



Facilitating renewal of leadership
for the mission of the church

PRIORITY DIRECTION D:

Facilitating renewal of leadership for the mission of the church

Executive Summary

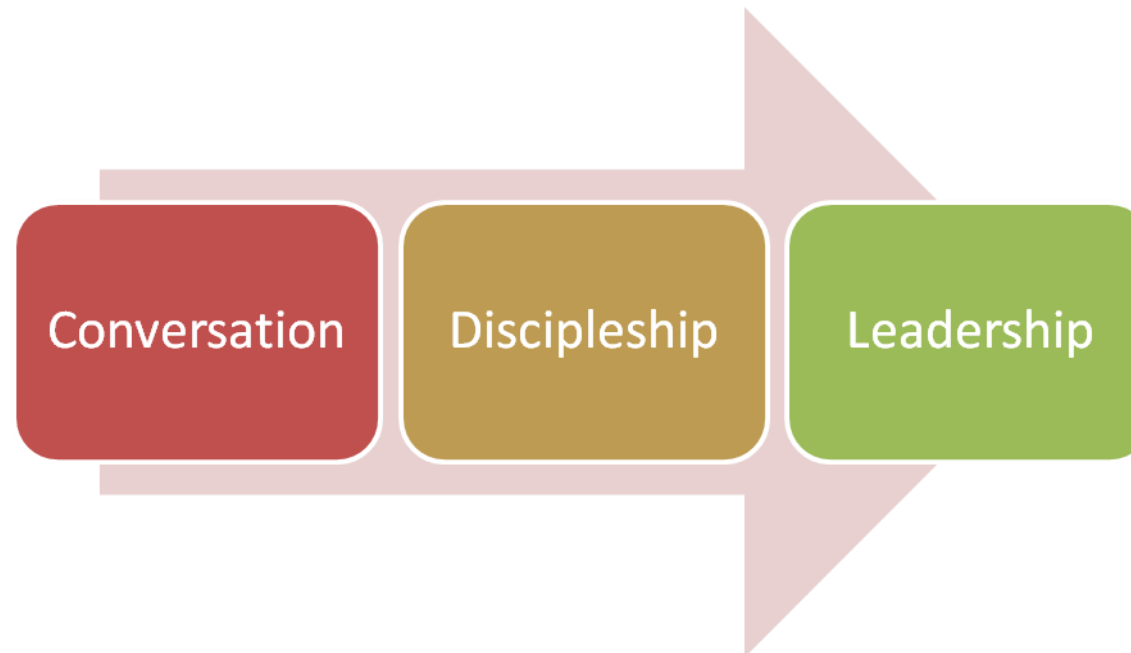
Framework

- The renewal of leadership for the mission of the church must be integrated into a renewal of the church – both in its self-understanding and practice – as a community of disciples of Jesus Christ.
- Any such renewal of leadership builds upon the received wisdom and experience of the historical and contemporary church as it has sought to be faithful to the mission of Christ entrusted to it.
- Leadership is a gift among other gifts given by the Spirit to enable the church to become “an instrument through which Christ may work and bear witness to himself”.

Challenges

- Within the UCA we find it difficult to find shared meaning about discipleship, mission and leadership, but we can draw on a set of core convictions about Jesus, God and the church articulated in the *Basis of Union*.
- Leaders who lead the church in mission will often have to challenge the received narratives of mainstream church culture and many of the wider culture’s expectations of the church.
- Leaders who lead the church in mission will need to recognise the marginal place of the church in secular, pluralist Australia and the multiple and often competing worldviews and beliefs which influence our culture and which form perceptions of Christianity.
- There are at least three different domains of the church’s life, each of which presents its particular and distinct – sometimes overlapping – demands and opportunities for leadership: congregation; community; presbytery/synod.

Overall Direction of Proposals



1. **Conversation:** to facilitate and resource a widespread and ongoing conversation in the synod which builds upon the relationship between mission, discipleship and leadership as articulated in the UCA's core commitments.
2. **Discipleship:** to promote and resource discipleship formation in all domains of the church as the foundation of the leaders of the church and its mission.



