Enclosure 4: DCC Governance Policies

LUTHERAN CHURCH OF AUSTRALIA
QUEENSLAND DISTRICT

GOVERNANCE POLICIES

of

DISTRICT CHURCH COUNCIL

with regard to the

Departments of the District

1

AUTHORISATION

We approve these Governance Policies for the Lutheran Church of Australia Queensland District. They are written to assist in the effectiveness of governance and its coordination of Department Councils and Departments.

These Governance Policies define the scope of the governance relationship between the District Church Council, the Department Executive Officers, the District Executive Officer and the District Finance Advisory Committee.

It is our wish that the Department Executive Officers[1], Department Councils and the District Executive Officer engaged in an ongoing interaction of understand their roles and delineating accountabilities in the exercise of their governance responsibilities within the framework of these policies and the Constitution and By-Laws of the Lutheran Church of Australia Queensland District.

These governance policies are an addition to the framework of District documentation that already exists.

It is expected that these policies will assist those in District administration as they work together to promote the Objectives[2] of the District in order to ensure a vibrant and evangelising local church.

Signed: …….
District President on behalf of
District Church Council

[1] Department Executive Officer is a generic title for the senior management in each Department.
[2] As defined in the Constitution of the District.

LUTHERAN CHURCH OF AUSTRALIA
QUEENSLAND DISTRICT

DISTRICT CHURCH COUNCIL'S VISION AND MISSION STATEMENT

The District Church Council of the Lutheran Church of Australia Queensland District provides servant leadership to the District's personnel and entities so that individually and collectively God's people can carry out the Mission of the Church by:

- *Facilitating the decisions of Synod*
- *Governing soundly*
- *Communicating openly with the Church and beyond*
- *Supporting, resourcing and monitoring programs*
- *Initiating research and action.*

PREAMBLE

These Council Governance Policies are to be read in conjunction with Constitution and By-Laws of the Lutheran Church of Australia Queensland District.

SECTION 1.0 MISSION AND VISION POLICY

1.1 The District Church Council draws its Mission, Vision and Priorities from Synod.

1.2 The District Church Council sustains its Mission and Vision of the LCAQD and ensures its integration in all policies of the District.

1.3 The District Church Council regularly reviews its Mission, Vision and Priorities as part of its strategic planning process.

1.4 The District Church Council considers, with the District's various entities and personnel new service needs of the District.

1.5 Provides leadership and guidance to Department Councils on the congruence of their Vision and Mission Statements with those of the District Church Council.

1.6 Oversees the ongoing theological and mission formation of department staff.

SECTION 2.0 COUNCIL PROCESSES

The District Church Council's Terms of Reference

The Terms of reference of the District Church Council are found in Constitution and By-Laws of the Lutheran Church of Australia Queensland District.

The District Church Council's Role

The District Church Council:

2.1 Is accountable for exercising its responsibilities mandated by Synod.

2.2 Is responsible for determining its development, organisation and performance.

2.3 Sets its work plan and agenda for the year within the Synodical time frame.

2.4 Exercises due diligence, fiduciary responsibility and ensures that risk is identified and managed.

2.5 Approves the governance policies of each Department Council.

2.6 Ensures that the programs and services of District Departments are co-ordinated so that duplication of services is avoided and structures are efficient and effective for service delivery.

2.7 Recommends all major changes to services or programs of the Departments to Synod after consultation with appropriate bodies.

The President's Role with regard to District Church Council Processes

The President:

2.8 Is responsible for maintaining relationships between the District Church Council, the District Executive Officer, the Departments and their Councils and Boards and other District entities and personnel.

2.9 Chairs meetings of the District Church Council after developing the agenda with the District Secretary and the District Executive Officer.

2.10 If necessary, delegates the chairing of a meeting to the District Vice-President during the President's absence.

2.11 Serves as an *ex officio* member of Council committees and attends their meetings when appropriate.

2.12 Discusses major issues confronting District with the District Church Council and the District Executive Officer.

2.13 Guides and mediates Council actions with respect to organisational priorities and governance concerns.

2.14 Ensures that the annual performance appraisal process of the District Executive Officer is conducted in a professional and timely manner.

2.15 Ensures that the District Church Council develops an appropriate process for the District Church Council's overall evaluation.

