

## **Operating Principles of “The Centre”**



**Making Jesus the centre through  
Play, Prayer and Presence.**

## **OPERATING PRINCIPLES**

# Operating Principles of “The Centre”

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# Operating Principles of "The Centre"

## 1. INTRODUCTION

### 1.1. Introductory Comments

This document contains the Operating Principles of Dural District Baptist Church. It is to be read in conjunction with and in the context of the Constitution and terms used in these Operating Principles have the meaning ascribed to them in the Constitution.

The Constitution describes the basis for membership, leadership and governance of the Church and facilitates the process by which the Members together seek to understand the mind of Christ for the Church. The Constitution is rarely expected to change and by design is difficult to change. (for example, Becoming a Church Member).

The Operating Principles contain those matters that are of a more procedural nature and which the Church wishes to make easier to change than the Constitution. (for example, Remuneration and Benefits).

Operating Principles are the framework by which vision, mission and values are achieved; leadership and oversight administered; people equipped, encouraged and empowered; and goals set and evaluated.

There are four types of policies described in this document:

1. **Governance Processes** which describe the way that the Council carries out its governing role.
2. **Council and Senior Pastor Interaction** which defines the nature of the relationship between the Council and the Senior Pastor.
3. **Senior Pastor Limitations** which establish clear boundaries on the choices available to the Senior Pastor in achieving Results Policies.
4. **Results Policies** which describe the results the Council wants to be achieved. These include Key Result Areas and Key Performance Indicators.

The Council of Church Members ("Council") plays a key role in the Church. It advances the performance of the Church in the achievement of its Mission. It has a governance role, not a management role. The Council sets expectations and required results, but delegates the achievement of the results to the Senior Pastor (and through the Senior Pastor the Pastoral Team).

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**Dural District Baptist Church, and therefore the Council, is driven by the call of God on the Church, as expressed in the Vision and Values contained in these Operating Principles.**

**1.2 Strategic Plan (including Vision and Values agreed at Members Meeting 31<sup>st</sup> May, 2015.) Attached.**

## **2. GOVERNANCE PROCESSES**

### **2.1. Overarching Governance Responsibility**

The task of the Council under God and on behalf of the Members is to ensure Dural District Baptist Church achieves its Mission and, in doing so, meets all legal and moral responsibilities and requirements of good governance.

### **2.2. Purpose of the Council**

The Council acts on behalf of the Members of Dural District Baptist Church by:

- (a) Promoting, advancing and protecting the vision, mission and values of the Church;
- (b) Facilitating an understanding of the mind of Christ for the Church in conjunction with the Pastoral Team and the Members' Meeting;
- (c) Together with the Pastoral Team, orienting the Church's structure and resources towards achievement of the vision and mission of the Church;
- (d) Providing leadership and oversight through the development of key objectives and monitoring outcomes and progress towards key objectives;
- (e) Developing and maintaining the Operational Principles; and
- (f) Providing nurture, encouragement and support to the Senior Pastor and Pastoral Team.

### **2.3 Behaviour and Proper Practice for the Council Collectively and Individually**

The Council is committed to the adoption of biblical conduct in all areas of its responsibilities and authority.

The Council and its individual members shall:

- a) Act honestly and in good faith at all times in accordance with Christian principles.
- b) Declare all interests that could result in a conflict between personal and Dural District Baptist Church priorities.
- c) Be diligent, attend Council meetings and devote sufficient time to preparation for Council meetings to allow for full and appropriate participation in decision making.

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- d) Ensure scrupulous avoidance of deception, unethical practice or any other behaviour that is, or might be construed as less than honourable in the pursuit of the mission of Dural District Baptist Church.
- e) Not disclose to any other person confidential information other than as agreed by the Council or as required under law, and only use confidential information in the proper performance of their duties.
- f) Act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognizing both the legal and moral duties of the role.
- g) Abide by Council decisions once reached notwithstanding an individual member’s right to pursue a review or reversal of a Council decision.
- h) Not do anything that in any way denigrates Dural District Baptist Church or harms its public image.

The Council shall:

- a) Ensure that there is an appropriate separation of duties and responsibilities between itself and the Senior Pastor, the Pastoral Team and Support Staff.
- b) Meet its responsibility to ensure that all staff employed by Dural District Baptist Church are treated with due respect and are provided with a working environment and working conditions that meet all reasonable standards of employment as defined in relevant workplace legislation.
- c) Ensure that the Pastoral Team engage the Members of the Church in the ministry and work of the Church in recognition and utilisation of the giftings of the Members.
- d) Regularly review its own performance as the basis for its own development.
- e) Carry out its meetings in such a manner as to ensure fair and full participation of all members of the Council.
- f) Ensure that Dural District Baptist Church’s assets are protected via a suitable risk management strategy.

### **2.4 Governance Philosophy**

The approach of the Council will be that of servant leadership. Recognising that effective governance does not require the Council to know everything or decide everything, the Council will seek to empower the Senior Pastor, the Pastoral Team, ministry leaders and those fulfilling ministry roles, so as to maximise the effectiveness of the ministry and mission of Dural District Baptist Church.

