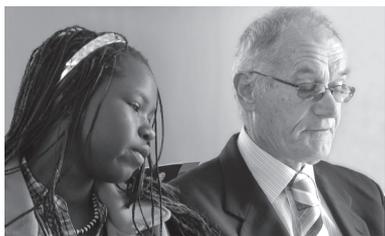
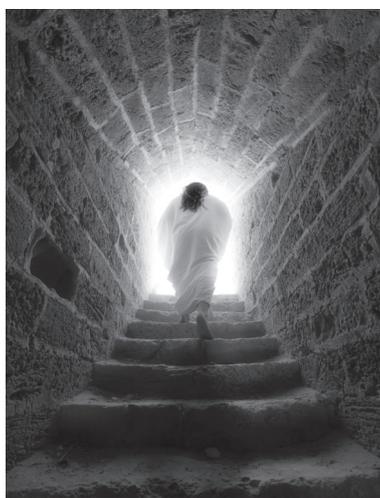




LUTHERAN CHURCH OF AUSTRALIA STRATEGIC DIRECTION

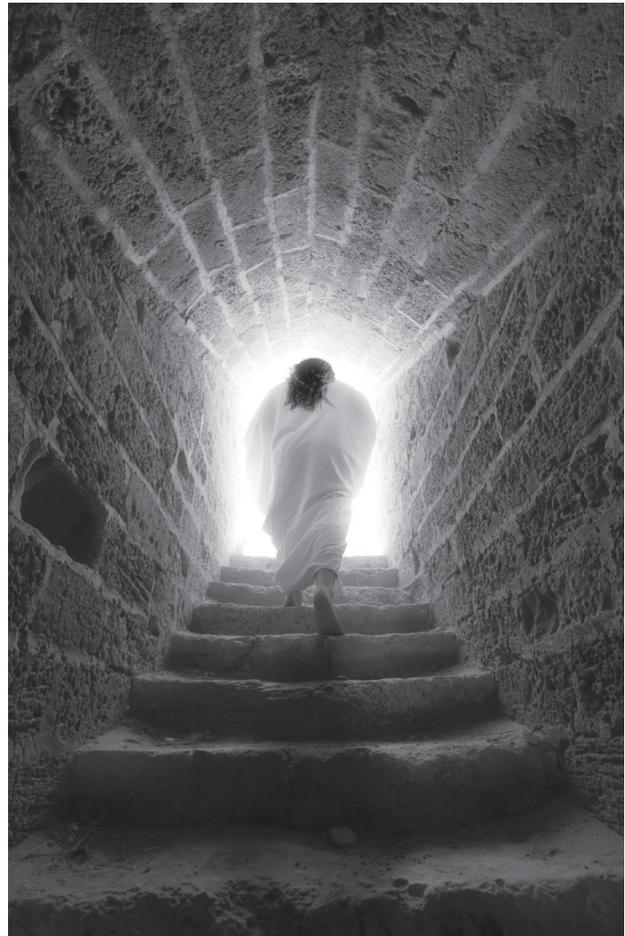
where love comes to life

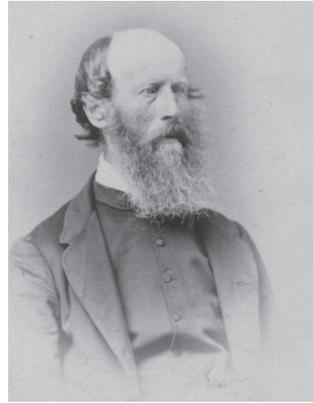


By working together more intentionally as the body of Christ, serving through education, aged care, local ministry and support for our overseas partners in mission, we can more effectively bring the good news of God's love to a world that needs hope as much as it ever has.

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SECTION A: OUR CONTEXT

The past we've built on ...

In 2013 the Lutheran Church in Australia is 175 years old. It was established in part by German settlers from Prussia fleeing persecution and seeking a new home where they could live their faith without compromising their core beliefs. Between 1838 and 1868, over 20,000 German immigrants came to Australia, settling across the country.

We give thanks to God for the commitment of those who came before us. We are inspired by their courage and faith in reaching out to Indigenous Australians, establishing congregations and schools, and developing other institutions which continue to serve us and the wider Australian and New Zealand communities.

In 1966 the union of what had become two churches to form the Lutheran Church of Australia ('LCA' or 'the Church') was a major milestone. It was the culmination of almost a century of efforts to bring unity to Lutherans in Australia.

