

## AGENDA 2.2.2

### National functions

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(See also Agenda 2.3.22 and 2.4.8)

#### PROPOSED MOTION

*Submitted by General Church Council*

**BE IT RESOLVED** that **Article 8 Officers and Administration** of the Constitution of the Church be amended to allow for the implementation of the revised national functions as follows (words to be deleted – ~~striketrough~~; words to be added – **bold**):

#### ARTICLE 8. OFFICERS AND ADMINISTRATION

- 8.3.4      **The General Church Board shall have the following Standing Committees which shall provide advice in accordance with the Terms of Reference for each as determined by the General Church Board:**
- 8.3.4.1      **The Standing Committee for Nominations;**
- 8.3.4.2      **The Standing Committee on Constitutions; and**
- 8.3.4.3      **The Standing Committee for Finance, Audit and Risk.**
- 8.4      The Church shall have a College of Bishops **which shall have oversight of the theological, confessional, pastoral and worship life of the Church.**
- 8.4.1      The composition and duties **of the College of Bishops** shall be as prescribed by the By-laws.
- 8.4.2      **The College of Bishops shall have the following Commissions which shall provide advice in accordance with the Terms of Reference for each as determined by the General Church Board:**
- 8.4.2.1      **Commission on Theology and Inter-Church Relations;**
- 8.4.2.2      **Commission on Worship; and**
- 8.4.2.3      **Commission on Social and Bioethical Questions.**
- 8.5      The Church shall ~~appoint as many~~ **establish Bboards and Standing Committees councils** as it may deem necessary for the carrying out of its Objects. The rights and duties of such ~~Bboards and Standing Committees~~ **councils** shall be as prescribed by the By-laws.

**BE IT FURTHER RESOLVED** that **Section 8.4 The General Church Council, Section 8.7 The Boards of the Church and Section 11 By-laws** be amended in consequence of the above amendment to Article 8 to allow for the implementation of the revised national functions as follows (words to be deleted – ~~striketrough~~; words to be added – **bold**):

#### ~~SECTION 8.4 THE GENERAL CHURCH COUNCIL~~

- ~~8.4.4~~      ~~8.4.4.1~~      ~~There shall be an Executive of the General Church Council, consisting of the Bishop, and six [6] other members including at least two [2] pastor members and at least two [2] lay members, appointed by the General Church Council.~~
- ~~8.4.4.2~~      ~~The duties of the Executive of the General Church Council shall be to~~
- ~~8.4.4.2.1~~      ~~carry out such tasks as are delegated to it by the General Church Council;~~
- ~~8.4.4.2.2~~      ~~attend to routine matters in accordance with the policy as generally defined by the General Church Council;~~
- ~~8.4.4.2.3~~      ~~advise the Bishop on any matters the Bishop desires to place before it;~~

- ~~8.4.4.2.4 determine the Register of Lay Workers;~~
- ~~8.4.4.2.5 determine the rentals to be paid by tenants of Church-owned property; and~~
- ~~8.4.4.2.6 report all decisions to the General Church Council.~~
- ~~8.4.4.3 The Executive of the General Church Council shall be empowered at its discretion to call conferences of executive officers and such other persons as it deems advisable, to advise in the planning and coordination of the Church's program or any portion thereof.~~