2.16 Ensures Council members are satisfied with their opportunity to contribute to the District Church Council.

The President's Role with regard to the operation of Department Councils

2.17 Ensures that Department Councils have in place appropriate governance policies.

2.18 Ensures that good relations and efficient work practices exist within and between Department Councils and Department Executive Officers.

2.19 Identifies for Department Councils any matter that may require the District Church Council's advice or consent.

Council Members' Role

Council Members:

2.20 Endeavour to attend all Council and committee meetings of which they are members.

2.21 Keep informed about the District Church Council's Mission and Vision, services and policies and all relevant responsibilities under LCAQD Constitutions and By-Laws and civil law.

2.22 Review the agenda and supporting materials prior to Council and committee meetings.

2.23 Systematically consider information that evaluates the District Church Council's policies and services.

2.24 Serve on committees and offer to take on special tasks.

2.25 Never speak on the District Church Council's behalf unless they have been authorised by the Chair to do so.

2.26 Keep up to date on developments in the District.

2.27 Adhere to the District Church Council's Ethics Policy (see Section 9.0).

Council Committees:

2.28 Are created by the District Church Council when it becomes apparent that the business of the District Church Council requires a more focused approach than can be had with the full Council.

2.29 Develop policy options for the District Church Council and recommend actions for its consideration and approval.

2.30 Operate at Council level, not at operational level.

2.31 Do not make decisions on behalf of the District Church Council unless the District Church Council has charged the committee with the authority to do so, in a specific circumstance.

2.32 Require a membership that has a mix of skills and experience appropriate to the task of the particular committee.

2.33 Require a "Terms of Reference" that outlines the Committee's purpose, length of appointment, responsibilities, membership and meeting frequency consistent with LCAQD By-Laws.

2.34 May invite a staff member or volunteer to join a Council committee because they have particular information and expertise that will assist the committee in its work.

Council – District Executive Officer Relationship

2.35 Council members' relationship with the staff of the District Church Office is through the District Executive Officer.

2.36 Council members' relationship with the staff of the District Departments is through the Executive Officers of those Departments.

Council Member Recruitment and Appointment

2.37 It is the responsibility of the District Church Council, to develop a Succession Plan for District Church Council members.

2.38 All Council members are encouraged to identify prospective Council members through a variety of processes.

2.39 When a casual vacancy occurs, the District Church Council decides which prospective Council members, in the light of Council composition and skill, should be appointed consistent with LCAQD By-Laws.

2.40 It is the responsibility of the District Church Council, in collaboration with the District Executive Officer, to develop an orientation program for new Council members.

2.41 It is the responsibility of the District Church Council to develop a regular Council evaluation process.

Council Governance Policy Review

2.42 It is the District Church Council's responsibility to review the "District Church Council Governance Policies" annually and make relevant changes.

SECTION 3.0 STRATEGIC DIRECTIONS POLICY

3.1 The District Church Council is responsible for co-ordinating the pastoral activities, strategic development and mission focus of the District consistent with the Objects of the Church.

3.2 The District Church Council ensures that the Strategic Directions for each District Department supports the strategic development and pastoral plan for the District.

3.3 The District Executive Officer is responsible for co-ordinating the process of developing the Strategic Directions for the District for submission to the District Church Council for its review and approval.

3.4 The District Executive Officer regularly reports to the District Church Council on the progress of the implementation of the Strategic Directions, and explains major variances and actions taken to ensure the planned outcomes are achieved.

3.5 The District Church Council reviews the Strategic Directions regularly and approves major changes.

3.6 The District Church Council is responsible for developing processes and encouraging initiatives to ensure that there are strong links between the Departments, congregations and parishes and other key groups in the District.

The Business Plan

3.7 The District Executive Officer formulates the Business Plan in accordance with the Strategic Directions.

3.8 The Business Plan contains an annual budget that forms the resourcing expectations of the Strategic Directions.

3.9 The Business Plan is presented by the District Executive Officer at a Council meeting for review and approval.

3.10 The District Executive Officer is responsible for the implementation of the Business Plan.

SECTION 4.0 HUMAN RESOURCES POLICY

The District Church Council's Human Resource Management Responsibilities

The District Church Council holds key responsibilities with regard to the Human Resource Management of the Executive Officers of the Departments (see Section 1.2 of "Lutheran Church Australia Queensland District Governance Policies").

