

15th December 2016

Email: peter.schirmer@lca.org.au

Dear Peter

Update 2: LCA Aged Care and Community Services Governance Dialogue

(A project of the Lutheran Church of Australia to enhance mission, governance & leadership in aged and community services within LCA).

Over the next few weeks the GCC sponsored 'governance review' of aged & community services within LCA will contact over 20 Lutheran aged and community services throughout Australia to arrange a time for 'on-site' dialogue in early 2017. ***So keep alert for the phone call from the Dialogue facilitator!***

All identified Lutheran Retirement Villages, Residential Care, Home Care & Support Programs and certain Lutheran Community Services in Australia, along with key Lutheran aged & community care stakeholders, are being invited to participate in this dialogue.

Intent, Process & Outcome of Dialogue

The intent of the dialogue is to strengthen and build on the rich history of service provided to the community by over 20 aged and community service organisations across Australia.

The Dialogue will enhance mission, governance and leadership in aged and community services within the LCA.

This dialogue-based process is being designed in a way that will encourage an open, transparent and trusting environment. Each identified Lutheran aged & community services organisation will be invited to dialogue; draft papers will be circulated for consultation and feedback; a 'consensus finding' conference and a later 'discernment' conference will be conducted.

As an optional 'value-add' service, in early 2017 each participating organisation will be offered, on a complementary and confidential basis, a 'high level' professional assessment of their organisation's current governance arrangements.

By early 2018 the facilitator will recommend to GCC the best future arrangements for governance in the aged & community service ministries within the Lutheran Church in Australia at national, district and organisational levels including the most appropriate governance and leadership standards & capabilities, legal structures and processes, to achieve the five objectives outlined below.

Specific Objects & Scope of Work:

Commensurate to a body of the nature and size of the LCA and its aged care* organisations (defined as including Residential Aged Care, Retirement Villages/ILUs, and Community Care/Home Support Programs), the dialogue will consider future Governance and Leadership capabilities for Lutheran aged care that:

1. Ensure all Lutheran Aged Care organisations deliver the highest possible standard of services and effective missional outcomes;
2. Align with and support the LCA's Strategic Direction;
3. Ensure the LCA's Aged Care organisations meet the LCA's requirements for governance and Aged Care leadership;
4. Enable the LCA and its Aged Care organisations to meet its legal and compliance requirements in an effective and efficient way; and
5. Achieve effective accountability and risk management.

(Read 'Community Services' throughout for the community service organisations involved in this project)*

The Dialogue, in considering suitable Aged Care Ministry models/arrangements, will include consideration of the following issues:

- current Governance structures, practices and standards of governance;
- current levels of interaction to/from the LCA: at the National, District and Congregational level;
- opportunities to maximise Mission and Ministry in the local congregation/aged care context;
- current processes for appointments of Senior Management;
- allocating resources effectively to maximise equity of aged care service and support for people living in and/or care for by all Aged Care facilities;
- achieving nationally consistent standards in LCA Aged Care philosophy, theological identity, staff formation, and employment-related policies;
- the degree of national consistency in the implementation of Church-wide aged care-related policies;
- the extent of national policies that satisfy both Church and State requirements;
- the risks of organisations and the wider Church, including financial and reputational;
- the extent to which, national, district and individual facility level as to their responsibilities in respect to financial and risk-related matters are clear and appropriate;

- the most effective Accountability and Risk Management arrangements at national, district and Aged Care Facility level and the most appropriate governance and legal structures to achieve that end;
- the competency of governing bodies to meet their obligations; and carry out effective decision-making, particularly in an increasingly challenging market environment;
- the appropriateness of existing lines of authority and delegations of authority;
- the level and appropriateness in reporting from and to accountable bodies; and
- opportunities for learning, sharing and growing.

This dialogue will also recognise the LCA's expectations and oversight of its aged and community services as an important part of its mission and ministry.

Principles Of Dialogue:

The dialogue will adopt the five principles of dialogue used in the LCA:

Communion: Because God has gathered us in communion with one another, there is freedom to dialogue with one another on potentially contested matters

Trust: Because God has made us brothers and sisters in Christ, we can trust God to use our communion to build us up in love and overcome any mistrust that may affect our capacity to dialogue openly with each other.