## **SECTION 8.7 THE BOARDS AND COUNCILS OF THE CHURCH**

- 8.7.1 The By-laws in this section shall govern the administration of all boards and councils of the Church. ~~The term 'board' in the By-laws shall mean a Council, Board, Department, Standing Committee or Commission of the Church.~~
- 8.7.2 **8.7.2.1** The boards of the Church shall be
- ~~8.7.2.1 Board for Lay Ministry;~~
  - ~~8.7.2.2 Board for Lutheran Aged Care Australia;~~
  - ~~8.7.2.3 Board for Lutheran Community Care Australia;~~
  - ~~8.7.2.4~~ **8.7.2.4.1.1** Board for Lutheran Education Australia;
  - ~~8.7.2.5 Board for Media Ministry;~~
  - ~~8.7.2.6 Board for Mission;~~
  - ~~8.7.2.7 Board for Support to Pastoral Ministry;~~
  - ~~8.7.2.8 Board for Youth and Family Ministry;~~
  - ~~8.7.2.9 Board of Lutheran Archives;~~
  - ~~8.7.2.10~~ **8.7.2.10.1.2** Board of Directors of Australian Lutheran College;
  - ~~8.7.2.11~~ **8.7.2.11.1.3** Board for Finke River Mission Board;
  - ~~8.7.2.12 Commission on Salaries;~~
  - ~~8.7.2.13 Commission on Social and Bioethical Questions;~~
  - ~~8.7.2.14 Commission on Tertiary Ministry;~~
  - ~~8.7.2.15 Commission on Theology and Inter-Church Relations;~~
  - ~~8.7.2.16 Commission on Worship;~~
  - ~~8.7.2.17 LCA Safe Place Committee;~~
  - ~~8.7.2.18 Standing Committee on Constitutions~~
- and such other boards as the Church may establish.
- 8.7.2.2 The boards shall function according to Terms of Reference approved by the Church.**
- 8.7.2.3 Where the board is a legally incorporated entity, it shall have a constitution approved by the Church.**
- ~~8.7.3 Any member of a board who is absent for two [2] consecutive meetings without a valid and acceptable excuse shall forfeit membership on such board.~~
- 8.7.3 **8.7.3.1 The councils of the Church shall be the**
- 8.7.3.1.1 Council for Local Mission**
- and such other councils as the Church may establish.**
- 8.7.3.2 The councils shall function according to Terms of Reference approved by the Church.**
- 8.7.4 The Bishop of the Church shall be responsible for the appointment of a convenor who shall convene the first meeting of the board **or council** after the regular convention of the General Synod.
- 8.7.5 The tenure of office of a board **or council** shall generally be from three [3] months after the close of the convention of the General Synod at which it was elected or appointed to three [3] months after the close of the next regular convention.
- 8.7.6 ~~At the first meeting of the newly elected Board after the regular convention of the General Synod, the board shall appoint from its members a chairperson and a secretary, and such other officers as are deemed desirable and necessary. The~~

**Chairperson and any executive positions of each board and council shall be determined in accordance with the relevant Terms of Reference.**

8.7.11 ~~The board shall~~ **The boards and councils shall abide by the policies and requirements established by the General Church Board and shall**

8.7.11.1 submit annually to the General Church ~~Council~~**Board** a report which shall include

8.7.11.1.1 a record of the past year's activities in relation to planned objectives;

8.7.11.1.2 audited financial statements, including a balance sheet;

8.7.11.1.3 a written financial report that explains significant variations between budget and actual performance and, where necessary, how surpluses will be used and deficits funded; and

8.7.11.1.4 identification of its major programmatic and organisational risks and the plans to mitigate them;

8.7.13 ~~Any proposal to appoint an honorary member of a board shall be submitted to the General Church Council for decision. Any such honorary member shall have consultative status for one [1] synodical term, not being eligible to vote or hold office.~~

## **SECTION 11. BY-LAWS**

11.1 ~~The rules governing~~ **Terms of Reference for each Board and council** of the Church are By-laws of the Church.

**BE IT FURTHER RESOLVED** that the new Terms of Reference for the Board for Lutheran Education Australia be adopted, as follows:

### **BOARD FOR LUTHERAN EDUCATION AUSTRALIA Terms of Reference**

#### **1. NAME**

Board for Lutheran Education Australia, referred to as “the Board”.

#### **2. RELATIONSHIP TO THE CHURCH**

The Board is a board of the Church and is accountable to the Church through the General Church

Board and shall fulfil its responsibilities in keeping with the Constitution and the policies of the Church.

#### **3. PURPOSE**

The Board shall set the strategic direction and establish the overall policy environment for the schools of the Church, and serve as the authorised body for the distribution of Commonwealth funds in the Lutheran education system.