Staff Development and Support

4.1 The District Church Council endorses the District policy that all employees receive appropriate orientation, annual performance review, just remuneration and conditions, including a safe and ethical working environment as well as professional development opportunities and appropriate staff support systems.

4.2 Provides support and leadership to the District Executive Officer and Department Executive Officers through their Department Councils.

4.3 Develops and implements processes for the selection and appointment of Department Executive Officers and the District Executive Officer in consultation with appropriate bodies and persons.

4.4 Ensures that just processes exist for the termination of employment of a Department Executive Officers and the District Executive Officer.

4.5 Makes the final decision regarding the employment or termination of a Department Executive Officer and the District Executive Officer.

Department Councils' Development and Support

4.6 Provides support and pastoral leadership to the members of Department Councils and other advisory bodies.

4.7 Oversees the development and implementation processes for the selection of members of Department Councils.

4.8 Ensures that the members of the Department Councils are persons of outstanding integrity and are expert and experienced in their particular area of service.

4.9 In accordance with the policies of respective Councils makes recommendations to Synod, through the Nominations Committee, for the appointment of Council members.

District Executive Officer Appointment

4.10 The District Church Council develops and implements the process for the selection and appointment of the District Executive Officer.

SECTION 5.0 FINANCIAL MANAGEMENT POLICY

Financial Stewardship

5.1 The District Church Council ensures that the District has financial policies that reflect the District's Mission and Vision and assist it to achieve its goals mindful of the roles of the District Executive Officer and the District Finance Advisory Committee as detailed in the District Finance Advisory Committee Terms of Reference.

5.2 The District Church Council has responsibility to ensure that appropriate funding is always available to meet the District's financial commitments and obligations as they fall due.

5.3 The District Church Council monitors the financial performance of the District by having financial policies and receiving financial reports.

Financial Planning and Budgeting

5.4 The District Church Council ensures that financial planning occurs in developing an annual budget.

5.5 The District Church Council ensures that the goals of the Strategic Directions and Business Plan are aligned with the budget and are monitored on a regular basis through financial reports.

5.6 The District Executive Officer, through the District Finance Advisory Committee submits the District's annual budget to the District Church Council prior to the convention of Synod.

5.7 District Departments submit their annual budgets to the District Church Council through the District Finance Advisory Committee.

5.8 If the District Finance Advisory Committee has concerns with aspects of this budget, the District Executive Officer will negotiate these concerns with the relevant entities.

Financial Management

5.9 The District's financial management system is designed to gather, record and update accurate and meaningful data about the District's actual financial performance.

5.10 The financial management system follows approved and accepted accounting standards.

Financial Delegations

5.11 The financial delegations exercised by the District Executive Officer and the Department Executive Officers are in accordance with the "District's Financial Delegations Policy".

5.12 The Department Councils make recommendations to the District Church Council regarding the appropriateness of these delegations.

Capital Expenditure

5.13 Anticipated capital acquisitions are included in the annual budget which is received and approved by Council.

Capital Reserves

5.14 It is the responsibility of the District Executive Officer each financial year to recommend to the District Church Council the amount of funds to be kept in reserve in accordance with the financial reserve policy as approved by the District Church Council.

Asset Maintenance

5.15 The annual budget takes into account the need for the maintenance of capital items.

Financial Reporting

5.16 The District Executive Officer presents reports to the District Church Council on the financial performance of the District at their regular meetings, after these reports have been considered and endorsed by the District Finance Advisory Committee.

Borrowings

5.17 The District Church Council approves all major borrowings outside delegated limits.

The Audit

5.18 The District Church Council appoints the auditor.

5.19 The District Church Council can recommend extensions to the scope of a Department's audit.

5.20 The District Church Council considers the audit reports before accepting them and recommending that the District President and the District Secretary sign these audited financial statements.

5.21 The District Church Council informs itself about the audit process and its implications for the financial policies, structures and processes of District.

5.22 The District Church Council ensures that the audit recommendations are responded to with appropriate action.

Gifts and Bequests

5.23 The District Executive Officer separately identifies gifts and bequests from appropriate sources, from the operating income.

