building, 5m x 8m with four stalls. Leaning and would require repairs.

Some 1.5km to the north is:

Boatshed - concrete block garage with roller door.

There are also 2 other buildings to the north above the lake edge - a pole/iron old shearing shed and the ruins of cottage burnt to the ground

Plan of Main Centre follows



## Attachment 3: Issues in relation to *Silver Wattle* as a Quaker Study Centre in Australia

### Council Planning Regulations

Zoning and possible constraints on further buildings and use need to be sought.

### Buildings and Amenities

There are some immediate issues to be addressed:

- Disabled access ramps and stair-lifts needed
- Kitchen refurbishment
- Rainwater storage tanks
- Water Softener needs to be evaluated
- Hot water system evaluation to check possible hard water damage
- Woodwork and verandas need maintenance and oiling
- Wear and tear on some carpets, especially in the office
- Double-glazing would ensure better energy use in cold months

### Office & AV Equipment

Office equipment is presently on loan, and while some of this may be gifted, the value to purchase such equipment would be

- |                               |          |
|-------------------------------|----------|
| • Desktop computer & software | \$ 3,500 |
| • Printer/scanner             | \$ 500   |
| • Data projector              | \$ 4,000 |
| • Laptop                      | \$ 2,500 |

### Land Degradation

The landscape behind the homestead is severely degraded: goats have eaten down the vegetation and erosion of topsoil has occurred. The goats belong to an adjacent property and a very strong fence has been erected along the common boundary. However erosion in gullies has undermined the fence, and

means that the fence is breached in several places.

The slope of the spur behind the homestead has a small area of serrated tussock grass, and the paddocks contain a wide variety of broadleaf weeds and thistles.

In summary three issues need to be addressed:

- Fencing security
- Declared weeds to be eradicated
- Revegetation to stabilise slopes and regenerate the native flora

### **Bushfire Survival Plan**

The preparation of a bushfire survival plan for those in attendance at Silver Wattle at the time of any future fire emergency is a priority. We have had contact with the local bushfire control authority based in Queanbeyan, and we are currently working on the plan, including risk assessment of the danger fire would present. When completed, we will discuss the plan on site with a representative of the fire control authority. The closest bushfire brigade is located in Bungendore. It appears that, in the event of an extreme or catastrophic fire, evacuation of the property would be the only safe and recommended action. Work to minimise the potential for serious fires around the buildings is in hand, and slashing to minimise the localised fire loadings has already been started. There are no cost implications related to the fire survival plan. Some costs, such as fuel and equipment maintenance, will be incurred in the slashing related work. They are expected to be minimal and a budget of \$1000 is suggested.

**Clearing of rubbish** in general, and combustible material in particular, around the buildings is required to minimise the fire risk and to generally tidy the building surrounds. Efforts should be made to house all usable equipment under cover to prevent further deterioration. Regular trips to the local garbage disposal centre are required to remove non-compostable rubbish. There is minimal cost implication associated with this work.

**Some building maintenance work** is required, and includes the preservative oil treatment of the verandas, windows and doors of the main building,

cleaning of the gutters and the replacement of some deteriorated roof timbers related to the pergola and some external roof trimming members. This work is envisaged as being carried out by our own volunteer labour, with only material costs being anticipated. A budget of \$1000 is suggested.

**The old shearing shed and stables** require some work relating to the stability and water entry of both roofs. It is not envisaged that the shearing shed roof requires complete replacement. However, because of its height, it is recommended that professional building assistance be sought to rectify the leaks. The roof of the stables is currently held down by logs and rocks in some areas - work is thus required. Some work on the stairs and external landing is also required, particularly for child safety. A budget of \$5,000 is suggested for this work.

**The Warden's cottage** near the lake edge requires minor alteration to shift a container from near the entrance way to the house, maintenance of the verandah decking is also needed and, in due course, a carport.

**Control of noxious weeds** is required. The longer that this control is deferred, the greater the problem becomes. Spraying of the blackberries and other noxious weeds is considered the only viable option. Using equipment on the property, the majority of this work can be undertaken by experienced volunteers within the Society. On this basis, the cost of chemicals and fuel should be budgeted at \$1000.