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3. ***Leadership***: to promote and resource the formation of leaders whose words and deeds embody Christian discipleship and a commitment to the ethos and theology of the UCA.



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Specific Objectives

1. Conversation

1(a) By 2013, in the councils of the Qld UCA, there will be a clear, widely-owned intention to ground the development of Christian leadership in the practices of discipleship formation, and to explore an understanding of what God seeks to bring to the church through the gift of leadership.

1(b) By 2013, the church will have begun a review of the scope, authority, competencies, structural relationships and missional orientation of Key Leadership roles and structures in the Councils and Boards of the Church

2. Discipleship

2(a) By 2013 people of every generation in congregations, councils and community services will be participating in discipleship formation through relevant and focused training programs in leadership for the mission of the Church.

2(b) By 2013 every congregation would be offering resources for members to be engaged in a Period of Discernment (POD) as a way of fostering active discipleship.

2(c) By 2013, the UCA's community services and commissions would be developing projects and structures which offered opportunities for discipleship training for UCA members.

3. Leadership

3(a) By 2013 there will be an expectation that all people in leadership positions in the church's various domains will be participating in intentional leadership formation which is grounded in discipleship and is shaped by the ethos and theology of the UCA, and will be able to articulate their roles in terms of that ethos and theology.

3(b) By 2013 the Synod would have a plan to train and develop theologically-informed, excellent preachers, to enable UCA members more fully to embrace the call of Christ.



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3(c) By 2013 training of ordained congregational leaders will be more intentional in equipping candidates in skills of apologetics and evangelism and in leading congregations towards commitments to apologetics and evangelism.



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Rationales and Recommended Next Steps for Each of the Specific Objectives

Conversation

OBJECTIVE 1(a) By 2013, in the councils of the Qld UCA, there will be a clear, widely-owned intention to ground the development of Christian leadership in the practices of discipleship formation, and to explore an understanding of what God seeks to bring to the church through the gift of leadership.

RATIONALE

Current UCA discussions about leadership tend to be significantly polarized. There is little consensus about either the nature of leadership or the resources for its renewal. Such a consensus is unlikely to be easily achieved. Nevertheless, an important step towards moving in that direction will be to challenge all parties to ground the understanding, development and practice of leadership in a whole-of-church commitment to discipleship formation framed by the UCA's particular theological resources.

RECOMMENDED NEXT STEPS

Initiate discussions about the link between discipleship formation and leadership:

- During 2012 every Presbytery devotes one major session of a meeting to discussion/story telling focused on discipleship, leadership and mission.
- During 2012 TTC and Pilgrim offer resources which highlight the links between discipleship, church and leadership within the Basis of Union and other UCA documents.
- 2013 be designated as the 'Year of Discipleship' for the QLD synod, and that the pre-synod conference have a particular focus on discipleship, leadership and mission which intentionally cuts across present fault-lines and is led by practitioners identified by Presbytery Ministers as effective in leadership and discipleship formation.

Promote and resource existing programmes of discipleship and leadership formation:

- Utilise Journey and other media to publicise (a) the stories to emerge from the above Presbytery meetings and (b) other



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stories

Synod provides funding for further development of *School of Discipleship* and *Stretching Faith*.



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Conversation (cont.)

OBJECTIVE 1(b): By 2013, the church will have begun a review of the scope, authority, competencies, structural relationships and missional orientation of Key Leadership roles and structures in the Councils and Boards of the Church.

RATIONALE

The culture-change envisaged in other goals proposed by this Focus Group will require a fit between the different domains of the church. The leadership and structures of the church must be oriented to missional leadership. This review will occur simultaneously with the conversations addressing the links between leadership, discipleship formation, preaching and the missional understanding of the place and role of councils and boards within the synod.

RECOMMENDED NEXT STEPS

- The Synod appoints a Task Group to conduct this review and report to the 2014 Synod.



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Discipleship

OBJECTIVE 2(a): By 2013 people of every generation in congregations, councils, community services and commissions will be participating in discipleship formation through relevant and focused training programs in leadership for the mission of the Church.