Listening: As we listen we will grow in understanding of ourselves, of other people and the opinions they hold, and of God's will

Speaking: As we speak we will grow in understanding of ourselves, of other people and the opinions they hold, and of God's will

Patience: We can be patient in listening and speaking with each other, trusting that God will deepen the unity he has already given us.

Dialogue Methodology:

Phase 1: **Planning & Preparations**

Aim: To finalise the planning & preparations for the Dialogue.

The lead facilitator will prepare for the dialogue in consultation with LCA Executive Officer, LCA Bishop, Dialogue Group & the LCA Committee on the Ministry to the Ageing. Key stakeholders to engage will be identified.

(December 2016).

Phase 2: **Stakeholder Engagement**

Aim: To achieve a broad brush 'stocktake' of current governance arrangements and obtain advice from key stakeholders on future options & recommendations. Steps proposed are:

1. Relationships with key stakeholders will be initially established through project updates, telephone contact & posting out of an 'info pack'
2. Engagement with identified Lutheran aged & community services organisations will be achieved through small group interviews with representatives of governing bodies. These organisations will also be

offered the opportunity to have their current governance arrangements assessed free of charge (including a high-level review of their registering instrument eg Constitution) and receive a 'complementary & confidential Governance health check'.

3. Any feedback or ad hoc reports received from stakeholders will be incorporated into the dialogue process.

(December 2016 to March 2017).

Phase 3: **Consensus Building on a 'Way Forward'**

Aim: To identify probable areas of 'sector-wide' consensus. Steps proposed are:

1. A *Stocktake, Future Options & Recommendations Paper* will be developed based on the stakeholder feedback of Phase 1, in consultation with subject experts & 'benchmark' organisations. This paper will identify both 'future options' and possible areas of future consensus. It will be circulated to all identified key stakeholders within the Lutheran Aged & Community Care sector for their consideration.
2. Key stakeholders then will have the opportunity to discuss the paper within their organisations/constituency groups
3. A one day '*Options for Our Future*' Workshop is conducted for representatives of each agency's governance & leadership team and other key stakeholders to attend and dialogue about the 'way forward', including identifying probable areas of 'sector-wide' consensus
4. The *Stocktake, Future Options & Recommendations Paper* is updated based on workshop discussions and is re-circulated to key stakeholders for further consideration within their organisation/constituency group.

(April to July 2017).

Phase 4: **Discerning Our Future Governance Arrangements**

Aim: To discern recommendations and a transition/implementation plan to improve governance arrangements throughout the Lutheran Aged & Community Services sector. Steps proposed are:

1. The governing bodies of aged & community services & relevant other groups (eg Committee for the Ministry to the Ageing, Districts, Congregations) are invited to consider the results of the earlier workshop and the updated recommendations
2. A two day '*Discerning Our Future*' Conference is held. The aim of Day One & part of Day Two is to discern recommendations to GCC for improving current governance arrangements; In the afternoon of Day Two the aim is to discern the beginnings of an Development & Transition/Implementation Plan
3. A *The Way Forward & a Development & Transition/Implementation Plan* document is written by the facilitators
4. This Plan is circulated to identified stakeholders for feedback
5. The Plan is then updated by the facilitators and submitted to General Church Council.

This Dialogue project then concludes (unless decisions are made to the contrary).
(July 2017 to February 2018).

Dialogue Contact Details:

for 'Dialogue Group' or LCA level enquiries contact Peter Schirmer, Phone 08 8267 7300 Email: peter.schirmer@lca.org.au

For your information, the members of the Dialogue Group are: Nancy Fox, Colleen Fitzpatrick, Matt Johns, Nathan Klinge, Clare Seligmann and Mel Zerner.

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Further Update sheets are planned on a regular basis so keep an eye out for them.

For back copies of the Project Introductory Letter and/or Update 1 please contact me as shown above.

With Advent Greetings,



Peter Schirmer
Executive Officer of the Church