#### **4. AUTHORITY**

The Board for Lutheran Education Australia has the authority to carry out its purpose and responsibilities set out in Articles 2, 3 and 4 of the Constitution of Lutheran Education Australia Ltd, and shall be exercised consistent with the Constitution and By-laws of the Church.

#### **5. MEMBERSHIP**

5.1 The Board of Directors shall consist of seven [7] members:

5.1.1 one [1] pastor of the Church;

5.1.2 three [3] lay members of the congregations of the Church; and

- 5.1.3 one [1] representative from each of the regions of Lutheran Education Queensland, Lutheran Education Victoria/New South Wales/Tasmania, and Lutheran Education South Australia/Northern Territory/Western Australia, upon nomination to the Standing Committee of Nominations by the respective region.
  - 5.2 The members shall be appointed by the General Church Board on recommendations from the Standing Committee on Nominations.
  - 5.3 The Board membership shall consist of people, with a passion for mission and ministry and relevant skills, qualifications and experience in the following areas:
    - 5.2.1 finance;
    - 5.2.2 risk management;
    - 5.2.3 governance;
    - 5.2.4 Lutheran education; and
    - 5.2.5 law.
  - 5.4 The membership will include a mix of backgrounds and perspectives which, together with the relevant skills, qualifications and experience will enable the Board to fulfil its role.
  - 5.5 The Board shall regularly review the relevant skills and experience required to ensure the composition of the Board is aligned with the strategic direction of Lutheran Education Australia and the Church.
  - 5.4 The Directors shall elect a Director as the Chairperson, on nomination of the General Church Board.
  - 5.5 Consultants of the Board shall be
    - 5.5.1 the Executive Director of Lutheran Education Australia; and
    - 5.5.2 such other persons as the Board may appoint to contribute specialised knowledge that is not available among the Board members.
- The Board may from time to time meet without the presence of any consultant.

## **6. MEETING ARRANGEMENTS AND REPORTING**

- 6.1 Regular meetings of the Board shall be held at least once a year.
- 6.2 Meetings shall be convened by the Chairperson.
- 6.3 It is at the discretion of the Board to meet face-to-face, by electronic means, or a combination of modes.
- 6.4 The minutes of the meetings of the Board shall be submitted to the General Church Board.
- 6.5 An annual report of the activities of the Board and any subsidiary bodies shall be submitted to the General Church Board. In addition to the annual report, the General Church Board and the Board for Lutheran Education Australia may mutually agree to a more regular reporting schedule from the Board.

## **7. RESPONSIBILITIES**

- 7.1 The Board shall set the strategic direction and establish the overall policy environment for the schools of the church and as such shall
  - 7.1.1 promote Lutheran schools as agencies of Christian education;
  - 7.1.2 uphold and safeguard the confessional teachings of the Church, especially as these relate to the nature, purpose and program of the schools;
  - 7.1.3 provide strategic leadership and support for the schools of the Church in those matters designated as national areas of responsibility as agreed from time to time;
  - 7.1.4 formulate national policy that gives direction to Lutheran schools as agencies of Christian education of the Church;

- 7.1.5 promote, support and ensure the implementation of approved policy and associated procedures in the schools, working through regional structures;
- 7.1.6 work in close co-operation with the Church, in particular with regional organisational arms of Lutheran education and other appropriate departments of the Church;
- 7.1.7 represent Lutheran schools and regions nationally to the Church, its departments, committees and auxiliaries, and to Australian Lutheran College;
- 7.1.8 research, make approaches, represent and act on behalf of regions and schools in relation to the Commonwealth government, its departments and government authorities and political parties, respond to Commonwealth government directives and initiatives relating to education and associated matters, and provide representation to national educational bodies where strategic and appropriate;
- 7.1.9 develop co-operative working relationships with other sectors of education at national level;
- 7.1.10 approve the establishment of new schools and change in function of existing Lutheran schools in consultation with the regions;
- 7.1.11 develop, coordinate and evaluate the national curriculum in Christian Studies for Lutheran schools, develop resources for, and promote and support the implementation of the Christian Studies curriculum in schools through regional authorities and/or officers;
- 7.1.12 ensure that recruitment and staffing strategies, and leadership development programs are in place to meet the needs of Lutheran schools, that accreditation requirements in accordance with policies of the Church are implemented, and that a staff database is maintained and national conferences convened to promote the welfare of those who work in Lutheran schools;
- 7.1.13 ensure income for the operation of the Board by means of annual levies or other means from Lutheran schools;
- 7.1.14 undertake, develop and maintain key relationships with international Lutheran schools and education systems, considering compatibility with the Church's international relationships and programs, and the global focus of Lutheran schools; and
- 7.1.15 undertake other activities related to the matters designated as national areas of responsibility or as agreed with the regions.
- 7.2 The duties of the Board shall be in addition to responsibilities prescribed in Section 8.7 of the By-laws of the Church.