God's gifts of people, resources and unity are a blessing for us still today.



The changes we're growing through ...

As the LCA steps into the 21st century, we can't help noticing how much the world has changed.

Of course, the Lutheran Church has always faced change. Prior to World War 1 we were predominantly German-speaking. Within a generation, however, we became, in the main, English-speaking, which was a historical and cultural shift.

The union of previously separate churches required changes: merger of congregations, reconciliation between people who had historically been opposed to each other, and the building of unity.

We are capable of and willing to embrace change for the sake of the gospel.

Today, looking around our Lutheran Church in Australia and New Zealand, it's clear that our world has changed.

We see challenging changes: for some the youth group that is no longer there, the missing generation of people aged 20–50, the difficulties paying the pastor's salary, the number of congregations that can no longer survive on their own ...

When we look at raw numbers, they seem to tell a tale.

Indicators	1993	2011
Baptised members	100,051	67,131
Attendance at Sunday service	43,380	28,722
Offering-plate donations	22,854,807	29,758,854
Pastors ordained per year	10	8

While we hold on in confidence to Christ's promise that the church will always live (Matt 16:18), it's challenging to consider that it might not look or act exactly the same as the church we have known in the past.



Do we see the **positive** changes happening already as we seek to be God's Lutheran Church for the 21st century?

Indicators	1993	2011
People served through Lutheran aged-care facilities	not available	4,000
Students in Lutheran schools	18,285	38,289
Donations for service, ALWS	609,624	3,247,216
Lay workers trained per year	26	151

On top of that, the changing socio-cultural make-up of Australia and New Zealand is also challenging and energising us in a positive way.

Indicators	1996	2006
People of African background (country of birth)	147,876	248,699
People of Asian background (by ancestry)	982,519	2,400,000

And let's never forget that in those 20 years God has brought many people into his kingdom of grace through holy baptism.

We recognise these changes. The challenge before us is how we will respond to them.



The future we're called to ...

A map to guide our journey together

As we journey with our Lord, we are bound together by our shared identity, purpose, vision, mission and values that are based on Scripture and our Confessions. These don't change, and so they are highlighted in the first part of our Ministry and Mission Map (pp7, 10).

The Objects of our Church have not changed either (see Our Objects, p8).

What may have to change is the way we, God's people of the LCA, seek to implement these Objects.

The second part of the Ministry and Mission Map outlines the strategic priorities that have been identified, shared and dreamt about by LCA working groups over recent years. These become our goals for the period 2013–2018 as we seek to achieve the LCA's Objects to which we are committed.

This Ministry and Mission Map is intended to:

... support congregations, districts and agencies of the LCA as they respond to the opportunities which God has placed before them

... show where the LCA needs to pick up responsibilities that can better be accomplished only as a synod

... provide a direction which ensures the service to which we are called is consistent with the Objects we uphold in the Constitution.

This Strategic Direction is not designed to be a 'blueprint'. We understand that mission can be messy or, put more positively, open to all sorts of new opportunities that weren't envisaged when it was developed. We are therefore always open to adapting our course if circumstances demand it.

Looking forwards, our opportunity is to bring together the skills, talents and creativity of LCA members already serving in various ministries.

By working together more intentionally as the body of Christ, serving through education, aged care, local ministry and support for our overseas partners in mission, we can more effectively bring the good news of God's love to a world that needs hope as much as it ever has.



SECTION B: OUR CHARACTER

Our Identity

In the words of the classic Lutheran summary of faith, we believe that we are saved **'by grace, for Christ's sake, through faith'**. In other words, there is nothing we can do to earn God's favour or to gain eternal life. Through his death and resurrection, Jesus Christ has won all this and more for us.

What follows is that:

We are confessional. The LCA confesses the Holy Scriptures of the Old and New Testaments as 'the only source and norm of its faith, doctrines, and life', and accepts the Creeds and the Lutheran Confessions 'as true expositions of the Word of God'.

We are evangelical. We proclaim the good news of Christ's life, his crucifixion, resurrection and ascension. We witness that, despite our brokenness, we are forgiven, saved and justified by God's grace for Christ's sake through faith alone.