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The Council will govern with an emphasis on:

- a) achieving the mission of the Church;
- b) strategic leadership rather than administrative detail;
- c) encouragement of diversity of skills, opinions and views;
- d) collective rather than individual decisions (with consensus wherever possible);
- e) future rather than present focus ;
- f) a clear distinction between the role of the Council and roles of the Senior Pastor and Pastoral Team; and
- g) pro-activity rather than reactivity.

The Council will:

- a) cultivate a sense of group responsibility with a close attention to achieving a high level of governance effectiveness;
- b) accept a collective responsibility for all aspects of Council performance.

### **2.5 Role of the Chairperson**

The Chairperson facilitates the work of the Council, ensuring that the Council’ processes and actions are consistent with its policies. As appropriate the Chairperson represents the Council and Dural District Baptist Church to outside parties.

Accordingly,

- a) The Chairperson is empowered to chair Council meetings, with all the commonly accepted power of that position:
  - i. Meeting discussion content will be confined to those issues that, according to Council policy, clearly belong to the Council. (A focus on governance issues, not management issues.)
  - ii. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
  - iii. All members of the Council will be encouraged and enabled to make a contribution to the deliberations of the Council.
- b) There may be times outside of Council meetings when the Chairperson is called upon to interpret a Council policy or policies. All such interpretations shall reflect both the stated intent and spirit of the policy/policies.
- c) The Chairperson has no authority to change or create unilaterally, any aspect of Council policy.
- d) With the approval of the Council and the agreement of the Senior Pastor, the Chairperson may establish a regular communication arrangement with the Senior Pastor in which there is an exchange of information in order to facilitate

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the effectiveness of Council meetings. This might also provide an opportunity for the Senior Pastor to use such sessions as a sounding board for proposed actions or to check interpretations of Council policy. However:

- i. The Chairperson will recognise that such sessions are not used to 'personally' supervise or direct the Senior Pastor except when the Senior Pastor has breached Council policy.
  - ii. The Chairperson will not inhibit the free flow of information to the Council necessary for sound governance. Therefore the Chairperson will never come between the Council and its formal links and relationship with the Senior Pastor
- e) The Chairperson may delegate aspects of the authority accompanying the position but remains accountable for its use.
  - f) The Chairperson will ensure the Council appropriately documents its processes and decisions.

### **2.6 Agenda Planning**

To fulfil its governance responsibilities, the Council will follow an annual agenda that

- (a) regularly reviews Results Policies and relevant strategic issues,
- (b) provides assurance that all relevant compliance requirements are addressed, and
- (c) improves Council performance through education and continuous focus on its governance effectiveness.

Accordingly:

- a) The Council will develop an annual agenda setting out a framework for its year's work, and make it available to congregation members.

Examples of recurring and once-off agenda items include:

- i. Scheduled review of church health indicators as described in the Council's Results Policies via the Senior Pastor's reports and presentations.
- ii. Scheduled time for strategic thinking.
- iii. Scheduled assessment of organisational risk.
- iv. Consultations with key stakeholders as appropriate.
- v. Spiritual growth and governance education.
- vi. Other policy compliance monitoring both in respect of the Senior Pastor Limitations and Governance Processes.
- vii. Council effectiveness review to assess Council compliance with Governance Processes.



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- viii. Senior Pastor performance appraisal, review meeting and remuneration review.
  - ix. Preparation for or review of Members’ Meeting matters.
  - x. Meeting with the external auditor.
  - xi. Scheduled reporting by Committees.
- b) The Council will attend to regular compliance monitoring and other items as expeditiously as possible.

### **2.7 Induction to the Council**

The Council will provide to all new members of the Council, a thorough induction into the affairs of both the Council and Dural District Baptist Church prior to their attendance at their first Council meeting, including:

- i. receiving a copy of the constitution, current and recent meeting papers, an organisational chart, contact details of other members of the Council and key staff, the current year’s meeting schedule, annual agenda, statement of mission, vision, values and strategic planning documents;
- ii. meeting with the chairperson for a governance familiarisation;
- iii. meeting with the Senior Pastor for an operational familiarisation.

### **2.8 Conflict of Interests**

The Council places great importance on making clear any existing or potential conflicts of interest for members of the Council.

Accordingly:

- a) Any business or personal matter which could lead to a conflict of interest of a material nature involving a Council member and their role and relationship with Dural District Baptist Church, must be declared, and minuted by the Council.
- b) All conflicts of interest must be declared by the Council Member concerned at the earliest time after the conflict is identified.
- c) The Council shall determine whether or not the conflict is of a material nature and shall advise the individual accordingly.
- d) Where a conflict of interest is identified, and the Council has declared that it is of material benefit to the individual or material significance to the Church, the Council Member concerned shall not vote on any resolution relating to that conflict or issue.

