

GWAC Guiding Principles 2017

Guiding Principles for GWAC	Reference Documents and Comments
Mission Principles	
<p><i>MP1.0 Comprehensive Mission Statement</i> By the grace of God, Glen Waverley Anglican Church exists to be a Caring Community of passionate believers in Jesus Christ who are committed to making, maturing and mobilising disciples of Jesus Christ, locally and globally, so that God is glorified in all we do.</p>	
<p><i>MP1.1 Component: Glorifying God</i> The highest priority of GWAC is to bring Glory to God by promoting and facilitating individual and gathered expressions of worship of our Living Creator God.</p>	
<p><i>MP1.2 Component: Evangelism</i> The second highest priority of GWAC shall be reaching people with the gospel of God and inviting people to surrender their lives to Jesus Christ, whether that be locally or globally.</p>	
<p><i>MP1.3 Component: Building Community</i> A significant and supporting priority of GWAC is building and maintaining a loving, serving community of believers who openly welcome people so that together we may live and love as God's people.</p>	
<p><i>MP1.4 Component: Maturity</i> A significant and supporting priority of GWAC is helping believers become grounded in the Christian faith and to grow in their participation within the body of Christ, using the Gifts of the Spirit as God enables.</p>	
<p><i>MP1.5 Component: Service</i> A significant and supporting priority of GWAC shall be deploying each believer into gift enabled mission, together with appropriate use of their talents, abilities, time and experiences, so that collectively we shine as lights in the particular "marketplace" God has called us to and placed us in.</p>	

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Boundary Principles	This is the only place these principles should be laid out.
<p><i>BP 1.0 Comprehensive Boundary Statement</i> The Lead Pastor shall not cause or allow any practice, activity, event, decision or organisational circumstance that is unlawful, unethical or unbiblical.</p>	
<p><i>BP1.1 Component: Biblical and Moral Integrity.</i> With respect to teaching, leadership and membership of the church, the Lead Pastor shall not fail to uphold the standards of biblical teaching and morality as outlined in the Board approved “Code of Conduct”, “Values”, and “Doctrinal Essentials”.</p>	<p><i>Code of Conduct</i> in GWAC Leadership Manual Clergy Code of Conduct & Faithfulness in Service issued by the Anglican Church, Diocese of Melbourne. <i>Values:</i> as set by the GB and contained in the L&MBM <i>Doctrinal Essentials:</i> in GWAC Leadership Manual</p>
<p><i>BP1.2 Component: Finances and Budgeting</i> Ministry expenditure shall not deviate materially from the Mission Principles and agreed Budget, nor shall the financial decisions and actions of the Lead Pastor jeopardise the ongoing ministry of GWAC.</p>	<p>Electronic and printed versions of the <i>Annual Budget</i> are kept in the nominated files, and updated should Governance Board approve an amendment to the Budget.</p>
<p><i>BP1.3 Component: Asset Protection</i> The Facilities Manager and Lead Pastor shall not fail to report to the Board on any deterioration of the assets of the church, nor shall the Lead Pastor allow unnecessary risk to assets of the Church.</p>	<p>Bi-monthly report to Governance Board by Facilities Manager and the monthly report by Lead Pastor as necessary</p>
<p><i>BP1.4 Component: Treatment of Constituents.</i> With respect to constituents or potential constituents, the Lead Pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or fail to provide appropriate confidentiality or privacy.</p>	<p>Privacy Policy GWAC Privacy Policy Working with Children Act Disability Discrimination Act</p>
<p><i>BP1.5 Component: Compensation and Benefits</i> With respect to employment, compensation, benefits and conditions, to employees, contractors, consultants, volunteers and creditors, the Lead Pastor shall not cause or allow jeopardy to financial integrity or public image.</p>	<p><i>GB Delegations - Staffing</i></p>

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<p>BP1.6 Component: Treatment of Staff.</p> <p>With respect to paid and honorary staff, the Lead Pastor shall not cause or allow conditions that are unjust, undignified, unbiblical or unsafe. The Lead Pastor shall not stand in the way of the exercise of appropriate conflict-resolution policy, neither will the Lead Pastor hinder clear and specific briefing on and discussion about the <i>Conflict Resolution and Grievance Policy</i>.</p>	<p>Occupational Health and Safety Act Superannuation Guarantee Act Sexual Discrimination Act Disability Discrimination Act Equal Opportunity Act <i>Conflict Resolution and Grievance Policy</i></p>
<p>BP1.7 Component: Communication and Support to the Board</p> <p>The Lead Pastor shall not permit the Board to be uninformed or unsupported in its work.</p>	<p>No special documentation is required as this is covered by the Lead Pastor's report to Governance Board.</p>
<p>BP1.8 Component: Provision of Leadership in the absence of the Lead Pastor</p> <p>The Lead Pastor shall have no less than one member of staff familiar with Board/Lead Pastor issues and processes, and will not be absent for more than a week without a written handover of responsibilities communicated to appropriate personnel.</p>	<p>Such arrangements should be minuted in the Governance Board minutes or in the Lead Pastor's report to Governance Board. When the LP is absent from duty for more than one week, the LP will advise in writing to the GB, his appointment of Acting Lead Pastor</p>
<p>BP1.9 Component: Use of Facilities</p> <p>The Lead Pastor will not permit the use of Church facilities for anti-Christian practices and disciplines.</p>	<p>Parish Governance Act 2013</p>