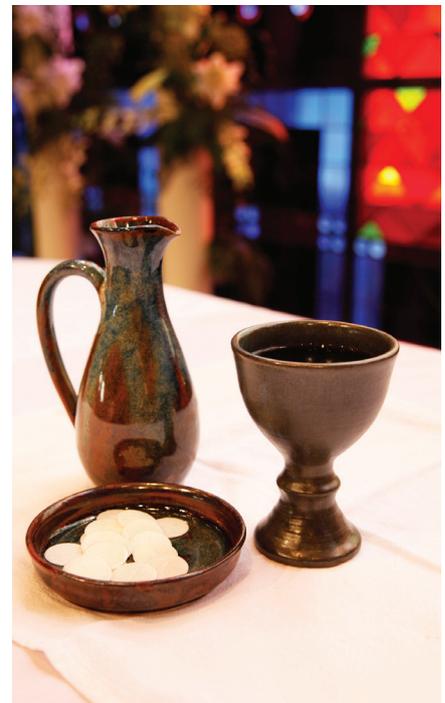
We are sacramental. We live our life together in the community of the church, as we are served in worship by the Triune God through the proclamation of the word of God, both law and gospel, and in the sacraments of holy communion and baptism.

We serve, as we are freed by Christ in faith to love and serve our neighbour. Our service in the world and our care for creation are integral to our Lutheran identity.

We are ecumenical. The LCA confesses 'the one holy, catholic and apostolic church' and resolves to serve and actively promote Christian unity and witness throughout the world.

We are synodical. We walk together as individuals, congregations and agencies to bring to life the Objects of the Church.

Our Ministry and Mission Map is shaped by these understandings of what it is to be Lutheran, and therefore informs how we respond to the opportunities of our time and place.



Our Objects

This Ministry and Mission Map seeks to support the LCA as we walk and work together as individuals, congregations and agencies to bring to life the Objects of the Church, as defined in ARTICLE III: of our Constitution, that is, to:

- (a) fulfil the mission of the Christian Church in the world by **proclaiming the Word of God and administering the Sacraments** in accordance with the Confession of the Church laid down in the preceding Article II;
- (b) **unite in one body** Evangelical Lutheran congregations in Australia and New Zealand for the more effective work of the Church;
- (c) promote and **maintain true Christian unity** in the bond of peace;
- (d) ensure that preaching, teaching and practice in the Church are in **conformity with the Confession of the Church**;
- (e) **provide pastors and teachers and other church workers** for service in the Church and its congregations, and for this purpose to establish and maintain institutions for their training;
- (f) **encourage every congregation to carry out its mission to its local community**;
- (g) **establish, develop and support new congregations** where it is not possible for individual congregations to do so;
- (h) **support and cooperate with selected churches in other lands** as they seek to carry out their mission;
- (i) **dialogue** with other Christian church bodies;
- (j) **establish and maintain schools** and other institutions and to foster all other means whereby the members of the congregations receive Christian education;
- (k) **cultivate uniformity in worship**, ecclesiastical practice and customs in accord with the principles laid down in Article X. of the Formula of Concord;
- (l) **publish, procure, and distribute literature** compatible with the Confession and principles of the Church;
- (m) **minister to human need** in the name of Jesus Christ our Lord in the spirit of Christian love and service, and to provide institutions and agencies for this purpose; and
- (n) take such action as is necessary for the **protection** of the congregations, pastors, teachers and other church workers in the performance of their duties and the maintenance of their rights.

(emphases added)



Our Structure

We are a synodical church.

This means we consist of:

congregations of baptised members who have chosen to become part of one united body to establish a wider fellowship in the Christian faith, and work together to carry out common tasks that congregations cannot effectively accomplish by themselves;

divided into:

Districts, including the Lutheran Church of New Zealand, to provide general supervision to congregations within its area, and collaborate with the wider Church to promote and implement its Objects (see above);

supported by:

specific ministries including boards, commissions and auxiliaries which have been established to help achieve the Objects of the Church, especially those that can only be achieved as Synod.

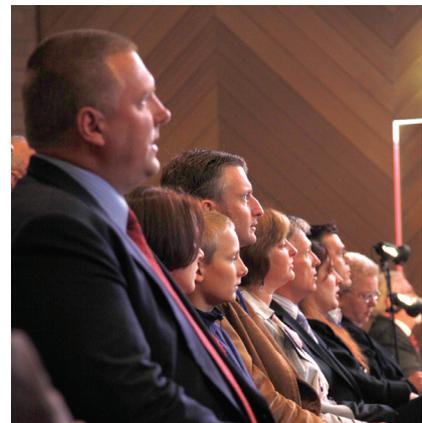
Our synodical structure is directed and ordered by:

the General Synod, which is the highest constitutional authority of the Church, with power to direct and control those to whom it has entrusted tasks or has delegated authority;

General Church Council, which has been established by the Church with authority to make decisions between Conventions of Synod, within the limits prescribed in the By-Laws;

the Convention of District Synod, which is the highest constitutional authority of the District, with power to direct and control those to whom it has entrusted tasks or has delegated authority; and

District Church Council, which has been established by the District with authority to make decisions between Conventions of Synod within the limits prescribed in the By-Laws.



