



Developing sustainable mission oriented organisation (way of being) for the Church in Queensland

Priority Direction C:

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Executive Summary

Framework

1. The Basis of Union calls the Church to 'order its life in response to God's call to enter more fully into its mission' (para 13) – a mission which is as much about 'being' as it is about 'doing', as much about being in relationship to God in Christ as it is about serving others.
2. The church is also called to recognise what facilitates and does not impede mission by keeping 'its law under constant review so that its life may increasingly be directed to the service of God' (para 17).
3. Sustainable mission oriented organisation needs to be understood as a way of being which integrates culture, structure, policy and process in ways which:
 - (a) promote the exercise of the diversity of gifts bestowed on members by God
 - (b) encourages a generosity of sharing across the whole of the Church
 - (c) are life-giving and not energy sapping
4. Decision-making and accountability within the diverse contexts of the Church in Queensland are enhanced when relationships are clarified and roles, responsibilities, expectations and values are both articulated and understood.
5. In working towards more fully living the 2020 Vision it will be important to order our life in ways which increase our capacity to release/activate resources (tangible and intangible) and which build up our individual and corporate capacity to engage in mission. In doing this we are ever mindful that it is Christ who 'constitutes, rules and renews' people as his Church in 'his own strange way' (para 4).



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Challenges

The greatest challenge is to re-frame our thinking and responding:
Challenges are not problems but opportunities

Finding ways to proactively and constructively address the aspects of our corporate and individual culture which hinder mission is important. Changing structures without being able to promote cultural change will inhibit our ability to develop more fully as a sustainable mission oriented way of being.

The significant financial crisis has created an environment of inertia, confusion and an understandable loss of trust. Creating confidence in our decision making, and building up trust is an important part of the change management processes.

The desire to have 'it all worked out' can lead to an unwillingness to adapt to changing circumstances or to recognise the need for something to evolve. This can make it difficult for a culture of continuous improvement to be developed.

There is an expressed reluctance among some members to the use of corporate language and what might be viewed as business world structures/processes. We need to be able to evaluate what might be offered by such language/structures/process and adapt what will serve us best in generating more effective ways of 'being church' within the communities we serve.

Changes which affect custom and practice and the way things have 'always been done' can be personally and collectively challenging.



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Overall Direction of proposals:

1. **Relationships:** the roles and responsibilities which define the formal governance and oversight arrangements which we make in our inter-conciliar structure and our other Synod entities are defined in the Basis of Union, Constitution and Regulations. These roles and responsibilities have been defined for our context through the Queensland By-Laws as well as the custom and practice which has been adopted over time. In order to facilitate effective decision making and promote a culture characterised by a more sustainable mission oriented way of being these roles and responsibilities need to be exercised in ways which ensure a clear distinction between policy/strategic functions which direct our missional orientation and the operational functions which enable mission. A culture of trust needs to be nurtured through coherent and sustainable governance processes and accountability practices. Effective decision-making is promoted by delegations and authorities which are consistent, clear, appropriate, in accordance with regulations and compliant with any relevant legislation.
2. **Resourcing:** building the capacity to engage in and support mission across the whole of the Church in Queensland in all its contexts requires responsible stewardship of tangible and intangible resources – sustaining people, resources, infrastructure, strategies, learning. This needs to be an intentional process of capacity building in both individual and collective contexts. In order to continue the journey to the 2020 Vision human and financial resources need to be released/activated and their allocation re-prioritised in support of all the priority directions. Resourcing models which are transparent and flexible and which also recognise (but do not squander) gifts, support growth, promote the common good and overcome barriers to greater sharing need to be developed.
3. **Reviewing:** an intentional commitment to assessing progress towards more fully being and living the 2020 Vision is an essential part of the *TOTWEC* journey for the whole of the Church in Queensland. The ability to be responsive to contextual changes and support emerging mission initiatives requires systematic review processes which gather information, consider the difference being made in the community, and incorporate prayerful reflection – all in a continuous cycle of planning and evaluation as we assess our progress on the journey to our envisioned future.



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Specific objectives

Each of the objectives are characterised by a focus on relationship development, resource provision and review processes and so are in many ways interdependent. The actions which will implement the objectives are both short and long term and may be iterative as relationships, resourcing and review processes evolve and respond to contextual changes.

Most urgent and important:

1. By 2013 we will have in place **enhanced (simplified/strengthened)governance processes** which promote mission through effective decision-making and coherent, sustainable accountability practices
2. By 2013 we will have implemented and developed **proposals for cost effective and integrated (corporate support) shared services** for functions to support mission priorities

Require parts of 1 and 2 to be actioned in order to progress:

3. By 2013 we will have implemented **financial and property approval/development processes** which clearly prioritise and articulate mission across all councils and agencies within the Church in Queensland
4. By 2013 we will have an **articulated and evidenced mission engagement congregational and Presbytery framework** which emphasises growth and development through discipleship and disciple making; and which is demonstrable, includes benchmarking, is shared, and integrates with other parts of the church.



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OBJECTIVE 1:

By 2013 we will have in place **enhanced (simplified/strengthened)governance processes** which promote mission through effective decision-making and coherent, sustainable accountability practices. Two key initial governance changes are proposed: (a) 'Re-invigorated' Synod Standing Committee (b) Formation of a Governance, Nomination and Remuneration Committee

RATIONALE

Our current governance processes as represented by the Queensland Synod By-Laws and customary ways of working are complex and often inhibit timely and effective decision making. Compartmentalised processes reduce synergy and can promote reactive rather than proactive responses to various events/circumstances particularly when roles/responsibilities and delegations/authorities are not well understood or lack clarity. More simplified and effective governance and accountability processes have the capacity to release resources (both human and financial) which could be allocated to mission priorities across the Church in Queensland.