OBJECTIVE 2(b): By 2013 every congregation would be offering resources for members to be engaged in a (re-badged?) POD as a way of fostering active discipleship

OBJECTIVE 2(c): By 2013, the UCA's community services agencies would be developing projects and structures which offered opportunities for discipleship training for UCA members

RATIONALE

2 (a) Leadership is both an expression and consequence of discipleship, for those called and gifted to lead. This goal seeks to address the need for leaders to be equipped to lead – including but not limited to the areas of skill, character, confidence, etc. To do this well there is recognition that we need a shared language and understanding of both discipleship and leadership by all leaders of the church. There is a need to affirm, celebrate and develop best practice in leadership formation. There is a need for efficiency and timeliness in leadership formation. There is a need for every generation to be participating leadership for the church to be whole, healthy and continuous.

2 (b) The POD was established as a broad-based discernment process. It has de facto become oriented towards candidature for the specified ministries. To this end, it has been under-resourced and used ineffectively. There is an opportunity to break this nexus and to develop the POD as an opportunity to facilitate the church's discipleship and leadership amongst its members. (This may need some re-naming of the POD.)

2 (c) It is acknowledged that 'typical' UCA congregational life is often isolated from significant areas of Australian life, especially from its most needy and marginal sectors. It is these sectors where the UCA's community services have a strong presence. There is an opportunity for the UCA's community services to establish resources which allow, as a form of discipleship, active training and service by UCA members among the more marginal members of Australian society.



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Discipleship (cont.)

RECOMMENDED NEXT STEPS

The Board for Christian Formation develop a framework for integrating the discernment and formation of discipleship and leadership within the various responsibilities of Trinity Theological College, Pilgrim Learning Community and Synod Support Services (Appendix 1 is offered as a resource for such a framework and possible strategies.).

The appointment of a Discipleship Consultant responsible to the Board for Christian Formation whose mandate will include:

- resourcing of congregations, councils, community services and commissions in the area of discipleship
- resourcing and the possible re-imagining of the church's processes for discerning discipleship-based leadership
- establish and resource networks between community services, commissions and congregations as contexts for discipleship formation.



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Leadership

OBJECTIVE 3(a): By 2013 there will be an expectation that all people in leaderships position in the church will be participating in intentional leadership formation which is grounded in discipleship and is shaped by ethos and theology of the UCA, and will be able to articulate their roles in terms of that ethos and theology.

RATIONALE

Compounding the lack of a common language about both mission and leadership is a lack of knowledge about the UCA's origins and its theological commitments. Leaders across the different domains of the UCA should be expected to have some familiarity with the ethos and theology of the UCA and need to be resourced to develop such familiarity.

RECOMMENDED NEXT STEPS

- TTC and PLC continue to offer courses at various levels in ethos and theology of the UCA, including the proposed TTC/ACU 'Certificate in Uniting Church Studies'
- The Synod establish a policy that members of Boards of Community Services and Commissions be required to undertake such courses
- The Synod establish a policy that the key leaders of the institutions of the Community Services Agencies and Commissions be required to undertake such courses as part of professional development. These institutions would include Hospitals, Aged-care facilities, Lifeline, Schools and Colleges etc.
- The Presbyteries establish a policy that congregational lay leaders be expected to undertake such courses.



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Leadership (cont.)

OBJECTIVE 3(b): By 2013, the Synod would have a plan to train and develop theologically-informed, excellent preachers, to enable UCA members more fully to embrace the call of Christ.

RATIONALE

This goal seeks to address a perceived deficiency in the depth and skill of those called to preach and proclaim the gospel of Christ within the gathered community, as well as in contexts beyond the gathered community where the church has a prophetic presence. It seeks to recognise the importance that the United Church, and its predecessors, places and have placed upon the significant role of preaching as a means for proclaiming the gospel of Christ, and encouraging and motivating people of faith to take seriously their lived faith and discipleship journey (Basis of Union, para's 3,4,5,10,14). It also recognises that excellent preaching is inherently incarnational, prophetic, confronting, offensive, challenging, inspiring and empowering. Thus, to be able to preach well requires a person to be 'formed' by mission. Preaching is a skill that needs to be learnt, practiced and refined, by both lay and ordained, recognising that the opportunities for developing theologically-informed, excellent preachers will be greatly enhanced through progressive levels of engagement along a continuing pathway of growth and development and refinement.