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- e) The Council Member shall only remain in the room during any related discussion with Council approval.
- f) The Council will determine what records and other documentation relating to the matter will be available to the Council Member.
- g) All such occurrences will be minuted.
- h) Individual members of the Council, aware of a real or potential conflict of interest of another Council Member, have a responsibility to bring this to the notice of the Council.

Without limitation, conflicts of interest may occur when:

- A Council Member, or their immediate family or business interests, stands to gain financially from any business dealings, programs or services provided to Dural District Baptist Church.
- A Council Member offers a professional service to Dural District Baptist Church.
- A Council Member stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage.

### **2.9 Council Committees**

In addition to committees required to be established by the Constitution (Membership and Nomination) the Council may establish ad-hoc and standing committees as it considers appropriate to assist in the discharge of its responsibilities. Such committees will:

- a) act only through the Council;
- b) never conflict with the Senior Pastor’s delegated responsibilities;
- c) have terms of reference clearly defining their role, life span, procedures and functions, and the boundaries of their authority, and these shall be reviewed at least biennially;
- d) unless otherwise provided in their terms of reference, be permitted to co-opt outside members from time to time in order to bring additional skills, experience or networks.
- e) not exercise authority over staff nor delegate tasks to any staff unless the Senior Pastor has specifically agreed to such delegations.

Other committees and ministry groups created by the Pastoral Team do not report directly to the Council.

### **2.10 Council Training and Performance**

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- a) The Council will make every reasonable effort to facilitate training for all Council Members individually and for the Council as a whole to maximise the contribution of the Council to the Church.
- b) The Council will annually carry out a review of its performance and the performance of individual Council members, and report on the review process and the results of the review to the Members. The review should take input from Council members, Church Members, Pastoral Team members, ministry leaders, and others with whom the Council interacts in the carrying out of its responsibilities.
- c) To assist it to fulfil its monitoring responsibilities the Council may engage outside assistance.
- d) This includes but is not limited to financial audit.
- e) All costs associated with governance effectiveness will be prudently incurred, though designed to ensure the development of the highest standard of governance. Financial provision may be made each year for:
  - Attendance at relevant workshops, seminars or conferences.
  - External audits/performance reviews, training and coaching to improve governance performance.
  - Meeting costs and other costs associated with effective communication with owners and other key stakeholders e.g. surveys and associated analysis, focus groups etc.

### **3. COUNCIL AND SENIOR PASTOR INTERACTION**

The Council’s involvement in and influence on the day to day operations and ministry of Dural District Baptist Church is through the Senior Pastor.

#### **3.1 Authority of the Council and Senior Pastor**

Both the Council and Senior Pastor are bound by the decisions of the Members. The Senior Pastor is bound by decisions of the Council. Therefore:

- a) The Senior Pastor is only bound by the decisions or instructions of individual members of the Council, officers or committees if the Council has specifically delegated such authority.
- b) The Senior Pastor can defer requests for information received from individual members of the Council that in the Senior Pastor’s opinion require a material amount of staff time or funds, or are disruptive. In such a situation, the Senior Pastor will immediately notify the Chairperson of the use of this provision

#### **3.2 Delegations to the Senior Pastor**

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The Council delegates to the Senior Pastor responsibility for implementation of the Results Policies while complying with the boundaries and constraints imposed by the Senior Pastor Limitations contained in these Operating Principles.

Accordingly:

- a) The Council will develop and adopt Results Policies that make clear the results to be achieved.
- b) The Council will develop Senior Pastor Limitations that define the limits of the Senior Pastor in choosing the manner in which results are pursued, offering boundaries of prudence and ethics.
- c) Subject to constitutional requirements, the Senior Pastor is responsible for the employment, management and performance evaluation of all staff employed/contracted to Dural District Baptist Church.
  - Neither the Council nor individual members of the Council will instruct staff in any matters relating to their work.
  - Except for external reviews/evaluations (refer Appendix 9), the Council's involvement in performance evaluation of staff is restricted to that of the Senior Pastor.
- d) Always with the proviso that the Senior Pastor's decisions must be consistent with and not defeat the stated intent and the spirit of the Council's policies, the Senior Pastor is authorised to establish all operational policies, decisions, practices, and activities.
- e) The Council may change its Results Policy and Senior Pastor Limitations, thereby shifting the boundary between Council and Senior Pastor domains.
- f) As long as any particular delegation is in place and the Senior Pastor can demonstrate compliance with the intent and spirit of the Council' policies, the Council will respect and support the Senior Pastor's choices.

### **3.3 Senior Pastor Performance Management**

The Senior Pastor's performance will be systematically assessed by the Council against achievement of the Results Policies and compliance with Senior Pastor Limitations. The Council will provide regular performance feedback and support to the Senior Pastor.