**The renovation of mechanical farm equipment** has already been started and will continue, with the work being done by Society members with mechanical aptitude. Costs associated with this work are not high and are estimated to be less than \$1000. In order to help substantially with the production of 'home grown' food, the purchase of a small plough and tractor-mounted rotary hoe would be of significant value, and a budget of, say, \$2000 should be allowed for this purpose.

There is insufficient shed and garage space to house farm implements, tractors and useful racks of steel and wood - all of which have been left in the open, and have therefore deteriorated. The 2 tractors are in the old shed now, though several implements, trailers and other equipment are outside in the weather. There is no garage room for the cars of those staff members permanently on site. An 18m x 6m x 4.5m high skillion farm shed will cost \$20,000 with electricity - more with a concrete floor.

The absence of **rainwater collection tanks** on all buildings is of concern. The installation of tanks on the main building and cottage are a priority and will also require electric pressure reticulation pumps and pipework. It is not envisaged that this water supply would replace the present treated water bore supply, but supplement it for kitchen usage. To purchase two substantial tanks for the main building plus a single tank for the cottage and associated infrastructure, a budget of \$15,000 should be allowed.

Electric power costs associated with the operation of the water bore are high, and a review of the operation of the pump is required to minimise or eliminate overflow and wastage. **Amplification of the present water supply** will be required to cater for the new vegetable garden. Work is also envisaged to extend the present grey water system and septic effluent to irrigate some of the orchard area. A budget of \$1,000 should be allowed for this work.

**Short term maintenance work that is envisaged includes:**

- Poultry shed and free-range area
- The creation of a new sheltered vegetable garden
- Pruning, organic pest-control, mulching and fertilising of the orchard trees. This work is labour intensive, to be done by volunteers, and as such costs are expected to be low - a budget of say \$1,000 should suffice.
- In order to help control noxious weeds and reduce the potential for grass/bushfires, the use of agisted stock is a sound option that could possibly also provide a small income source. For this to take place, work on the fencing is required.

As it stands, the present property comprises 42.44ha of freehold land and 1052.66ha of lease land. There is little or no fencing associated with the leasehold land, much of it being the bed of Weereewa/Lake George. It is not necessary to consider the fencing of the leasehold land. The risk of fire from the limited growth of grass on the lake bed is not high. The fencing around the freehold land is variable, some is of a high standard and other less so. A final check of the condition of the fencing is still to be made. At this time, it appears that approximately 50% requires attention/replacement. This work can again be done by experienced volunteers and a material cost of \$20,000 is estimated.

## Attachment 4: Short Term Maintenance and Developments

Several improvements are needed to meet safety requirements and to maximise the usefulness of the property. Much of the maintenance can be done with volunteer labour, though some capital will be needed for materials and perhaps the hire of specialised equipment. The following list has been considered so far.

### Maintenance - much is under way during 2010

- Woodwork - oil verandas, doors, window frames
- Sort rubbish and useful items - clean up grounds
- Equipment - put in working order the tractor, slasher, mower
- Fence the poultry run and provide nesting boxes
- Orchards & vegetable gardens - prune and introduce a permaculture regime
- Repair gates and fences

### Developments - short term (1 year)

#### Buildings and Amenities

- Disabled access, paths, stair-lifts
- Hot water systems (if needed)
- Worn floor coverings
- Minor Repairs & paint

#### Farm shed for vehicles and equipment

#### Shearing shed

- repair leaks in roof
- sliding door, steps, window
- clean textile arts room

#### Rainwater tanks - main buildings, shearing shed

#### Extension of water supply/irrigation

#### Establish vegetable gardens/orchard

## Attachment 5: Desirable medium-long term developments

### Developments - Long term (3-5 years)

- Establish Camp area with cooking shelter, composting toilets and washing sink
- Solar energy and heating infrastructure
- Full water usage plan with infrastructure redevelopment
- Grey water - treatment/recycling system
- Re-location of the "pink palace" as farm sheds/amenities block for the camping area.
- Renovation of the main entry and conversion of the adjacent laundry into a reception office. Creating a new visitor/reception car park close to the entry. (The long term car park near the accommodation units will be retained.) Installation of a new laundry and building of a new teaching/meeting room.
- Land care plan and implementation to upgrade/re-vegetate damaged areas, including native grasslands, creek beds and old dams.
- Rebuild boatshed cottage as hermitage