RECOMMENDED NEXT STEPS

The Synod appoint an 'Excellence in Preaching' Task Group which will:

- Identify 'excellent' preachers across the Synod who can provide teaching and training to both lay and ordained (PLC; TTC; presbyteries)
- Identify a set of criteria upon which to evaluate preaching that is theologically-informed and excellent. (PLC; TTC)
- Develop an inventory of short courses on Theology and Homiletics already running within presbyteries, PLC and TTC. (PLC, TTC)
- Develop further synod-wide training and resources, with progressive levels of engagement in Theology and Homiletics. (PLC, TTC)



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- Encourage presbyteries to offer specific oversight of ordained and lay in specified ministries, in the area of theologically-informed, excellent preaching, through mentoring relationships that include regular performance evaluations. (Perhaps through Presbytery Pastoral Dialogue Programmes which encourage self-evaluation and goal-setting to meet expectations.)



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Leadership (cont.)

OBJECTIVE 3 (c): By 2013 training of ordained congregational leaders will be more intentional in equipping candidates in skills of apologetics and evangelism and in the leading congregations towards commitments to apologetics and evangelism.

RATIONALE

In the context of secular and pluralist Australia, the proclamation of the gospel and the formation of faithful and culturally-engaged Christian communities will require intelligent, creative and visionary leaders who have a strong sense of Christian identity, a theologically-formed commitment to discipleship-formation and missional orientation. This will require such leaders to understand and be equipped to critique and, where necessary, challenge prevailing church culture and encourage the church to “confess the Lord in fresh words and deeds” and to “look for a continuing renewal” of its worship, witness and service.

SOME NEXT STEPS

The appointment by no later than Jan 1st 2013 to the Faculty of Trinity Theological College of a Director of Formation in Apologetics and Evangelism who would be responsible for:

- developing appropriate units for the academic programme
- forging links between the formation programme and congregations pursuing programmes in apologetics and/or evangelism
- forging links between the formation programme and exercises in church planting.

The formation programme would be resourced to expand leadership training and to integrate it more fully into the other dimensions of the programme.

Appendix 1 – some work done on ideas for Objective (2) *Discipleship*

Steps

- Identifying of an implementation person/people for these steps [Short – Medium Term]
- Encouraging disciple-forming communities of learning and leading
- Answering the question “What does a disciplined leader look like?” [Short Term]
- Determining mandatory (core) requirements of UCA Christian leaders in various roles [Short-Medium Term]
- Identifying and making accessible existing training and formations processes/programs that engage the diversity of learning styles and contexts [Short Term]
- Developing discipling training processes/programs that are needed [Medium Term]
- Ensuring processes/programs are convertible and localised [Medium Term]
- Encouraging the growth and development of Christian leaders as life-long learners (through church culture and organisationally) [Long Term]
- Developing accountability processes within the leadership domains [Short-Medium Term]
- Evaluating and modifying Christian Leadership Formation [Long Term]



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Renewal of Leadership						
Identifying of an implementation person/people for these steps [Short – Medium Term]						
Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Implementation Task Group of Standing Committee	By the end of 2011	Synod Standing Committee		An implementation Task group with the mandate and limitations set by the Synod Standing Committee		This task group may operate for three – five years to action the <i>Together on the Way, Enriching Community</i> Renewed Leadership Strategic Plan



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Encouraging disciple-forming communities of learning and leading [Short – Medium – Long Term]						
Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Trinity- Pilgrim Formation Community	By the end of 2012	Trinity		The development of Trinity to become a movement community that forms disciples of Christ for leadership		That Trinity will morph into a community movement from an institutional facility
Validating, resourcing and supporting discipling networks for leadership	From 2012	Whole Church		Discipling Networks to be encouraged in their life and work across the domains of the church		That Discipling Networks will increase their capacities, influence and participation in the renewal of leadership across the domains of the church