Our Vision

Our vision is to see God's love in Christ coming to life in people everywhere through a Lutheran Church that joyfully receives, lives and shares the gospel (cf 1 John 4: 9-12).

Our Mission

God grows us as his people to a mature faith in Christ—a faith that comes to life through effective witness and ministry, so that people everywhere may know Christ and his love.

Our Values

Our values are derived from our Lutheran identity: 'grace alone, faith alone, scripture alone', **all summed up in 'Christ alone'**. They are grounded in God's saving work through the death and resurrection of Jesus Christ. We are freed by God's grace to participate in his vision and mission for the world.

Through **faith** in Christ, by the work of the Holy Spirit we are a church:

Shaped by the Gospel of Grace

The love of God in Christ is an undeserved gift from God. It is the transforming agent and motivation for all we do in ministry and mission (2 Cor 5:14). We humbly come before God, who alone strengthens and equips us for our tasks. We gather with fellow believers, feed on God's word and receive together at the Lord's table in order to grow in love for God and for one another as we go out into our daily lives.



United in Christ

We are blessed by God with diverse backgrounds, talents, skills and opportunities. The Spirit brings us together as members of the body of Christ through one baptism. We declare our unity in our confessions, as contained in the Book of Concord. We live out our unity as the LCA.

Blessed by Relationships

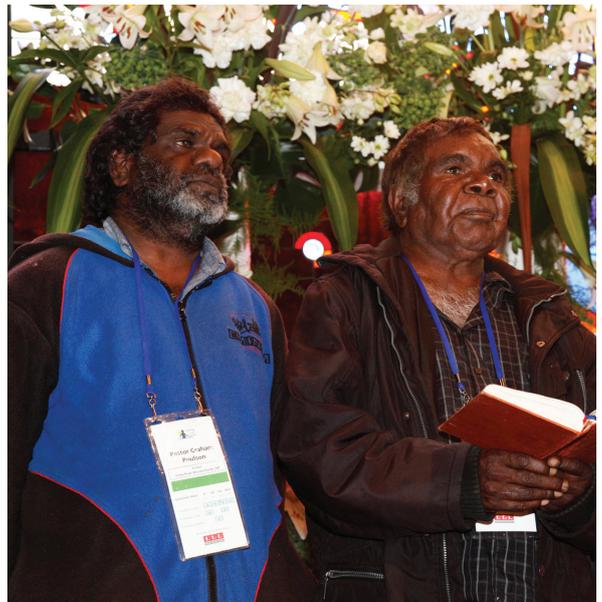
We acknowledge that God’s love is often seen and experienced most clearly within relationships. So, we support and respect one another. We listen to and learn from one another, to sustain and build up one another and our communities in the bond of love.

Inspired by Compassion

We are called to love in actions as well as by words. We strive to serve with the heart of Christ and we serve with the gifts of the Spirit. We join with Jesus in especially serving those people who are suffering, disadvantaged and marginalised.

Marked by Integrity

As faithful stewards of God’s blessings, we strive for excellence in all we do. We use effectively and efficiently the gifts we have been given, knowing that to whom much is given, much is required. We are accountable to the people we serve, to each other, to our wider communities and to those who have entrusted resources to us.



SECTION C: OUR CHARTER

Strategic Priority 1: **Grow as God's people**

As a church where love comes to life, we take seriously Christ's call to follow him as his disciples. We nurture in each other a passion for God's word, the sacraments and worship. Together we grow in faith and service, and follow Christ as his lifelong disciples.