### Long Term developments

- Meeting Room
- Semi-detached units

## Attachment 6: Valuation Report

The valuation report draws attention to several issues:

- Freehold land is 42ha, with adjoining Crown leasehold grazing land of 1,053ha
- Consent to use Silver wattle as a youth training centre and educational facility was granted, and overrides later restrictions under the Local Environmental Plan 2002. We need to clarify the consent and any restrictions.
- A Development Consent by the Council for a Church application (to build a small chapel, an extra 3 bedrooms, laundry, second dining area, servery and small meeting room, and disabled toilet) carry the restrictions (if development proceeds) that
  - guest accommodation be limited to 72 days per year
  - maximum of 12 staff on site
  - 30 guests maximum
  - property is not to be used as halfway home, drug rehab centre, group home, home for aged or youth hostel.
  - removal of the unapproved demountables (Pink Palace)
  - road contribution levy of \$12,000 and public amenities levy of \$1300 be paid to Council.

## Attachment 7: Key Personnel

### David Johnson Convener AYM AQC Working Group

Geologist, 62, Atherton Tablelands Recognised Meeting, Queensland

Former academic, author of *The Geology of Australia*. Negotiator (2000-2005) in SE Asia with the Australian Network to Ban Landmines, where he organised and led major meetings in China and Lao PDR. David has been a long term supporter of nonviolence training and education, and developed the online non-violence calendar [www.nonviolence.quakers.org.au/](http://www.nonviolence.quakers.org.au/). Convener of the Australian Campaign Against Arms Trade (1991-2006). David has been a Quaker since 1985, and delivered the 2005 Australian Backhouse Lecture *Peace is a Struggle*. He is Clerk of the Atherton Tablelands Recognised Meeting in north Queensland.

### Helen Bayes, SWQC Director 2009-2010

Retired public servant, 65, Canberra Local Meeting, Australian Capital Territory

With a background work experience in social policy, Helen devoted many years to protecting the human rights of children both nationally and internationally, being awarded the Australian Human Rights medal in for this work. She spoke of her sense of being led in the 2002 Backhouse Lecture and explored her concern further by researching early Quakers and their children as Eva Koch Fellow, at Woodbrooke. In 2007-8 she worked with Katherine Purnell on Quaker Voices in the C21st, and delivered the 2009 Sunderland P Gardner lecture to Canada Yearly Meeting *Prophetic Community*. She is the inaugural Director of the SWQC for 2009-10 and has held numerous positions in her local meeting, and at Regional, Yearly Meeting and international (FWCC) level.

### John Baker

Retired Structural Engineer and Farmer, 66, Blue Mountains Local Meeting, New South Wales

John has been a professional structural engineer, Fellow of the Institution of Engineers Australia, and for 25 years had a structural consultancy practice in Orange, NSW. The work ranged from working with architects on many varied projects and acting as the prime consultant on various industrial projects. He has been involved with NSW friends for a decade, specifically was Co-Convener of the Committee to report on future uses of the AYM property *The Sanctuary*.

### Mark Macleod

Writer, Journalist, Editor, Reviewer, Publisher, English lecturer, 60, Blue Mountains Local Meeting, New South Wales

Mark Macleod has prime love for language, lectures in English and has contributed in all media: newspapers, radio, television and film. He has published many books, especially in Children's and Indigenous fiction, for which he has received numerous awards recognizing his work both at state and national level. Mark has been involved with the New South Wales Writers

Centre and Varuna the Writers' House for many years. Mark is Clerk of the Blue Mountains Local Meeting in NSW.

### **James Neely**

Lawyer, 52, Canberra Local Meeting, Australian Capital Territory.