## **8. REVIEW**

- 8.1 The Terms of Reference for the Board shall be reviewed during each synodical term.
- 8.2 Any changes to the Terms of Reference shall be approved by the General Church Board, upon review by the Standing Committee on Constitutions.

**BE IT FURTHER RESOLVED** that the new Terms of Reference for the Board of Directors of Australian Lutheran College be adopted, as follows:

### **BOARD OF DIRECTORS OF AUSTRALIAN LUTHERAN COLLEGE Terms of Reference**

#### **1. NAME**

Board of Directors of Australian Lutheran College, referred to as "the Board".

## **2. RELATIONSHIP TO THE CHURCH**

The Board is accountable to the Church through the General Church Board and shall fulfil its responsibilities in keeping with the Constitution and the policies of the Church.

## **3. PURPOSE**

The Board is to ensure that Australian Lutheran College serves as the theological and educational training facility of the Church in accordance with the objects of the Company as contained in the Constitution of the Company, Australian Lutheran College.

## **4. AUTHORITY**

The Board has the power to carry out its purposes which shall be exercised consistent with the Constitution and By-laws of the Church.

## **5. MEMBERSHIP**

- 5.1 The Board of Directors shall consist of eight [8] members:
  - 5.1.1 the Bishop of the Church;
  - 5.1.2 two [2] pastors of the Church; and
  - 5.1.3 five [5] lay members of congregations of the Church.
- 5.2 The pastors and lay members shall be appointed by the General Church Board on recommendations from the Standing Committee on Nominations.
- 5.3 The Board membership shall consist of people with a passion for mission and ministry and have the relevant skills, qualifications and experience in one or more of the following areas:
  - 5.3.1 education;
  - 5.3.2 governance;
  - 5.3.3 law;
  - 5.3.4 risk management; and
  - 5.3.5 finance.
- 5.4 The Board shall elect a director as the Chairperson on the nomination of the General Church Board.
- 5.5 The membership of the Board shall aim to include a mix of background and perspectives which, together with the relevant skills, qualifications and experience, will enable it to fulfil its role effectively.
- 5.6 The Principal of the College shall be a consultant.

## **6. MEETING ARRANGEMENTS AND REPORTING**

- 6.1 Meetings shall be convened by the Chairperson.
- 6.2 It is at the discretion of the Board to meet face-to-face, by electronic means, or by other means of communication.
- 6.3 Email correspondence may be used for the distribution of minutes, advisory information or approval of documentation.
- 6.4 The minutes of the meetings of the Board shall be submitted to the General Church Board.
- 6.5 An annual report of the activities of the Board and any subsidiary bodies shall be submitted to the General Church Board.