Goals

1. Develop a passionate faith in individuals, families and communities shaped by a growing understanding of God's word, nurtured and sustained in prayer and worship

01. Establish training and mentor programs that equip and support more lay leaders and pastors to effectively lead and facilitate opportunities for people to grow in faith
02. Support the growth of small group ministries in communities where people can together grow in their faith through the study of God's Word.
03. Make readily available study-related resources for use by individuals, families and communities to assist them in their 'growing as God's people'

2. Encourage worship that recognises people receive and respond to God's grace in different ways

01. Develop ways to share experiences of different congregations adapting their worship life in widely different situations
02. Harness and build on the passion and joy of the worship by our new neighbours
03. Encourage worship environments that learn from the exuberance of the young (in faith and age) and the wisdom and history of the old.
04. Develop a culture that is open to learning broadly from the many different ways we can worship God with joy and relevance

3. Develop a strong culture of service in individuals, families and communities, both locally and overseas, as a natural outworking of an active faith

01. Support pastors, lay workers and other leaders to build within their community a growth in 'serving after the service', in all its dimensions
02. Provide more training and education, in cooperation with appropriate agencies and departments, to support development of stronger participation in local acts of service
03. Strengthen local-based service initiatives through enhanced cooperation with appropriate agencies and departments.





- 04. Provide more opportunities for people to engage in partnerships through the LCA's mission partners overseas

Strategic Priority 2: **Go as God's people**

As a church where love comes to life, we are active in mission. We intentionally identify and initiate new opportunities to reach out with Christ's love, in word and action, in our local communities and beyond.

Goals

1. Develop a missional culture where individuals, families and communities are inspired, passionate and active in sharing the gospel in word and action

- 01. Establish a shared understanding of what it means to have a mission culture in the LCA, and clearly articulate the core values underpinning a missional culture
- 02. Develop a missional framework based on the core values
- 03. Establish strategies to ensure the missional framework informs all the goals under Strategic Priority 2.



2. Encourage strong missional-oriented leadership by supporting pastors, lay workers and other leaders to be effective ministers of Christ in a changing world.

01. Develop within Australian Lutheran College a curriculum with a stronger focus on training pastors as missional leaders in a changing world.
02. Develop strategies to identify people, both within Australia and from overseas, who are gifted in evangelism and capable to support mission-focused initiatives at the local level
03. Enhance and expand training for people who have been identified with the giftedness to lead and strengthen mission capacity at a local level.
04. Develop strategies to identify, train and engage people from ethnic communities with evangelising leadership gifts, and support them to work within those communities
05. Develop training programs that build capacity in community engagement, organisation and mobilisation.
06. Identify, support and learn from 'centres of excellence' and establish ways to ensure that the lessons are shared and applied

3. Support and equip communities to use new, innovative and collaborative mission-oriented approaches in changed and changing mission fields

01. Develop and trial new and innovative mission partnership models between congregation/school/aged care and other agencies.
02. Improve cooperation with other churches and groups in order to learn new and better ways to expand mission across Australia and New Zealand
03. Enhance existing successful initiatives to support action by communities and individuals to go as God's people into their local mission fields
04. Develop and facilitate ways for successful mission-focused initiatives to be shared across the church and so encourage and empower others to adapt them in their local situations
05. Ensure district and national support is available, and known to be available, to help facilitate action at the local level

4. Develop proactive strategies to seek and open new mission fields to which God is leading us

01. Develop initiatives, with allocation of appropriate resources, that build sustained ministry among and by ethnic groups in our diverse and multicultural society
02. Develop strategies to identify, plan and resource new long term mission opportunities.



- 03. Continue to build and resource church-planting activity, supported by ongoing mission-focused training for leaders
- 04. Develop and resource initiatives that effectively engage young people, especially **18–30-year-olds**

5. Support the development and growth of new mission fields which God has already opened to us

- 01. Build capability to identify church communities which are presented with growing mission opportunities
- 02. Support growing mission fields to achieve their full potential by investing resources, including prayer, funding and, trained people
- 03. Establish ways to ensure that the experience and lessons from these growth areas can be replicated in other contexts
- 04. Enhance the ways people called into new, growing and challenging mission fields are appropriately supported and cared for.

6. Support existing communities to be active in mission

- 01. Develop capacity of communities in areas such as strategic/ ministry planning, budgeting and resource mobilisation.
- 02. Develop strategies that help build capacity of communities to carry out mission plans, including professional support and financial assistance
- 03. Develop new ways for communities to access ideas and resources, including through appropriate technologies

7. Encourage continued support for overseas ministries carried out through effective church-to-church partnerships

- 01. Develop practical opportunities, in cooperation with the LCA's partners as appropriate, for individuals and congregations to experience mission both in Australia and overseas.
- 02. Develop volunteer and partner programs that can identify appropriate people, train and equip them, and support their participation in the work of the LCA and its partners overseas
- 03. Develop new ways for communities to access ideas and resources, including through appropriate technologies



Strategic Priority 3: **Enable us to Go and Grow**

We are at all levels well governed, run with effective structures and processes, financially sustainable, and professional and accountable.