- a) The purpose of monitoring the Senior Pastor's performance is to determine the extent to which the Council' policies are being met and results achieved, and to provide encouragement, support and development. Only information relevant to the Council' policies will be considered to be monitoring data.
- b) The Council will acquire monitoring data by one or more of three methods:
  - i. by direct Senior Pastor reporting to the Council,

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- ii. from an external, disinterested third party selected by the Council to assess compliance with Council’ policies, and
  - iii. by direct Council inspection, in which a designated member or members of the Council assess compliance with the appropriate policy criteria.
- c) There will be an annual documented appraisal of the performance of the Senior Pastor. The timing, format and process for this meeting will be negotiated between the Senior Pastor and the Council at the beginning of the performance monitoring period.
- d) A Council committee may assist the Council in this process which may make recommendations to the Council.
- e) If at any time the Council engages an outside evaluator to assist the Council to conduct an assessment of the Senior Pastor’s performance, the process must be consistent with this policy. Any such evaluator is a contractor to the Council, not to the Senior Pastor.

### **4. SENIOR PASTOR LIMITATIONS**

#### **4.1 Overarching Limitations**

The Senior Pastor shall not cause or allow any practice, activity, organisational circumstance or decision which is unlawful or which contravenes any Church policies or biblical principles.

#### **4.2 Budgeting and Financial Planning**

Budgeting/financial planning for any financial year or the remaining part of any financial year shall be designed to ensure the achievement of the Mission and Vision and Council-approved results.

Accordingly, the Senior Pastor shall not present a budget that:

- a) Contains insufficient information to enable (i) credible projection of revenues and expenses, (ii) separation of capital and operational items, (iii) projection of cash flows, and (iv) disclosure of planning assumptions.
- b) Creates financial risk beyond Council approved parameters.
- c) Fails to target the achievement of Council approved results.
- d) Fails to incorporate and accommodate medium to long-term financial plans, projections and long-term directions.
- e) Is designed to achieve a financial surplus or deficit, materially inconsistent with that approved by the Council, e.g. a predetermined surplus, acceptable deficit or balanced budget.

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- f) Could result in Council approved financial ratios not being achieved.
- g) Fails to provide for current and future capital requirements such as future buildings.
- h) Fails to provide for the Council's developmental and other expenditure.
- i) Fails to plan for the Council determined spread of revenue sources.
- j) Fails to provide transparency or that disguises any audit trail.
- k) Fails to demonstrate responsible management of the Church's assets.

### **4.3 Financial Management and Investments**

The Senior Pastor shall not cause or allow the threat or development of financial harm, imprudent financial actions or decisions, or material deviation of expenditures from Council priorities.

Accordingly the Senior Pastor shall not:

- a) Use any Church funds, or enter into any contracts or accept other liabilities, other than for the furtherance of Council-approved purposes and priorities.
- b) Expend more funds than have been received in the financial year unless offset by approved borrowings or approved withdrawals from reserves.
- c) Allow undisputed invoices from suppliers of goods and services to Dural District Baptist Church to remain unpaid beyond trade credit terms agreed with those suppliers.
- d) Fail to pay staff in accordance with their employment contracts.
- e) Without the approval of the Council make a single purchase or commitment of greater than \$5,000 that is not in a Council approved budget, excluding the disbursement of designated receipts.
- f) Allow tax payments or other government payments or returns to be overdue or inaccurately filed.
- g) Intentionally violate accounting standards.
- h) Acquire, encumber or dispose of real property.
- i) Neglect to ensure that there are limitations on expenditure and adequate controls on the use of credit or other purchase cards by card holding staff.
- j) Fail to assertively pursue receivables overdue.

The Senior Pastor shall not allow Dural District Baptist Church's investment assets to be invested in a manner that threatens Dural District Baptist Church's financial security.

Therefore the Senior Pastor shall not:

- a) Fail to maintain sufficient liquidity to meet short to medium-term financial commitments.

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- b) Invest in other than Council approved institutions or funds.
- c)

### **4.4 Remuneration and Benefits**

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Senior Pastor shall not in any way jeopardise Dural District Baptist Church's financial integrity or good name in the community.

Accordingly the Senior Pastor shall not:

- a) Change their own remuneration as Senior Pastor.
- b) Fail to have regard for the employee's skills and experience, negotiated salary scales, Baptist Union of New South Wales recommendations and market conditions for such skills and experience when establishing employee remuneration and benefits.
- c) Create obligations that cannot be met over the projected period of the individual's term of employment or over a period for which revenues can realistically be projected.
- d) Cause unfunded liabilities to occur or in any way commit Dural District Baptist Church to incur unpredictable future costs.

### **4.5 Asset Protection**

The Senior Pastor shall not allow Dural District Baptist Church's assets to be unprotected, inadequately maintained or unnecessarily risked.

Therefore the Senior Pastor shall not:

- a) Permit any unauthorised person to handle cash.
- b) Process the receipt or disbursement of funds outside of controls acceptable to the Council appointed auditor.
- c) Allow the deposit of funds in non Council-approved institutions.
- d) Allow the assets to be insured for less than an amount that is considered necessary for prudent risk management.
- e) Make any purchase of goods or services without protection against conflict of interest.
- f) Allow employees or volunteers to drive Dural District Baptist Church's or rental vehicles if they do not hold a current driver's licence in the appropriate category or if their driving record causes the vehicle insurance to be restricted or cancelled.
- g) Allow plant and equipment to be subjected to unauthorised or improper use or insufficient maintenance.
- h) Fail to protect intellectual property, information, and files from loss, improper use, improper purposes, or significant damage.