RECOMMENDED NEXT STEPS

- Identify the governance process changes to be presented to Synod in Session for decision
 - 1 (a) 'Re-invigorated' Standing Committee and 1 (b) Governance, Nomination and Remuneration Committee
 - ➔ Prepare Discussion paper for Synod Standing Committee with draft proposals for Synod in session – completed at August meeting
 - ➔ Prepare Working papers for Synod members – Transition Group to finalise
 - ➔ Implementation in accordance with Synod decisions – next Synod Standing Committee, Transition Group (as approved by Synod)
- Identify the desired relationships between Synod entities
 - ➔ Undertake a governance review to inform delegations and authorities to Synod entities – in progress
 - ➔ Review By-laws for consistency and competence – Boards, Commissions and Committees – in progress
 - ➔ Identify resourcing models which reflect desired relationships – constitutional/stewardship/covenantal

More detail on this objective is contained in the Working Papers relating to these Governance changes for the 29th Synod.



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OBJECTIVE 2:

By 2013 we will have implemented and developed **proposals for cost effective and integrated (corporate support) shared services** for centralised functions to support mission priorities

RATIONALE

Considerable Synod resources are currently tied up in the provision of services which are not necessarily providing the functionality needed to support mission across the whole of the Church in Queensland as we journey to 2020 Vision. The capacity to provide timely and quality service and adequate resourcing to support mission priorities has been limited by financial constraints, infrastructure and skill base issues, and complex processes. There is overlap and duplication of functions not only across Synod Services/FAPS but also between other Synod entities. Financial constraints have fostered competition for scarce resources particularly among Presbyteries. More integrated and shared resources which meet resourcing needs and which are cost effective have the capacity to support mission priorities for the Church in Queensland.

RECOMMENDED NEXT STEPS

- Develop resourcing models:
 - 1 (c) Resourced and functional Presbyteries
 - ➔ Identify resource gifts and resource needs of Presbyteries – commenced with Presbytery ministers meetings
 - ➔ Identify cultural and structural barriers which inhibit greater sharing among Presbyteries – in progress with Presbytery ministers
 - ➔ Build the capacity of Presbytery Ministers team to provide leadership in challenging change contexts – commenced with Re-imagining Leadership Retreat
 - 1 (d) Re-configured Synod Support Services
 - ➔ Review existing functionalities – completed HR review, in progress Communication Re-imagining, in progress IT Strategy plan, commenced FAPS/SS integration exploration
 - ➔ Investigate potential for shared services with other UC entities which may offer cost-benefits/ensure linkages
 - ➔ Explore co-operation/cost saving possibilities with one of the Synods being a ‘lead synod’ for particular functions
 - ➔ Explore options for the creation of a Synod Support Services ‘Team’ to support Moderator and General Secretary



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OBJECTIVE 3:

By 2013 we will have implemented **financial and property approval/development processes** which clearly prioritise and articulate mission across all councils and agencies within the Church in Queensland

RATIONALE

Current financial and property approval/development processes across all councils do not adequately emphasise missional outcomes nor is there any requirement for evaluation with respect to missional priorities. Changes to these processes, including reporting requirements, have the capacity to promote missional outcomes in a range of contexts.

RECOMMENDED NEXT STEPS

- Undertake high level financial analysis to inform future financial decision making at a Synod level – in progress
- Develop a common understanding of mission within the context of financial and property approval/development processes
- Investigate processes within other synods to identify relevant applications which could be adapted to the Queensland context
- Develop models for budgets based on missional priorities with evaluation reports required

This objective needs further development and will be linked to the implementation of the governance process changes and resourcing model/s of Objectives 1 and 2.



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OBJECTIVE 4:

By 2013 we will have an **articulated and evidenced mission engagement framework for congregations and presbyteries** which emphasises growth and development through discipleship and disciple making (demonstrable, includes benchmarking, shared, integrates with other parts of the church)

RATIONALE

The Gospel imperative calls us to be present and build Christian communities in the growth areas of Queensland as well as maintaining a mission orientation in other areas. As resourcing models for Presbyteries are developed then ways of working and relating need to be developed which focus on equipping congregations to engage in discipleship and disciple making – with greater focus on relationships (rather than property).

RECOMMENDED NEXT STEPS

- Develop a mission engagement framework
 - ➔ Engage leaders in enhancing community relationships – build expertise and learn from those who have successfully ‘planted’ and grown Christian communities.
 - ➔ Explore ways to increase relationships between schools/agencies/congregations to more fully engage in mission in their communities and the wider community
 - ➔ Develop ways of gathering information to identify how we are making a difference in a community and to assist in decision-making about the allocation of resources
- Explore ways of being Christian community that are responsive to their particular context
 - ➔ Recognise and commit to what can be achieved ecumenically with property and community
 - ➔ Develop processes which encourage ‘cluster arrangements’ between congregations to promote missional relationships – recognising what is unique/common
 - ➔ Strengthen congregational focus on being Christian community – reflecting/pointing to the vision of the Kingdom of God

This objective is the least developed requiring further development as the work of Objectives 1 & 2 and Priority Direction E progress.