Governance and Leadership

Goals

1. Improve capability and performance of our leaders

01. Establish ways to identify and fast-track development of potential leaders (spiritual, administrative, mission)
02. Continue to build appropriate training programs to develop emerging leaders and support their ongoing leadership development needs.
03. Improve support programs to ensure care for leaders in their respective areas of ministry

2. Improve governance at all levels

01. Introduce governance policies for all relevant councils and boards
02. Improve processes for recruitment and selection of people for governing boards
03. Improve induction and training of leaders
04. Establish sound LCA policies and process framework that is accessible to and relevant for all levels of the Church

3. Improve governance and management structures

01. Ensure that governance structures are appropriate to the current needs and requirements of the LCA
02. Streamline and align management-related functions for greater efficiency to better support the achievement of the LCA's Objects and strategic priorities

Communications and Engagement

Goals

1. Increase enthusiasm for mission by sharing how love is coming to life through individuals, families and communities.

01. Develop strategies that clearly and effectively communicate a growing missional culture in the LCA which excites and energises people



- 02. Develop strategies that enhance the sharing across the LCA of effective and successful mission practice.
- 03. Ensure a stronger priority on the perspective of the 'person in the pew' is reflected in all communications strategies

2. Support LCA ministries to effectively communicate and engage individuals, families and communities to grow and go

- 01. Develop a capacity to provide communications expertise to LCA ministries to assist in the development of high-quality resources
- 02. Within an integrated communications strategy, develop initiatives that assist LCA ministries to effectively engage with people in growing a culture of 'going as God's people'
- 03. Develop training programs to strengthen communications capacity within LCA ministries

3. Improve collaboration between the ministries of the LCA to establish an integration of communications around the theme 'Where love comes to life'

- 01. Develop a strong culture and practice of all agencies and departments of the LCA working together in a complementary way, through coordinated action
- 02. Continue to develop a stronger sense of unity of purpose through appropriate development and use of the LCA 'brand', including its tag line 'Where loves comes to life'

4. Achieve internal LCA communication that is efficient, coordinated and relevant

- 01. Ensure communications of all church bodies is of excellent standard, integrates with the overall LCA communications strategy and supports the overall objectives of the church
- 02. Maximise the use of resources through the elimination of duplication of effort
- 03. Increase timely, relevant and effective use of new technologies and media



Assets and Resources

Goals

1. Enhance care of our people, especially church workers and their families

01. Develop and make available support structures that ensure appropriate care for people in the LCA, and those in contact with it

2. Effective use of assets and resources that releases more support to mission and ministry

01. Align church structures to best promote the objectives of the church, and apply efficiency dividends to support the LCA's strategic priorities
02. Develop processes to prioritise available budget resources to the LCA's strategic priority areas
03. Develop and implement monitoring and evaluation systems that ensure quality and accountability in all the LCA does and that it learns from what it has done
04. Develop strategies to ensure that the resources and assets of the LCA are fully and effectively utilised to further the objectives of the church
05. Develop new revenue streams for the LCA through effective relationships with appropriate partners

3. Enhance care of our assets and resources

01. Ensure that appropriate and adequate cover is secured in order to protect the LCA's assets
02. Ensure that appropriate policies and processes are enacted in order to protect the LCA's integrity and credibility
03. Ensure that professional support is available so that policies and processes are properly applied

4. Encourage greater support for the work of the LCA, using new and innovative approaches

01. Promote wide usage of the Lutheran ePay system to facilitate regular giving to the LCA
02. Develop use of appropriate technologies that enable easy and accessible opportunities for people to support the ministries of the LCA
03. Develop fundraising strategies that facilitate greater support for the work of the LCA, especially its strategic priorities
04. Identify and encourage people to use their gifts and talents in service to the LCA



SECTION D: OUR COMMITMENT

We will be mutually accountable for the implementation of this Ministry and Mission Map.

The national church, through the General Church Council, will report back regularly to the church membership to provide progress on the achievement of the strategic priorities and goals.

It will also be accountable to the church for the areas of specific responsibility it holds within the plan.