## **7. RESPONSIBILITIES**

- 7.1 The Board of Directors is responsible for ensuring that the facility is equipped to
  - 7.1.1 prepare candidates to be pastors of the Church;
  - 7.1.2 prepare candidates to be teachers in the schools of the Church;
  - 7.1.3 prepare candidates to be lay workers of the Church;

- 7.1.4 provide continuing and postgraduate studies in theology and education;
- 7.1.5 provide education leading to degrees, awards and qualifications in theology and Christian service;
- 7.1.6 provide training for members congregations and organisations of the Church and the community;
- 7.1.7 undertake research to assist in the promotion of the mission of the Church;
- 7.1.8 establish and maintain relations with any relevant Board, committee or institution of the Church and with Lutheran education bodies overseas; and
- 7.1.9 undertake such other activities which promote the mission of the Church.
- 7.2 The duties of the Board of Directors are in addition to responsibilities prescribed in Section 8.7 of the By-laws of the Church.

## **8. REVIEW**

- 8.1 The Terms of Reference for the Board shall be reviewed during each Synodical term.
- 8.2 Any changes to the Terms of Reference shall be approved by the General Church Board, upon review by the Standing Committee on Constitutions.

**BE IT FURTHER RESOLVED** that the new Terms of Reference for the Board for Finke River Mission be adopted, as follows:

### **BOARD FOR FINKE RIVER MISSION Terms of Reference**

#### **1. NAME**

Board for Finke River Mission, referred to as “the Board”.

#### **2. RELATIONSHIP TO THE CHURCH**

The Board is accountable to the Church through the General Church Board and shall fulfil its responsibilities in keeping with the Constitution and the policies of the Church.

#### **3. PURPOSE**

The objects of the Board shall be to organise, supervise, and extend the work of preaching the Gospel of Christ to the Aborigines in central Australia, and to promote their general welfare.

#### **4. AUTHORITY**

The Board has the authority to carry out its purpose and responsibilities which shall be exercised consistent with the Constitution and By-laws of the Church.

#### **5. MEMBERSHIP**

- 5.1 The Board shall consist of seven [7] members:
  - 5.1.1 two [2] pastors; and
  - 5.1.2 five [5] lay members of the congregations of the Church.
- 5.2 The pastors and lay members shall be appointed by the General Church Board on recommendations from the Standing Committee on Nominations.
- 5.3 The Chairperson shall be appointed by the General Church Board.

- 5.4 The Board membership shall consist of people with a passion for mission and ministry and have the relevant skills, qualifications and experience in one or more of the following areas:
  - 5.4.1 an understanding of the Church and its teaching;
  - 5.4.2 an understanding of bilingual and cross-cultural issues;
  - 5.4.3 experience in strategic planning;
  - 5.4.4 ability to challenge and be practical; and
  - 5.4.5 listening and decision-making skills.
- 5.5 The membership of the Board shall aim to include a mix of background and perspectives which, together with the relevant skills, qualifications and experience, will enable it to fulfil its role effectively.
- 5.6 A wide range of other persons involved in or interested in the organisation, its program and clients may be invited as consultants to bring their knowledge and experience to the meeting to assist in the deliberations of the Board.

## **6. MEETING ARRANGEMENTS AND REPORTING**

- 6.1 Regular meetings of the Board shall be held at least once a year.
- 6.2 Meetings shall be convened by the Chairperson.
- 6.3 It is at the discretion of the Board to meet face-to-face, by electronic means, or by other means of communication.
- 6.4 Email correspondence may be used for the distribution of minutes, advisory information or approval of documentation.
- 6.5 The minutes of the meetings of the Board shall be submitted to the General Church Board.
- 6.6 An annual report of the activities of the Board and any subsidiary bodies shall be submitted to the General Church Board.