Jim worked as a high school teacher of English and Special Education for 6 years, before commencing a law degree. For the past 20 years Jim has worked as a lawyer for Commonwealth agencies, including 8 1/2 years with the Australian Government Solicitor, where advised a range of Commonwealth Departments and agencies, and represented them in a range of forums (in particular, the Administrative Appeals Tribunal, and the Federal Court of Australia). He currently works for the Australian Fisheries Management Authority. His areas of expertise are administrative law, statutory interpretation and (non-commercial) litigation.

### **Jane Sloane**

Executive Director, Stakeholder Relations, HealthWorkforce Australia, 47, Eastern Suburbs Local Meeting, South Australia.

Jane Sloane has worked in international community development and social enterprise for the last 20 years. She has held executive positions with International Women's Development Agency, AusAID, Marie Stopes International Pacific, World Vision, Social Entrepreneurs Network and as General Manager for the Sydney Media Centre for the Sydney 200 Olympics. Last year she catalysed an Asia Pacific Breakthrough Summit which attracted almost \$1.2 billion in new funds to benefit women and girls in the Asia Pacific together with a new Asia Pacific Women, Faith and Development Alliance. Her current role involves her in driving health reform in Australia, projecting forward the next 50 years.

### **Drew Thomas**

Career Development Consultant, South Australia Regional Meeting

Drew Thomas came to Quakers via a meandering journey through Protestant churches. He has clerked both local and regional meetings. His passion for Quaker learning was formed by participation in the Meeting for Learning program. That led to his ongoing pursuit of the work of Parker Palmer.

Currently establishing a business as a career development practitioner, Drew's background is in education, career and personal counselling, and educational management. Retired is a word that doesn't fit. Drew has qualifications in education, counselling and management. His next ambition is in higher degree studies around the work of Parker Palmer (vocation), career development, and adult learning.

## Attachment 8: Details of Structure and Functions within the Legal Entity Silver Wattle Quaker Centre Limited (ACN 146 723 202)

*The structure is shown on p.19 of this report. The Constitution is available on request. The main components are summarised below.*

Founding Directors are John Baker, Helen Bayes and David Johnson

The Founding Member of the Company is James Neely.

### Board of Directors

The Board of Directors shall consist of 3-5 members, all of whom shall be members of the Religious Society of Friends (Quakers) in Australia Inc. The Board and its Committees shall conduct their business in the manner of Friends. Decisions will be made in meeting for worship for business as the Clerk discerns the sense of the meeting, as led by the Spirit.

The key responsibilities of the Board are:

1. To articulate and foster the vision and strategic goals of *Silver Wattle*, ensuring the Quaker identity and character of the institution
2. To assure the financial viability of *Silver Wattle*
3. Focus on strategic planning not day-to-day operational management
4. Ensure *Silver Wattle* operates in compliance with applicable laws and regulations, and cultivates good relations with other institutions and the wider community
5. Review and evaluate the programs and performance of staff, and in particular to select, appoint and nurture the Director
6. Review policies and procedures, and establish new policies and procedures as appropriate
7. Establish, from time to time as appropriate, *ad hoc* Committees to advise on particular issues, which may involve people with relevant expertise other than Board members.

### Advisory Committee of the Board

The Company shall establish a committee known as an Advisory Committee and appoint and remove, or make provision for the appointment and removal of members of the Advisory Committee. The Advisory Committee shall consist of 3-7 members, at least 2/3 of whom shall be members of the Religious Society of Friends (Quakers) in Australia Inc.

The Trustee and its Committees, including the Advisory Committee, shall conduct their business in the manner of Friends. Decisions will be made in meeting for worship for business as the Clerk discerns the sense of the meeting, as led by the Spirit.

The key responsibilities of the Advisory Committee are:

- a. To support and foster the vision and strategic goals of *Silver Wattle* ensuring the Quaker identity and character of the institution;
- b. To provide timely, accurate and pertinent advice to the Trustee, including advice to the Board on any issues of legal compliance.
- c. To audit and review the financial viability of *Silver Wattle Company*, and the management of the Silver Wattle Quaker Education Building Fund by the Trustee and the discharge by the Trustee of its obligations under this constitution.
- d. With the Trustee to focus on strategic planning not day-to-day operational management;
- e. To ensure *Silver Wattle Company* operates in compliance with applicable laws and regulations, and cultivates good relations with other institutions and the wider community;
- f. To review policies and procedures, and establish new policies and procedures as appropriate;
- g. To receive and consider nominations for members of the Board of Directors and for any individual Trustees and to agree on such appointments before advice to the Board of Directors.