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Answering the question “What does a disciplined leader look like?” [Short Term]						
Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
A Framework developed that guides all domains to answer this question	By 2012	Synod Standing Committee		A framework to be developed congruent with the <i>Together on the Way, Enriching Community</i> content which all domain leaders/councils can use to answer the question “What does a disciplined leader look like?” to guide the formation of leaders.		Each domain will highlight different answers but all will be congruent and consistent with the <i>Together on the Way, Enriching Community</i> framework



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Determining mandatory (core) requirements of UCA Christian leaders in various roles [Short-Medium Term]						
Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Role Descriptions will incorporate this content		Leadership / Councils		Each Leader/Council who has oversight of leaders determines their particular requirements congruent and consistent with the <i>Together on the Way, Enriching Community</i> framework		All UCA Leaders will have core requirements in the Role Description which they must demonstrate or engage a process to be able to demonstrate these.



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Identifying and making accessible existing training and formations processes/programs that engage the diversity of learning styles and contexts [Short Term]						
Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Discipleship-Leadership Formation Framework (incorporating Period of Discernment) to be developed and implemented. [See below]	By 2013	Synod Presbytery Congregations Trinity PLC		A shared and owned Discipleship-Leadership Framework developed and implemented across the domains. Incorporating in congregations and presbyteries a renewed POD as part of discipleship-leadership formation. POD to be shorter but within a longer overall formation process		Discipleship-Leadership Formation will happen across the domains with resources directed to the implementation of the Leadership Formation Framework POD will be approximately three months with an intensive retreat as part of the process.
Networking for Resource access	2012	Trinity / PLC		Identifying and making accessible discipleship & leadership resources		Development of a network from within and beyond the UCA from which resources can be



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Developing discipling training processes/programs that are needed [Medium Term]

Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Locally available discipling training processes/programs.	By 2012	Trinity PLC		Synod Formation centres (Trinity and PLC) to develop discipling training processes/programs		A range of Web-based, Technology enhanced, relationally focused discipling training processes and programs to be available across the Synod.

Ensuring processes/programs are convertible and localised [Medium Term]

Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Church (congregations) and Presbytery (Re-imagined) based discipleship		Presbyteries Congregations Trinity PLC		Synod resourced locally contextualized discipling training processes/programs		Presbytery (Re-imagined) gives oversight to the work of discipling in the congregations using a variety of resources including the Synod developed resources



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Encouraging the growth and development of Christian leaders as life-long learners (through church culture and organisationally)

[Long Term]

Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Life-long learning as part of Role Descriptions and Annual Ministry Plans	By 2012	Leadership / Councils		Every Leader is to have Life-long learning in their Position Description and annual ministry plans and to be accountable to these documents		Every Leader is expected to participate in learning (CEM) and to include this in annual planning



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Developing accountability processes within the leadership domains [Short-Medium Term]						
Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Accountability Practices & Processes to be adopted by Leadership across the domains	By 2013	Domain Leadership – individuals and councils		Councils and Leaders to be responsible for the oversight of leaders in their domain scope. Simple and thorough accountability processes to be developed and implemented.		Every leader to be in an accountability relationship as a mandatory requirement of their leadership role
Re-imagine Presbytery to be a smaller size with authority and accountability resting in the smaller presbyteries but resourcing to be managed at a Synod level [See below]		Whole of Church		A renewed and re-imagined Presbytery model		That Presbyteries will be contextually-locally effective in their oversight while being resourced by the Synod



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Evaluating and modifying Christian Leadership Formation [Long Term]						
Strategy/Activity	When	Who by / Who else needs to know	Goals	What is needed	Finance	Expectations
Review the 'Renewal of Leadership' plan	2013	Task group of Synod Standing Committee		A Review team to provide an evaluation and recommendations for next steps		A review carried out in 2013



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Strategies

Discipleship-Leadership Formation Framework (Incorporating the Period of Discernment)

1. Renewing and incorporating POD into leadership formation as part of discipleship formation.
2. A pre-requisite for POD is participation in a Discipleship-Leadership Formation incorporating Mentoring , Supervision and a Formation Plan
3. Making POD [for candidature] a three month process (with the pre-requisite of participation in Leadership Formation at the local / congregational level)