## **7. RESPONSIBILITIES**

- 7.1 The Board shall
  - 7.1.1 administer the affairs of Aboriginal mission in central Australia in accordance with the policies of the Church;
  - 7.1.2 call and appoint pastors in consultation with the Bishop of the Church;
  - 7.1.3 appoint church workers and other staff members as required, in consultation with any relevant board of the Church;
  - 7.1.4 engage casual or contract labour;
  - 7.1.3 ensure the provision of spiritual support to the pastors under the spiritual oversight of the Bishop of the South Australia and Northern Territory District;
  - 7.1.4 arrange for regular field visits;
  - 7.1.5 supervise and administer property entrusted to its care;
  - 7.1.6 encourage pastors and congregations within the geographical area of Central Australia to take an interest in the spiritual and general welfare of Aboriginals living in their area;
  - 7.1.7 maintain liaison with other boards engaged in Aboriginal mission in matters of common concern;
  - 7.1.8 negotiate with the Government in matters of Aboriginal welfare in consultation with the Bishop of the District and of the Church according to the policies of the Church;
  - 7.1.7 negotiate directly with and work cooperatively with Australian Lutheran College in carrying out the educational ministry program, theological translations, literacy and theological training of prospective pastors and evangelists; and
  - 7.1.8 promote the work of the Mission in, and seek the support of, the Districts as appropriate.



- 7.2 The duties of the Board are in addition to responsibilities prescribed in Section 8.7 of the By-laws of the Church.

**8. REVIEW**

- 8.1 The Terms of Reference for the Board shall be reviewed during each Synodical term.
- 8.2 Any changes to the Terms of Reference shall be approved by the General Church Board, upon review by the Standing Committee on Constitutions.

**BE IT FURTHER RESOLVED** that the new Terms of Reference for the Council for Local Mission be adopted, as follows:

**COUNCIL FOR LOCAL MISSION  
Terms of Reference**

**1. NAME**

The Council for Local Mission, referred to as “the Council”.

**2. RELATIONSHIP TO THE CHURCH**

The Council is accountable to the General Church Board and shall fulfil its responsibilities in keeping with the Constitution and the policies of the Church.

**3. PURPOSE**

- 3.1 The Council shall
- 3.1.1 provide strategic leadership and support to nurture a growing missional culture in the Church;
  - 3.1.2 develop strategic mission direction and establish the overall policy environment of the Church;
  - 3.1.3 promote and coordinate congregational participation in local mission; and
  - 3.1.4 oversee and monitor the resourcing of the mission of the Church to Australia and New Zealand.
- 3.2 The work of the Council is underpinned by the foremost Object of the Church, namely to fulfil the mission of God.

**4. AUTHORITY**

- 4.1 The General Church Board may delegate decision-making authority to the Council under a written delegations policy.
- 4.2 The policies of the Church shall guide the work of the Council in regard to
- 4.2.1 governance responsibilities, including compliance with the policies of the Church on Conflict of Interest and Review Processes;
  - 4.2.2 functioning and decision-making; and
  - 4.2.3 reviewing the terms of reference of committees that report to it.

**5. MEMBERSHIP**

- 5.1 The Council shall consist of seven [7] members appointed by the General Church Board on recommendations from the Standing Committee on Nominations.
- 5.2 The Council membership shall consist of people with a passion for mission and ministry and the following relevant skills, qualifications and experience:
- 5.2.1 a chairperson appointed by the General Church Board;
  - 5.2.2 one pastor serving in a local church-related community;
  - 5.2.3 three [3] members with current experience and competence in leading or working in mission in a local context; and

- 5.2.4 two [2] members with experience in strategic planning and/or organisational management.
- 5.3 The membership shall include a mix of backgrounds and perspectives which, together with the relevant skills, qualifications and experience, will enable the Council to fulfil its role.
- 5.4 The Bishop of the Church is an ex-officio member of the Council.
- 5.5 The Executive Officer – Local Mission (EO-LM) shall attend meetings of the Council.
- 5.6 The Council may from time to time meet in the absence of the EO-LM.
- 5.7 The Council, in consultation with the EO-LM, may invite other guests to attend meetings.
- 5.8 Up to two [2] consultants may be appointed by the General Church Board on the recommendation of the Council to advise on specific issues.

## **6. MEETING ARRANGMENTS AND REPORTING**

- 6.1 Meetings shall be convened by the Chairperson.
- 6.2 It is at the discretion of the Council to meet face-to-face, by electronic means, or by other means of communication.
- 6.3 Email correspondence may be used for the distribution of minutes, advisory information or approval of documentation.
- 6.4 The minutes of the Council meetings shall be submitted to the General Church Board.
- 6.5 An annual report is submitted to the General Church Board.