Each district and agency of the church will ensure that its work aligns with the LCA's Strategic Direction. It will be open and transparent by reporting to the General Church Council and sharing with the wider church how it is carrying out its mission within the Strategic Direction, especially sharing successes and difficulties. In so doing, the whole church will benefit and learn.

Congregations of the LCA will also work to carry out its mission using the Strategic Direction as a guide, adapted to their local context, and be willing to share with their District Church Council and the wider LCA what they are doing.

We recognise that courage may be required as we journey forward into the future. So, we commit to this mutual accountability to build each other up, share our joys and our failings, and support each other as we continue to walk and work together as synod in sharing the good news of God's love in Christ to the world.



SECTION E: OUR CHECKLIST

This checklist is offered as a tool to assist districts, congregations, agencies and bodies of the LCA build their strategic plans. It is designed to encourage planning that focuses on the mission priorities of each body, and does so in a way that fits within the LCA Strategic Direction.

For those who have never done any planning before, and have limited capacity to do so, it provides an introduction to basic questions that should be considered as you work through the process.

It is recommended that a step-by-step approach is taken, rather than do everything at once...and always feel free to seek assistance.

Where a strong strategic planning culture already exists more comprehensive checklists are available at Appendices A, B and C.

Questions to consider	Yes
Mission	
Does your mission contribute directly and specifically to the LCA being a church which joyfully receives, lives and shares the gospel?	
Have you identified your core values (three to five) and do they align with the values of the LCA?	
Strategy	
Does your strategic plan have defined goals and objectives? Are you confident they enable you to achieve your mission?	
Does your plan fit within the LCA Strategic Direction and support the overall mission of the LCA?	
Do you have clearly defined initiatives and activities that will lead to the achievement of the goals and objectives?	
Can your objectives and initiatives be measured in order to ensure effectiveness and timeliness?	
Does your plan demonstrate how you can work with or in partnership with the wider LCA, including other congregations, schools and service agencies?	
Implementation	
Have you considered how you will fund your plan?	
Have you explored all opportunities to be innovative and efficient with your resources?	
Have you identified the risks that may affect your plan, and do you have ways to manage those risks?	
Have you sought input and support from the district and/or national levels?	
Do your structures (eg boards, committees, ministry teams) help you to enact your plan?	
Does your plan ensure support and care for your leaders and paid staff (if any)?	
Have you considered how you will communicate your plan with those to whom it is relevant (eg: members, local community, other local Lutheran congregations and agencies, staff)	
Is your plan reviewed regularly (at least annually), including consultation with those who are affected by it?	



APPENDICES

1. Detailed checklists

The following appendices provide more detailed guidance in the preparation of strategic plans, and the development of policies and procedures relating to staffing and governance.

A. Congregations and Parishes

Questions to consider	Yes
Mission	
Do you have a documented mission and/or vision statement?	
Does your mission contribute directly and specifically to the LCA being a church which joyfully receives, lives and shares the gospel?	
Do you have documented core values (three to five)?	
Do these align with the core values of the LCA?	
Are your mission/vision statement and core values communicated and understood by all leaders, members, staff and people served through your ministry (if any)?	
Strategy	
Do you have a documented strategic plan to guide your mission and ministry?	
If so, does your plan align with your mission and core values?	
Has it been developed with the participation of your leadership, members, staff, and the people you serve?	
Does your plan consider how you can work with nearby Lutheran congregations, schools, aged care and other service agencies?	
Does it consider how it can help them to achieve their mission/role within the overall mission of the LCA?	
Have you sought input and support from the district and/or national levels?	
Is your plan consistent with the LCA Strategic Direction?	
Does your plan clearly articulate your goals and objectives? Will they achieve the mission specific to your role and context, and support the overall mission of the LCA?	
Strategy Implementation	
Do you have an operational/resource plan (if not incorporated in your plan) that outlines the specific initiatives that will be implemented to achieve the objectives? Does it include a way to measure progress to ensure effectiveness and timeliness?	
Have you explored all opportunities to be innovative and efficient with resources?	
Have you reviewed your structure (eg boards, committees, ministry teams) with the aim that it will help you enact your strategic and operational plans?	
Does your plan include provision for training and professional development of your leaders and paid staff (if any)?	
Have you considered and identified the resources required to implement your plan?	
Have you considered how you will communicate your plan with those to whom it is relevant (eg: members, local community, other local Lutheran congregations and agencies, staff)	
Is your plan reviewed regularly (at least annually), including consultation with those who are affected by it?	