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Discipleship - Leadership Formation

Discover

Engage

Stream I - POD
Stream II

Enhance

Stream I - POD
Stream II

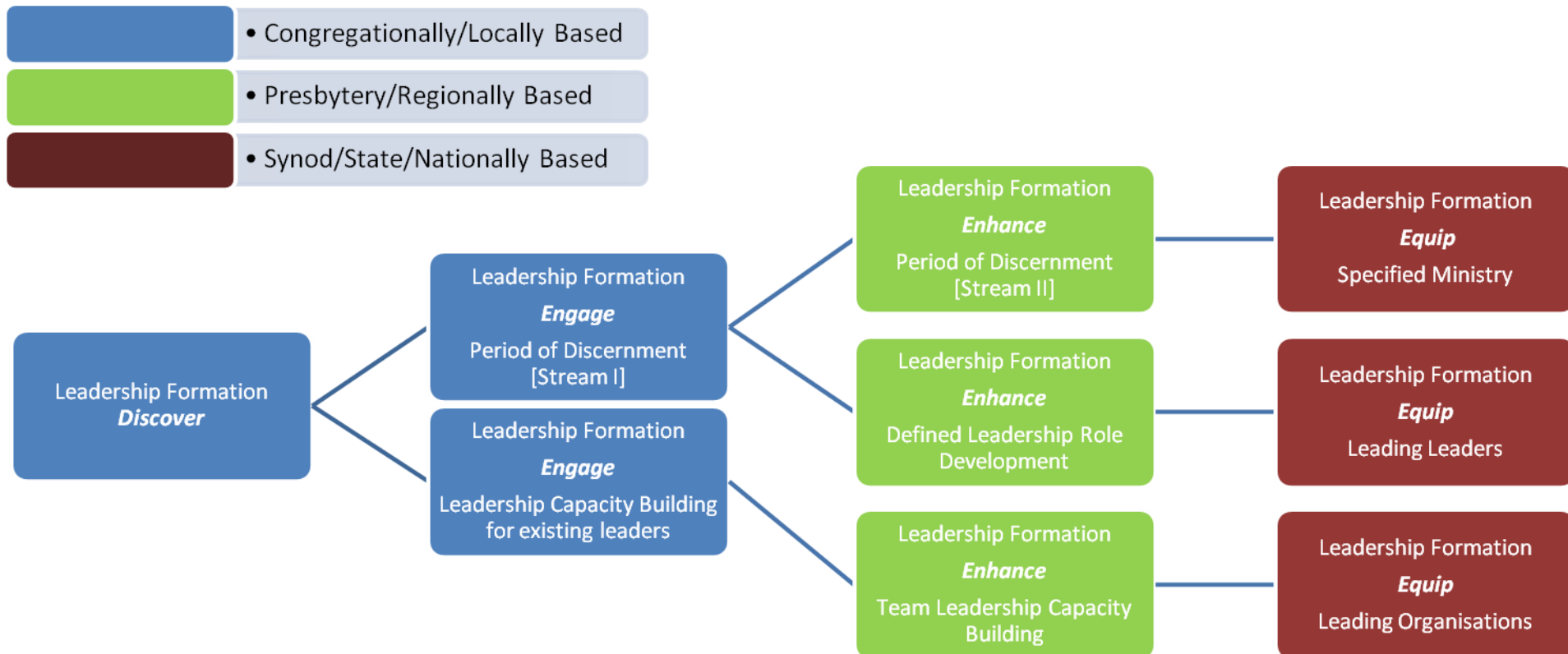
Equip

Stream I - Specified
Ministry
Stream II - Non-Specified
Leadership



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One way to name this could be with the term “Streams” i.e. Leadership formation I is POD Stream I and POD for Candidating is Stream II. There could be other Leadership Formation Processes – see below as an example Leadership Development Model incorporating POD (Stream 1 and Stream II).





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This model aims to be inclusive of all leaders through the life of the church/community – i.e. incorporating congregations, agencies, councils, boards, and wider community based leadership from a Christian Leadership framework.