## **7. RESPONSIBILITIES**

- 7.1 The Council develops mission policy and practice which
  - 7.1.1 is based on the study of missiology and society and culture;
  - 7.1.2 identifies, assesses and shares lessons from practical experience of mission in the Church;
  - 7.1.3 monitors the development and provision of missional resources to congregations and other ministries of the Church; and
  - 7.1.4 partners with Australian Lutheran College in establishing training programs that build mission capacity within the Church.
- 7.2 In addition to responsibilities prescribed in Section 8.7 of the By-laws, the Council shall
  - 7.2.1 facilitate an integrated and consistent approach to local mission activity within the Church;
  - 7.2.2 develop strategic plans and ministry priorities, including the financial and resources support required, for approval by the General Church Board;
  - 7.2.3 oversee the finances of the Local Mission Department;
  - 7.2.4 provide strategic leadership in collaboration with the Districts to support and encourage mission in local communities;
  - 7.2.5 identify risks associated with local mission and develop and monitor a risk management plan;
  - 7.2.6 review and monitor the work and well-being of the EO-LM;
  - 7.2.7 oversee the work of committees of the Council by
    - 7.2.7.1 appointing the membership;
    - 7.2.7.2 reviewing and confirming their terms of reference;
    - 7.2.7.3 receiving the minutes of committee meetings;
    - 7.2.7.4 undertake regular performance review of the Directors and Managers of the departments; and
    - 7.2.7.5 providing regular feedback to these committees;

- 7.2.8 work with the Communications Department of the Church to convey accounts of local mission activities to the wider Church; and
- 7.2.9 support the recruitment and performance management of the EO-LM.

## **8. REVIEW**

- 8.1 The Terms of Reference for the Council shall be reviewed during each Synodical term.
- 8.2 Any changes to the Terms of Reference shall be approved by the General Church Board, upon review by the Standing Committee on Constitutions.

## **REASONS FOR THE MOTION**

In 2015 the General Synod authorised the trial of a restructure of the National functions of the church in a phased approach to provide more effective leadership, governance and other resources that are churchwide, mission focused, service oriented, efficiently delivered and effective in enacting the decisions and directions of General Synod.

The General Synod further resolved that GCC report back to General Synod in 2018 on the results of the trial restructure and submit proposals for changes to the Constitution and By-laws to formalise those structural changes that have been demonstrated to achieve the outcomes summarised above.

This work has been trialled in the context of and complementary to the implementation of the governing bodies resolution also adopted in 2015, which approved 'in principle' support for competency-based and the trialling of appropriately structured LCA boards, councils, commissions and committees.

In late 2017 GCC commissioned an independent evaluation of the trial restructure, which included a wide consultation process involving individuals and groups directly impacted by the changes, as well as those who were expected to benefit from the changes (districts and congregational level).

The following provides the context and rationale for GCC's recommendation that the trial changes be formalised.

### **Implementation of the trial National Functions structure**

The re-structure was implemented as outlined in the 'reason for the proposal' presented to the 2015 General Convention of Synod. The main changes were as follows:

1. Conclusion of the interim Board for Local Mission (the 2013 Convention of Synod only approved the Board for Local Mission on an interim basis, pending the Governance and Administration Review also approved at that Synod) and establishment of a new Board for Local Mission
2. Transition of the
  - a. Board of Child, Youth and Family Ministry,
  - b. Board for Lutheran Media and
  - c. Board for Lutheran Aged Care Australia
 into committees of the Board for Local Mission, and creation of
  - d. New and Renewing Churches Committee and
  - e. Cross-Cultural Committee
 under the Board for Local Mission to support the growing activity in these two mission areas.
3. Transition of the Board for Lay Ministry into an Advisory Committee supporting the Church Worker Support Department, established prior to the 2015 Convention of Synod. Transition of the Board for Lutheran Archives to a committee, providing advice to the

Director of Lutheran Archives, operating under the Executive Officer of the Church.