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- i) Fail to ensure that there are appropriate and effective security systems in place to adequately safeguard against loss, common damage or theft of staff, member and Church property.
- j) Fail to maintain an appropriate asset register.
- k) Fail to ensure that the premises meet appropriate local and/or government standards and/or any other statutory or minimum code requirements.
- l) Fail to maintain a current assessment and evaluation of the risk factors that could conceivably disrupt Dural District Baptist Church’s effective and efficient operation and ensure that there are plans and systems that, in the event of disruptive events, will allow continuity of operations.

### **4.6 Communications and Council Support**

The Senior Pastor shall ensure the Council is informed and supported in its work.

Accordingly the Senior Pastor shall not:

- a) Neglect to provide required information in a timely, accurate and understandable fashion addressing the various issues to be monitored by the Council.
- b) Neglect to provide financial and vital signs reports that make clear:
  - significant trends
  - data relevant to agreed benchmarks and Council-agreed measures
  - further Council financial and vital signs data as determined by the Council from time to time.
- c) Fail to inform the Council of any significant external environmental trends, achievement of, or progress towards the achievement of, the Council's Results policies or changes in the basic assumptions upon which the Council's Results Policy and Senior Pastor Limitations are based.
- d) Fail to inform Council members when for any reason there is actual or anticipated noncompliance with a Council policy.
- e) Fail to inform the Council of any serious legal conflict or dispute or potential serious legal conflict or dispute that has arisen or might arise in relation to matters affecting Dural District Baptist Church.
- f) Fail to ensure that the Council is provided with the necessarily wide range of views and perspectives in support of effective decision-making.
- g) Fail to inform the Council of such occasions when it violates its Governance Process or Interaction principles, particularly when this relates to the ability of the Senior Pastor's to carry out their responsibilities.
- h) Fail to deal with the Council as a whole except when responding to individual requests for information or requests from Council committees or working parties.



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### **4.7 Emergency Succession**

In order to protect the Church from sudden or unexpected loss of its Senior Pastor’s services, the Senior Pastor shall ensure that there is at least one person who is capable of temporarily assuming the operational role of the Senior Pastor and informed and able to continue to relate to the Council and to provide the Council with the information required to fulfil its governance role

### **4.8 Treatment of Staff and Volunteers**

With respect to the employment and treatment of staff and volunteers the Senior Pastor shall not cause or allow conditions that are unsafe, unfair or undignified (including as defined in relevant workplace legislation).

Accordingly the Senior Pastor shall not:

- a) Operate without written personnel policies that make clear rules for staff and protect against unfair or unethical practices.
- b) Deny to any employee and volunteers their right to personal dignity, respect, workplace safety, ethical position-related dissent and to an approved and fair internal grievance process.
- c) Discriminate against any staff member or volunteer for expressing an ethical dissent.
- d) Violate any part of relevant workplace employment legislation.
- e) Fail to keep the Council fully informed about impending disputes and grievances that may lead to action against the Church.
- f) Prevent staff from bringing a grievance to the Council when (i) the correct internal channels have been exhausted and (ii) when a staff member alleges that either: a Council policy has been violated to their detriment; or a Council policy does not adequately protect his or her human rights. (The channel for such a grievance is via the Chairperson.)
- g) Fail to ensure that all staff members are acquainted with their rights under this policy.

### **4.9 Treatment of Members, Visitors and Contractors**

With respect to interactions with Members, visitors, and contactors and all those applying to be members, the Senior Pastor shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality and privacy.

### **4.10 Public Relations and Media**

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The Senior Pastor shall not undertake, approve or in any way support any action that is directly or indirectly demeaning or derogatory or in any way damaging to Dural District Baptist Church.

### **5. RESULTS POLICIES**

#### **5.1 Key Result Areas**

*Recommend this be delegated to the Council to prepare within a timeframe approved by the Members. This is a key part of the Council function*

#### **5.2 Key Performance Indicators**

*Recommend this be delegated to the Council to prepare within a timeframe approved by the Members. This is a key part of the Council function*

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## Appendix 1

### COUNCIL

#### REQUIREMENTS AND QUALIFICATIONS

For a Member to be nominated for the Council they should be a man or woman who is capable of embracing the Purpose of the Council (section 2.2), the Behaviour & Proper Practice for the Council (section 2.3), and meet the following requirements and qualifications:

- A heart, passion, evident love of Jesus Christ and His body the Church
- Spiritual Gifts and Skills that will benefit and bring strength to the role required – such as leadership, knowledge, wisdom, discernment, administration, encouragement
- A life or marriage (if married) that reflects the example of Christ
- A spouse (if married) that walks together with them in the same faith and heart
- A member of the church for at least 24 months prior to the election
- A member (and their spouse if married) that reflects our Vision, Mission, and Values
- A member who respects and encourages the leadership of the church
- A member who has clearly demonstrated ministry/service in the Church and has ongoing evidence of a servant heart.
- A member who has the endorsement of at least four other church members
- The requirements of 1 Timothy 3:1-13; Titus 1:6-9; 1 Peter 5:1-5

#### 1 Timothy 3:1-13 (Contemporary English Version)

*"It is true that anyone who desires to be a church official wants to be something worthwhile. That's why officials must have a good reputation and be faithful in marriage. They must be self-controlled, sensible, well-behaved, friendly to strangers, and able to teach. They must not be heavy drinkers or troublemakers. Instead, they must be kind and gentle and not love money. Church officials must be in control of their own families, and they must see that their children are obedient and always respectful. If they don't know how to control their own families, how can they look after God's people?"*

*They must not be new followers of the Lord. If they are, they might become proud and be doomed along with the devil. Finally, they must be well-respected by people who are not followers. Then they won't be trapped and disgraced by the devil.*

*Church officers should be serious. They must not be liars, heavy drinkers, or greedy for money. And they must have a clear conscience and hold firmly to what God has shown us about our faith. They must first prove themselves. Then if no one has anything against them, they can serve as officers. Women must also be serious. They must not gossip or be heavy drinkers, and they must be faithful in everything they do. Church officers must be faithful in marriage. They must be in full control of their children and everyone else in their home. Those who serve well as officers will earn a good reputation and will be highly respected for their faith in Christ Jesus."*

#### Titus 1:5-9 (Contemporary English Version)

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*"I left you in Crete to do what had been left undone and to appoint leaders for the churches in each town. As I told you, they must have a good reputation and be faithful in marriage. Their children must be followers of the Lord and not have a reputation for being wild and disobedient. Church officials are in charge of God's work, and so they must also have a good reputation. They must not be bossy, quick-tempered, heavy drinkers, bullies, or dishonest in business. Instead, they must be friendly to strangers and enjoy doing good things. They must also be sensible, fair, pure, and self-controlled. They must stick to the true message they were taught, so that their good teaching can help others and correct everyone who opposes it."*

### 1 Peter 5:1-5 (Contemporary English Version)

*Church leaders, I am writing to encourage you. I too am a leader, as well as a witness to Christ's suffering, and I will share in his glory when it is shown to us. Just as shepherds watch over their sheep, you must watch over everyone God has placed in your care. Do it willingly in order to please God, and not simply because you think you must. Let it be something you want to do, instead of something you do merely to make money. Don't be bossy to those people who are in your care, but set an example for them. Then when Christ the Chief Shepherd returns, you will be given a crown that will never lose its glory.*

*All of you young people should obey your elders. In fact, everyone should be humble toward everyone else. The Scriptures say,*

*"God opposes proud people, but he helps everyone who is humble.""*

# Operating Principles of "The Centre"

## *Appendix 2*

### **MEMBERSHIP COMMITTEE**

#### **TERMS OF REFERENCE AND APPOINTMENT PROCESS**

The **purpose** of the membership committee is to oversee membership processes at Dural District Baptist Church.

**Key focus:** Be proactive in promoting membership

#### **Goals:**

- Promote membership (keep connect church membership info booklet up to date)
- Keep the processes current
- Keep membership register up to date
- Facilitate membership process, e.g. Link with pastors - "Discovering Dural Courses"
- Follow up enquiries re membership
- Arranging informal interviews
- Keep council up to date
- Coordinate with council if a membership application is questioned
- Update for members at members meeting

**Key Principles:** The committee actively believes in the value of membership in the life of the church

**Composition:** Minimum of 4 members from the active register

**Overall leadership structure/office bearers:** Chairperson, secretary, council representative (ideal to have pastoral representative or pastoral staff member present)

**Term:** One year appointed by Members Meeting - can be reappointed

**Committee Member Nomination Process:** Membership Committee will bring suggested names to Council. The Membership Committee will then approach possible members and report back to Council with the outcomes. The final nominee(s) are informed and then at the AGM their names are put forward to the Church Members to be endorsed.

**Termination/dismissal clauses:** As per Constitution - behaving in a way that is destructive to the Committee, with due consultation with Council and Pastoral Team.

**Quorum:** Minimum of 2 of the 4 providing one is either the Council representative or Chairperson.

## **Operating Principles of “The Centre”**

**Meeting Frequency:** Minimum of 4 meetings per year, suggest at least 2 weeks prior to members meetings.

### **Decisions:**

- Allocation of who is to interview potential members
- Review of active register to determine active and inactive members
- Timing of letter and notification in newsletter of new members in a format agreed by COCM
- Consultation of pastoral staff about frequency of the “Discovering Dural” courses

### **Skill and Character Attributes:**

- Positive interpersonal relationships
- A heart for Dural District Baptist Church
- Ability to communicate effectively
- Team player
- Honouring of pastors and leadership.