### Director of Silver Wattle

A mature Friend, well grounded in Quaker processes, and with the requisite leadership, personnel management and administrative skills. The Director is responsible to the Executive Committee of the Board.

The duties are:

1. Provide Quaker leadership for the Centre.
2. Act as public representative and spokesperson
3. Ensure sound financial management of the Centre.
4. Supervise the Centre staff and Friends-in-Residence
5. Engage course leaders and teachers as required in consultation with the Committee for Programs and Learning
6. Oversee the selection and admission of participants and visitors to the Centre
7. Ensure that appropriate and adequate, safety and grievance procedures are in place and adhered to.
8. Prepare an annual report summarising the activities and finances of the Centre, drawing attention to issues requiring attention, and making recommendations as needed.

### Committee of Elders

A Committee of Elders will be established, consisting of 3 Friends, with the Director (ex-officio) and with power to co-opt. Their responsibility will be to:

- Identify, encourage, support and provide guidance and resources to those Friends who offer themselves for service to Silver Wattle as Elder
- Hold the SWQC staff and Working Group to account
- Provide suitable support (through themselves or other Elders) to the current

resident Elder, by

- Being available as a 'listening-ear' should this be needed
- To uphold in prayer the SWQC program, and in particular the current Resident Elder
- To be in touch with the Resident Elder before they take up their duties, and at the end of their duties.

## Committee for Programs and Learning

A Committee for Programs and Learning will be established, consisting of 3 Friends, with the Director (ex-officio) and with power to co-opt. Their responsibility will be to:

- Identify, encourage, support and provide guidance and resources to those who offer themselves as course teachers, leaders or facilitators
- Work with leaders and facilitators to ensure suitable resources are available
- Review the overall programs and individual courses, to ensure the offerings address spiritual transformation which is the foundational focus of *Silver Wattle* in a balanced manner
- Provide suitable support to course leaders, by
  - Making contact before and after their work at *Silver Wattle*.
  - Being available as a 'listening-ear' should this be needed
  - upholding in prayer the program, and in particular the current leaders or facilitators

## Resident Elder

A Resident Elder is a mature Friend, who has a deep knowledge and experience of Quaker faith. The Resident Elder may have been recognized as an Elder of his/her own Meeting and will have shown to the SWQC Committee of Elders that they possess such qualities. The Resident Elder is responsible to the Committee of SWQC Elders, in the first instance.

The role of a Resident Elder includes:

- To hold the silence publicly, as a sign of Divine Presence
- To hold the Centre and its activities in the Light
- To provide spiritual support for the staff, participants and visitors to SWQC
- To listen regularly on an individual or group basis to core staff and give them supportive counsel
- To encourage the spiritual gifts of those in the Centre, and help hold those people accountable to their gifts
- To provide courses and practical help as and when the Elder's gifts and time allow, in consultation with the Director.
- To uphold the daily and weekly rhythm of the SWQC, which seeks to underpin the framework of the experience, the most important aspect of which is re-connecting with or discovering the Divine presence.
- When necessary, to help the group back into an awareness of 'attentiveness'.
- 'Holding the Elder space' may mean that listening to and with God and another is not forgetting what we react to. It is putting these reactions aside in the listening with another and then dealing with what has been raised in oneself. There can then be a 'letting go' in and with God.
- An Elder needs to be careful to nurture his/her own personal relationship with God/Spirit, and this needs to come first, as it is only then that one can 'act' as an elder

### **Friend-in-Residence (FIR)**

An FIR is a Friend or comparable person who is appointed on a voluntary basis, for whom accommodation and food are provided in return for work within the Centre. An FIR has access to staff and resources, and may undertake courses at a base rate, when not on duty.

**NO FURTHER PAGES IN THIS DOCUMENT**