4. Transition of the Board for Mission to a Committee for International Mission, providing advice to the Assistant to the Bishop, International Mission and the LCA Bishop.
5. Appointment of an Executive Officer – Local Mission to provide leadership in Local Mission.

The following points need to be noted:

1. The Board for Support for Pastoral Ministry continued to operate as a board during the synodical term. However, following discussions with the Board and College of Bishops, there is a proposal to transition the Board to a committee, providing support and advice to the College of Bishops through the Church Worker Support Department.
2. The National Functions re-structure did not involve any functional changes to the Commissions of Worship, Commission on Theology and Inter-Church relations or Commission on Social and Bioethical Questions as they continue to report to the College of Bishops, and through the College of Bishops to the General Convention of Synod.

### **Outcomes of the trial**

Though not universal, the majority of entities and persons who participated in the evaluation of trial structures for governing bodies and National functions indicated the moves as positive, with a further grouping indicating no effect as yet. Perceptions of negative impact are in the minority, with some of these seen as transitory.

The GCC particularly noted the following positive findings (the full report of the evaluation is available on page 373 of the Book of Reports):

1. Key leaders of the church (GCC, LCA Bishop, District Bishops) report time efficiencies, which has enabled them to have a greater focus on mission-related work.
2. The profile of Local Mission has been substantially developed within the church, with increased linkages across the many entities and programs that deal with this at National levels.
3. The amount of time spent with a focus on Cross-Cultural Ministry and Ministry with the Ageing has increased, as has their profile within the church.
2. The effectiveness of half the number of boards, committees and commissions has been positively impacted by the changes to governing bodies.
3. Efficiencies have been made by those boards, committees and commissions that now receive some administration support and the increased participation of the executive officers is adding value to the focus, decision-making and actions taken by these groups.
4. Administration in Districts and congregations is gradually being standardised and streamlined and this is creating efficiencies at the District level.

The GCC has also noted the evaluator's findings and recommendations that identified areas for further development to ensure the full benefits of the restructure are realised, including:

1. Establishment of mechanisms to further increase the connections between boards, councils, commissions and committees, which ultimately will benefit the local level. This includes clear conduits of information flow and exchange to support joined up thinking.
2. Greater integration and alignment of goals and activities within the LCA's "Our Direction" framework to develop board to board engagement for those with common goals (eg local mission at Churchwide and District levels; Lutheran education and Australian Lutheran College)
3. Implementation of avenues for continued discussion and engagement on 'mission', including at congregational level to facilitate integrated and partnered thinking that serves ministry at the grassroots
4. Resolution of service issues that have been identified in the evaluation process, and continue to improve the support offered to congregations. This will include obtaining

regular feedback from congregations and districts about the effectiveness and efficiency of the services provided to them, and identifying other needs, particularly at the local level, which should be prioritised.

As noted in the evaluation report, some of the planned changes took time to put in place and therefore it hasn't been possible to fully assess their impact. In particular, a number of the planned changes towards more integrated mission work, and efficient administrative working, will take longer to demonstrate their impact. In some cases, a five-year timeline is more likely needed for assessment.

Overall, GCC is satisfied that the evaluation has demonstrated sufficient success to move beyond the trial status to implementation. If Synod approves the changes, GCC will continue to focus on pursuing further improvements in the effectiveness and efficiency of the national functions towards achieving churchwide, service-oriented functions that support the ministries of the church, including districts and congregations, to use their time and effort in carrying out God's mission in their communities.

On this basis, the General Church Council recommends to Synod that the changes are implemented by adopting the new terms of reference for the boards and councils that are provided for in the By-laws, as well as relevant changes to Constitution and By-laws. The terms of reference for commissions and committees are included for information at Agenda Document 2 (p407). It is to be noted that there may be further changes to governing arrangements of some bodies, subject to further review, (and, in the case of Lutheran Education Australia, the current membership and duties remain the same in its terms of reference pending the outcome of the review process as presented in Synod Agenda 2.2.7), in the next synodical term and these will be submitted to General Synod in 2021.