5.24 Appropriate sources include individuals or groups acceptable to the moral and ethical requirements of the District.

5.25 Restricted purpose donations are spent for their dedicated purpose.

SECTION 6.0 QUALITY MANAGEMENT POLICY

The District Church Council:

6.1 Develops and approves a District Church Council Quality Assurance Plan that ensures the District Church Council's compliance with all appropriate accreditation processes and other legislative requirements.

6.2 Recognises and is committed to compliance with the regulatory and professional standards set by the range of professional bodies and organisations with whom the District deals.

6.3 Monitors the quality of the District's programs and services through appropriate reporting mechanisms.

6.4 Undertakes ongoing review of the District Church Council's governance policies and performance on a regular basis.

6.5 Works with Department Councils to develop appropriate evaluation processes for the work of those Councils.

SECTION 7.0 RISK MANAGEMENT POLICY

7.1 The District Church Council commits itself to continuous quality assurance activities that are an integral component of the District's management of risk.

7.2 The District Church Council ensures that the District has a risk management policy and plan.

7.3 The District Church Council ensures, through the budget process, that there are sufficient resources available to implement the risk management plan and monitors the development and implementation of this plan.

7.4 In developing a risk management policy and plan the District seeks to ensure that:

- The safety of District and Department Council members, employees, volunteers, clients and the general public is given the highest priority in their interaction with the District.
- Buildings, facilities, equipment, materials, copyright and trademarks are cared for in such a way that characterises responsible stewardship.
- Employment policies and practices are established and followed so that staff experience a just workplace.
- The District conforms to all legal and regulatory requirements.
- The District provides a safe physical environment for any person who is likely to come in contact with the property and premises the District is responsible to manage.
- The reputation of the District is enhanced through its service delivery and marketing activities.
- The internal financial controls adequately protect the assets of the District.

7.5 The District Executive Officer will present to the District Church Council for its approval, a risk assessment of any proposed project, venture or endeavour, after it has been considered and recommended by the Audit and Risk Management Committee.

7.6 The District Church Council approves the regular Risk Management Report, after it has been considered and recommended by the Audit and Risk Management Committee.

SECTION 8.0 COMPLAINTS POLICY

The District Church Council:

8.1 Ensures there are adequate mechanisms to deal with complaints about any aspect of the District in an open, transparent and timely manner.

8.2 Ensures the complaints handling mechanism provides monitoring data for management, and when required, the District Church Council.

8.3 Ensures the complaints handling mechanism is integrated in the risk management plan.

8.4 Ensures the relevant Executive Officers makes staff and clients aware of the District Grievance Resolution process.

8.5 Ensures the Executive Officer makes staff aware that the District has an Internal Witness Policy.

SECTION 9.0 ETHICS POLICY

Meeting Confidentiality

9.1 Council members ensure that all matters, information and discussions coming before them as Council members are kept confidential.

Client Confidentiality

9.2 The District Church Council ensures that all information that is confidential or privileged is managed in an appropriate way and according to the relevant laws and regulations.

9.3 With respect to interactions with clients or potential clients, the District shall not allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive or that fail to provide respect or appropriate confidentiality or privacy

Conflict of Interest

9.4 Each Council or staff member has a duty to place the interest of the District foremost in any dealings with the organisation.

9.5 Council and staff members are not to use their positions in such a way that a conflict of interest between the interest of the District and their personal interest can arise.

9.6 If any Council or staff member has an interest in a proposed transaction, he or she must make full disclosure of such interest before any discussion or negotiation of such transaction.

9.7 Any Council member who is aware of a potential conflict with respect to any matter coming before the District Church Council shall not be present for the vote in connection with the matter.

Nepotism

9.8 Council members will not show any favouritism through the exercise of their position on the District Church Council that would result in any benefit whatsoever to close relatives or friends.

Research

9.9 Any research involving clients or personnel must adhere to the appropriate research standards.

SECTION 10.0 PUBLIC RELATIONS POLICY

Spokesperson

10.1 The District Church Council appoints an official spokesperson for each Department with due consideration for the fact that the District Church Council may choose to appoint a spokesperson on particular matters.

10.2 The President is normally the appointed spokesperson for the District Church Council.

Marketing, Promotion and Advertising

10.3 All marketing and promotion activity shall include the logo and the brand.

Crisis Management

10.4 The President convenes an emergency meeting of the District Church Council, if appropriate, in the event of issues of crisis, emergency or matters of gravity.