**Prepared by Membership Committee for confirmation at the 24<sup>th</sup> November 2013 Annual General Meeting.**

# **Operating Principles of “The Centre”**

## ***Appendix 3***

### **COUNCIL NOMINATION COMMITTEE**

#### **TERMS OF REFERENCE AND APPOINTMENT PROCESS**

Purpose:

Key Focus and Goals:

Key Principles for The Council:

Overall Leadership Structure:

Composition:

Term:

Nomination Process:

Termination/Dismissal Clauses:

Office Bearers:

Quorum:

Meeting Frequency:

Decisions:

Relationship Management/Structure:

Skill and Character Attributes:

# Operating Principles of "The Centre"

## *Appendix 4*

### **CONFLICT RESOLUTION POLICY**

#### **Values and Procedures for Handling Disagreements and Resolving Conflict**

##### **Covenant Of Values In Conflict**

1. I accept that people are different and will have differences with one another.
2. I accept that conflict will be an experience of life which can be healthy and useful and I will not avoid issues or relationships because of it.
3. I will seek to be godly in my responses.
4. I will seek to have conflict dealt with quickly.
5. I will show love, respect and self-control towards the other person, seeking to do so in a Christ-like way.
6. I will focus the discussion on issues, relationships, or descriptions of feelings. I will not resort to inappropriate behaviour including, but not limited to:
  - Name calling
  - Mind reading (attributing evil motives)
  - Guilt making ("look how you've made me feel")
  - Rejecting, disparaging, or discrediting another person (rather than the person's ideas or behaviour)
7. I will listen well without interruption.
8. My attitude will be one of patience, forgiveness and humility.
9. I recognise that personal change is needed for the relationship to progress.
10. I commit myself to honesty, openness, confession and seeking to understand as well as being understood.
11. I will be positive, sensitive and seek God's help.



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12. I will work towards resolution and reconciliation, accepting differences where appropriate - recognising there are times when we may have to agree to disagree.

13. I will build trust with others by refusing to gossip.

14. I will only use threats where I fully intend to act immediately on the threat, should the conditions for fulfilling the threat be met (e.g. If you continue ... I will ask the elders to discuss it ..)

15. I will not use information from confidential sources, nor indicate that such information exists (e.g. 'some people have said ... but I cannot tell you who they are'). Instead I will always allow a person charged with inappropriate behaviour:

- To know who his / her accusers are
- To learn in detail what the accusers concerns are
- To respond to those accusers

16. I will pray for the other person as well as myself.

17. Where necessary it may be appropriate to seek the involvement of a third party.

N.B. Whenever you are meeting with a person of the opposite sex, or a situation where you feel a power differential, it is recommended to have another person at the meeting (which is mutually agreed upon).

*"If you have any encouragement from being united with Christ, if any comfort from his love, if any fellowship with the Spirit, if any tenderness and compassion, then make my joy complete by being like-minded, having the same love, being one in spirit and purpose. Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others. Your attitude should be the same as Christ Jesus." Philippians 2:1-5 (NIV)*

### A Procedure for Discussing Interpersonal Disagreement

#### ◆ Before a face-to-face meeting of persons:

1. Reduce my own internal conflict first. A proposed procedure is :

(a) *Remember* - who Jesus is and what he has done for me (historically, biblically).

(b) *Reaffirm* - who I am in Christ. Take time to consider that I am a child of the Lord.

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(c) *Repent* - of my attitudes towards the other person, of sin (things I have done - or things perhaps I am unaware I have done), the need to be right, of not allowing the Lord to live through me, etc.

(d) *Remind* - myself that I am going to meet with a fellow Christian. We have common ground in Christ.

2. Commit myself to Scriptural principles. Check Matthew 18:15-17 and 5:23-24, where I am responsible to approach the other person if I am aware of an issue. Approach with humility, gentleness and respect (Galatians 6:3).

3. Seek outside help from a mediator if for some reason I find it difficult to approach the other person.

4. Decide to be a good listener, willing to understand the other person's point of view and hear them out; to be honest and to adhere to the *Covenant of Values in Conflict*.

5. Outline and prioritise the elements of the problem as I see and understand it, recognising I may have contributed to it.

6. Pray - for God's Spirit to lead, soften hearts, and to restore.

### ◆ Procedure when meeting face-to-face

1. Before anything else, prior to beginning the process remember *confidentiality* is essential.

2. Contact the other person and arrange a meeting time. Offer a brief outline of what you want to discuss so that he/she doesn't feel ambushed.

3. At the meeting build common ground - you are brothers / sisters in Christ, members of the same church, both desiring to live for God, and you are there because you care enough about the relationship to work at making it right and resolving the conflict.

4. Outline the issues and be careful not to attack the person. Encourage the other person to summarise what you have said so that you are aware they have heard. Allow him/her the opportunity to clarify areas that are uncertain.