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Accountability Principles	
<p><u>AP1.0 Comprehensive Accountability Statement</u> The responsibility of the Board before God, on behalf of the people in Glen Waverley and the surrounding region who have not heard the message of God’s grace through Jesus or had the opportunity to respond in faith to him, is to see that Glen Waverley Anglican Church, through the leadership of its Lead Pastor, (1) achieves the fulfillment of its Mission Principles and (2) avoids violation of the Boundary Principles.</p>	
<p>Key questions for the Board and Lead Pastor to review annually:</p> <ul style="list-style-type: none"> • Were the intended ends achieved? • Did the means employed to achieve the ends fall within our guidelines? 	
<p>AP1.1 Component: Stewardship to Christ for those He calls us to serve. The Board will maintain an active connection with the “moral ownership” of the church, namely: Christ and the people he has called his church to serve.</p>	<i>Code of Conduct</i>
<p>AP1.1.1 Detail: Community Research and Public Relations The Board will invest resources each year to enhance its understanding of the needs of people in the communities in which the people of GWAC serve and to ascertain the nature of the service that GWAC could provide to these communities, as well as monitoring and enhancing the church’s reputation of service to these communities.</p>	<ul style="list-style-type: none"> • <i>Role of the Board</i> • <i>Strategic Plan</i> • <i>Budget</i>
<p>AP1.1.2 Detail: Church Feedback and Assessment The Board will collect input and feedback from members, attendees, and non-returning visitors to better understand their needs. Once every two years the Governance Board will arrange that an appropriate survey be conducted and subsequent action taken.</p>	<ul style="list-style-type: none"> • <i>Board Annual Plan</i> • <i>Strategic Plan</i> • <i>Mission Action Plan</i>
<p>AP1.1.3 Detail: Devotion to Prayer and the Word of God Under the teaching and guidance of the Lead Pastor, the Board will continually seek the wisdom and leading of Christ as the Lord of the church. To this end, significant attention will be given to prayer and study of Scripture as a group and individually.</p>	<ul style="list-style-type: none"> • <i>Board Annual Plan</i>
<p>AP1.2 Component: Disciplining the Process of the Board The Board shall conduct itself with discipline and integrity with regard to its own process of governance.</p>	

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<p><i>AP1.2.1 Detail: Board Style</i></p> <p>The Board will govern with an emphasis on:</p> <ol style="list-style-type: none"> (1) outward vision rather than internal preoccupation; (2) encouragement of diversity in viewpoints; (3) strategic leadership more than administrative detail (4) clear distinction of Board and staff roles; (5) collective¹ rather than individual decisions; (6) future rather than past or present; and (7) proactivity rather than reactivity. 	
<p><i>AP1.2.2 Detail: Board Job Description</i></p> <p>The essential job outputs of the Board are linkage to the people served, the setting of strategic directions, definition of guiding principles, monitoring of Lead Pastor performance and achievement of strategic goals. In addition to these three essentials, the Board shall exercise authority granted to it in the Parish Governance Act 2013 and associated church law and not otherwise delegated to the Lead Pastor.</p>	<p>Parish Governance Act 2013 <i>Standing GWAC Delegations</i> List of authorities granted to the Governance Board (Parish Council) in the Parish Governance Act 2013 but which have been agreed as delegated to the Lead Pastor at GWAC.</p> <ul style="list-style-type: none"> • Delegation of Authority from the Governance Board (Parish Council) – Finance • Delegation of Authority from the Governance Board (Parish Council) Lay Staffing • Delegation of Authority from the Governance Board (Parish Council) – Property

¹ A collective decision is defined as one made in a formal Governance Board meeting, at which there is a quorum of over 50% present, in which either:

- all parties present agree with the recommendation made, or
- in cases where not all parties agree, the disagreeing minority must agree to be bound by the collective decision of the Board.