- Each phase has a different base and focus
- Each phase has different dynamics
 - **Discover** – early formation and experience of leadership
 - **Engage** – mentoring and supervision begins
 - **Enhance** – Specific reflection and development of call to leadership
 - **Equip** – Focused formation for Missional Leadership
- The Model allows for entrance and exiting at any point depending on role, experience and previous formation [Specified Ministry requires POD]
- The four phases move from local to state/national formation-contexts



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See below for current examples of processes/programs that may fit in each phase:

Leadership Formation
Discover

- Reading Books on Leadership
- Small Group studies on Leadership
- Co-leading or Junior-leading an activity/group

Leadership Formation
Engage
Period of Discernment
[Stream I]

- Being Mentored
- Being Supervised by an experienced or Ministry Leader
- Attending Leadership Conferences
- Reading UCA specific Leadership-Ministry resources
- Theological Study by Distance Education &/or Private study

Leadership Formation
Engage
Leadership Capacity Building
for existing leaders

- Being Mentored
- Being Supervised by an experienced or Ministry Leader
- Attending Leadership Conferences
- Leading an activity/group



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Leadership Formation
Enhance
Period of Discernment
[Stream II]

- Undertake Theological-Ministry Study
- Being Mentored by a Presbytery Appointed person
- Do critical reflection on 'call'
- Participate in an intensive 'call' retreat

Leadership Formation
Enhance
Team Leadership Capacity
Building

- Presbytery Team Leadership Capacity Course
- Professional Supervision

Leadership Formation
Enhance
Defined Leadership Role
Development

- Leadership Role Mentoring



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Leadership Formation
Equip
Specified Ministry

- Trinity Theological College Specified Ministry Formation
- Minimal Degree level Study

Leadership Formation
Equip
Leading Leaders

- Post-graduate study
- Leadership Role Mentoring
- Professional Supervision

Leadership Formation
Equip
Leading Organisations

- Post-graduate study
- Professional Supervision



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Presbytery Re-imagined

Key Aspects:

- Go big and small – big on resourcing and small on pastoral oversight and mission
- Non-Rural Presbyteries have a maximum of seven churches (i.e. church councils) in them
- Delineate resourcing from authority – such that authority remains with the Presbytery but resourcing is managed at a Synod level
 - Presbyteries have pastoral oversight of the churches and staff of the churches
 - Presbyteries have mission and ministry oversight of the churches and staff of the churches
- Churches have staff and property
- Presbyteries do not have staff or property
- The Synod has staff and property
- The Synod staff resource the mission and ministry of the churches and presbyteries



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Appendix 2 - A possible overall theological rationale:

- The renewal of leadership for the mission of the church must be integrated into a renewal of the church – both in its self-understanding and practice – as a community of disciples of Jesus Christ.
- Yet, in its very foundation, the UCA draws attention to the tendency of denominationalism, cultural accommodation and civil religion to displace the centrality of Jesus Christ as the foundation of the church. We are unlikely to see renewal of discipleship and leadership unless this is named.
- From its foundation the UCA has a particular responsibility to proclaim the story of Jesus' life, death and resurrection in a way that the lordship of Jesus Christ and the claims of discipleship are constantly before it. This requires cutting across the received narratives of mainstream church culture and the wider culture's expectations of the church.
- By cultivating its life as a community of "disciples of a crucified Lord" (Basis #4) and by responding to Christ's "strange way" (Basis #4) of ruling and renewing the church, the church opens itself to "be led to deeper commitment to the faith and service" (Basis #12) for which it exists. The 'strangeness' of Jesus Christ must be owned by the church.
- In such a framework, the church opens itself to the ways the Spirit equips individuals and groups with gifts that build up the church and its mission in the world.
- Therefore, the church requires leadership which:
 - is deeply grounded in the life, death and resurrection of Jesus,
 - challenges (where necessary) the received narratives of mainstream church culture,
 - embodies in word and deed the life of discipleship, and



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- has the freedom and creativity to discern, foster and encourage the gifts of the Spirit in the life of the church and its mission, including the gifts of leadership and its renewal.