B. National/District Boards and Committees with Paid Staff

Questions to consider	Yes
Mission	
Do you have a documented mission and/or vision statement?	
Does your mission contribute directly and specifically to the LCA being a church which joyfully receives, lives and shares the gospel?	
Do you have documented core values (three to five)?	
Do these align with the core values of the LCA?	
Are your mission/vision statement and core values communicated and understood by the board, staff and those served by your ministry?	
Strategy	
Do you have a documented strategic plan?	
If so, does your plan align with your mission and core values?	
Does your plan support and fit with the LCA Strategic Direction?	
Does your plan consider how you can work with other LCA districts/boards/agencies?	
Does it consider how it can help them achieve their mission/role within the overall mission of the LCA?	
Does your plan clearly articulate your goals and objectives? Will they achieve the mission specific to your role and context, and support the overall mission of the LCA?	
Do you have an operational/resource plan (if not incorporated in your plan) that outlines the specific initiatives that will be implemented to achieve the objectives? Does it include a way to measure progress to ensure effectiveness and timeliness?	
Operations (read in conjunction with the Governance Framework)	
Have you reviewed your structure (eg Boards, Committees, Ministry Teams) with the aim that it will help you enact your strategic and operational plans?	
Do you have a Policy Handbook (at least, a HR/Personnel Policy)?	
Is the handbook consistent with minimum requirements outlined in the LCA Governance Framework?	
Do you have job descriptions, and are they formally accepted by staff?	
Are new staff offered a comprehensive induction on commencement?	
Does your plan include provision for training and professional development of your leaders and paid staff (if any)?	
Is there a structured appraisal process for staff?	
Do staff, as appropriate, report in person to the board addressing key issues determined by the board?	
Governance	
Is there a clearly defined process for meetings, including agendas, minutes, actions and resolutions, and is it followed?	
Do you allow sufficient time for members to review board papers before meetings?	
Are financial reports considered and are they adequate to clearly verify the financial position?	
Is there a sound balance between performance assessment, high level organisational strategic analysis, and compliance reporting?	
Are risks identified and managed appropriately?	
Is there an appropriate mix of skills, experience and background on the board?	
Do Board members understand their obligations and duties?	
Has the board explored all opportunities to be innovative in mobilising resources, and being efficient and effective in their use?	
Does the board maximise opportunities to work in harmony with other parts of the LCA?	
Have you considered how you will communicate your plan with those to whom it is relevant (eg: members, local community, other local Lutheran congregations and agencies, staff)	
Do you periodically self-review the performance of the board?	

C. Boards, Committees and Commissions with No Staff (primarily advisory bodies)

Questions to consider	Yes
Mission	
Do you have a documented mission/vision statement, consistent with your terms of reference?	
Does your mission contribute directly and specifically to the LCA being a church which joyfully receives, lives and shares the gospel?	
Is your mission/vision statement communicated and understood by the board, and those whom you serve?	
Planning	
Do you have a documented strategic plan, which extends for at least a twelve month period and up to a synodical term?	
Does your plan align with your mission and terms of reference?	
Does your plan support and fit with the LCA Strategic Direction?	
Does your plan consider how you can work with other LCA districts, boards, agencies and congregations?	
Does it consider how it can help them to achieve their mission/role within the overall mission of the LCA?	
Operations (read in conjunction with the Governance Framework)	
Have you reviewed your structure with the aim that it will help you enact your plans?	
Is there an appropriate mix of skills, experience and background on the Board/Committee/Commission?	
Do you have sufficient resources to implement your plan?	
Is there a clearly defined process for meetings, including agendas, minutes, actions and resolutions, and is it followed?	
Do you allow sufficient time for members to review board/committee/commission papers before meetings?	
Are financial reports, commensurate with the size of your budget, considered and are they adequate to clearly verify the financial position?	
Have you considered how you will communicate your plan and work with those to whom it is relevant (eg districts, departments, boards, congregations and agencies)?	
Do you periodically self-review the performance of your board/committee/commission?	
Are you clear about to whom you are accountable, and the nature of your accountability (eg reporting requirements)?	

This is how God
showed his love
among us: He sent
his one and only Son
into the world that
we might live through
him . . . No-one has
ever seen God; but if
we love one another,
God lives in us and
his love is made
complete in us
[1 John 9,12]



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