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<p><i>AP1.2.3 Detail: Board Member behaviour and practice</i> The Board commits itself and its members to the following behaviour and practice statement:</p> <p>a. Members of the Board must represent unconflicted loyalty to the interests of Christ regarding those whom He has called His church to serve (Matt 28:18-20) This loyalty supersedes any personal or group interest among or outside consumers of the church's services. A member must disclose any fiduciary conflict of interest and withdraw from any decision-making affected by it</p> <p>b. Members of the Board must honour the principles and decisions of the Board acting as a whole. They may not foster dissent or attempt to exercise individual authority over the staff or the organisation except as explicitly stated in the guiding principles, for example in the Grievance Policy.</p> <p>c. Members of the Board must respect the confidentiality of sensitive Board issues.</p>	<ul style="list-style-type: none"> • <i>Potential Conflict of Interest form</i> • <i>Conflict resolution Policy</i> • <i>Code of Practice</i>
<p><i>AP1.2.4 Detail: Responsibility of the Chairperson for Integrity of Process</i> The chairperson enforces the integrity and fulfillment of the Board's process including the monitoring of the Lead Pastor performance. The chairperson is authorised to use any reasonable interpretation of the Accountability Principles as he or she acts to ensure the integrity of the Board's process.</p>	
<p><i>AP1.2.5 Detail: Responsibility of the Lead Pastor for Visionary Leadership</i> The Lead Pastor has the responsibility, authority, and accountability to serve as the primary leader of the church at every level: congregation, Board, and staff. With respect to the Board, the Lead Pastor will advise, inform and assist the Board on all actions except for monitoring of Lead Pastor performance. If a question of process arises with regard to the bylaws or guiding principles of the church, the Lead Pastor will defer to the judgment of the Board chairperson.</p>	
<p><i>AP1.2.6 Detail: Use of Board Task Forces</i> Board Task Forces, if used, will be assigned so as to reinforce the wholeness of the Board's job and never to interfere with the delegation from the Board to the Lead Pastor or with the work of the staff. The Board may from time to time delegate to a particular Task Force, rights and responsibilities including those with budget implications, as long as such delegation is made beforehand by a meeting of the Board and recorded in minutes or terms of reference. In urgent cases, the delegation can be made by the Lead Pastor and Wardens, but this must be ratified at the next meeting of the Governance Board.</p>	<p><i>Task Force terms of reference</i></p>

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<p><i>AP1.2.7 Detail: Cost of Governance</i> The Board will invest in its own governance capacity through training, outside expertise, research mechanisms, and meeting all reasonable costs.</p>	<p>This should be reflected in the church's budget. Board Annual Plan</p>
<p><i>AP 1.2.8 Detail: Governance Board Self-Evaluation</i> The Board will monitor its own range of skills, identify potential new members, and evaluate its performance annually.</p>	<p><i>Survey of Current Governance Board Members</i> <i>Governance Board Self-Evaluation Parts A&B</i></p>
<p>AP1.3 Component: Monitoring the Performance of the Lead Pastor The Board's sole official connection to the operating organisation of the church, its achievement, and conduct shall be through the Lead Pastor.</p>	
<p><i>AP1.3.1 Detail: Unity of Control</i> Only decisions of the Board acting as a whole are binding on the Lead Pastor.</p>	
<p><i>AP1.3.2 Detail: Accountability of the Lead Pastor</i> The Lead Pastor is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Lead Pastor. If the Board has a grievance with the Lead Pastor in relation to the use of that authority, Conflict Resolution and Grievance Procedures are to be followed.</p>	<p><i>Conflict Resolution and Grievance Policy</i></p>
<p><i>AP1.3.3 Detail: Delegation to the Lead Pastor</i> The Board will instruct the Lead Pastor through written principles that prescribe the mission to be achieved and establish the boundaries to be avoided, allowing the LP to use any reasonable interpretation of these principles. A monthly reporting process by the Lead Pastor will keep the Board informed of such interpretation.</p>	
<p><i>AP1.3.4 Detail: Performance of the Lead Pastor</i> Systematic and rigorous monitoring of Lead Pastor job performance will be solely against the expected Lead Pastor job outputs: church accomplishment of the Mission Principles and Strategic Plan and church operation within the Board's Boundary and Accountability Principles.</p>	<ul style="list-style-type: none"> • <i>Mission Principles</i> • <i>Strategic Plan</i> • <i>Mission Action Plan</i> • <i>Budget</i>
<p><i>AP1.3.5 Detail: Annual Goals of the Lead Pastor</i> The Lead Pastor will be required to write measurable goals each year which are to be agreed by the Board that correspond to each of the mission principles. The goals will form the Annual Plan for the church, and be consistent with the Strategic Plan. Even though it is not explicit in the Mission Principles, the Annual Plan must also include goals in the area of leadership.</p>	<p>The annual Mission Action Plan should be tabled at a certain scheduled meeting of the Governance Board each year and their acceptance minuted.</p>

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<p><i>AP1.3.6 Detail: Annual Review of the Lead Pastor</i> Each year, the Board shall review the results achieved by the Lead Pastor on each of the annual goals. Such review will incorporate the use of an appropriate performance measure tool. The Chair of the Board will monitor the process but the review is the responsibility of the Board as a collective.</p>	<p>The Lead Pastor's annual Leadership Development Plan and assessment of performance will be kept on a personnel file accessible to the Lead Pastor and the Wardens.</p>
<p><i>1.3.7 Detail: Lead Pastor 360 review</i> <i>An externally facilitated 360 review of the Lead Pastor will be conducted at least every 3 years</i></p>	<ul style="list-style-type: none"> • Current diocesan requirement every 3 years