5. Allow the other person to share his/her point of view. Then you summarise and restate it to enable an understanding of his/her perspective.

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6. Identify the common and underlying concerns and possible solutions that are practical and workable. What does each person really desire that can be achieved? It may be helpful for each person to state :

- his / her ideal solution
- what he / she can live with
- what he / she can not live with

7. Brainstorm the way ahead & put together a solution or plan of action that both of you are comfortable with. State this in precise form. *Who* will do *what*, *when* and *where*? Writing it out helps to get it clear and precise. Have an agreed goal within an agreed time frame. Have a check on progress.

8. If solutions or agreement cannot be found, agree to have a mediator (a mutually agreed person) help resolve conflict.

### ◆ **What if I hear of two other persons in conflict, or someone speaks to me about someone else?**

1. Be genuine in your concern for them and their situation, and ask them not to speak to you regarding the matter. Be supportive, friendly, and helpful, but also direct. Encourage them that the only way to find resolution is to approach the other person to talk it out.

2. Advise them that you are now accountable to have them make contact about the problem within an agreed time frame (say within 48 hours with at least a phone call to arrange a meeting) - and failing that you will be obligated to let the other party know that a problem exists. Check that they have and follow up on your word.

3. Offer to accompany one to see the other if they have difficulty in doing so, or advise them of the availability of mediators in the church.

4. Remind the person that they are not to talk or gossip about this. And that if they choose not to act upon any of the steps above they hurt not only themselves but the fellowship.

### ◆ **What if I have a conflict with the Pastor/Elder or other church leader?**

1. Review and adhere to the *Covenant Of Values of Conflict* and follow closely the *Procedure for Discussing Interpersonal Disagreement*.

2. Don't forget that leaders are people too, with feelings and faults just like you.

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3. Remember the actions of a Pastor/Elder toward you are accountable before God (Hebrews 13:17).

4. Check your heart and motives - *1 Timothy 5:19 "Do not entertain an accusation against an elder unless it is brought by two or three witnesses."*

5. Pray for them.

### ◆ Realise that in any conflict

1. Other people will always be affected.

2. Support will often be needed in the healing process.

3. Conflict can be a positive thing to build stronger relationships if dealt with correctly.

### BIBLE PASSAGES

*"If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. But if he will not listen, take one or two others along, so that 'every matter may be established by the testimony of two or three witnesses'. If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, treat him as you would a pagan or a tax collector." Matthew 18:15-17 (NIV)*

*"Therefore, if you are offering your gift at the altar and there remember that your brother/sister has something against you, leave your gift there in front of the altar. First go and be reconciled to your brother/sister; then come and offer your gift. "Matthew 5:23-24 (NIV)*

*"Make every effort to keep the unity of the Spirit through the bond of peace."  
Ephesians 4:3 (NIV)*

*"Let us therefore make every effort to do what leads to peace and to mutual edification".  
Romans 14:19 (NIV)*

*"Bear with each other and forgive whatever grievances you may have against one another. Forgive as the Lord forgave you. And over all these virtues put on love, which binds them all*

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*together in perfect unity. Let the peace of Christ rule in your hearts, since as members of one body you were called to peace. And be thankful." Colossians 3:13-15 (NIV)*

*"I appeal to you, brothers/sisters, in the name of our Lord Jesus Christ, that all of you agree with one another so that there may be no divisions among you and that you may be perfectly united in mind and thought." 1 Corinthians 1:10 (NIV)*

*"...because you belong to the Lord, settle your disagreement." Philippians 4:2 (NLT)*

*"Don't have anything to do with foolish and stupid arguments, because you know they produce quarrels." 2 Timothy 2:23 (NIV)*

*"Starting a quarrel is like breaching a dam; so drop the matter before a dispute breaks out. Proverbs 17:14 (NIV)*

*(Romans 15:5-6, Romans 12:16-18, 1 Corinthians 14:33, James 4:1, Philippians 2:1-3)  
(Jesus) "May they be brought to complete unity to let the world know that You sent me and have loved them as You have loved me." John 17:23 (NIV)*

# Operating Principles of "The Centre"

## *Appendix 7*

### **Expenditure Commitments Requiring Church Approval**

Section 5.4 of the Constitution requires Members meeting approval of:

- i) Major Capital Expenditure or Disposal – all land or buildings and other items of capital greater than the threshold set in the Operational Principles (Section 5.4(vii))
- ii) Other Capital Expenditure – all items of capital greater than the threshold set in the Operational Principles (Section 5.4(viii))

In relation to item i) above the required majority is 75 percent of votes cast by Members on the active register. These Operating Principles require that any purchase or disposal of capital items greater than \$500,000 be subject to a vote of Members under Section 5.4(vii).

In relation to item ii) above the required majority is 50 percent of votes cast by Members in attendance and entitled to vote at a meeting. (Note that all meetings have a required quorum of 25% of Members on the Active Register). These Operating Principles require that any purchase or disposal of capital items greater than \$50,000 be subject to a vote of Members under Section 5.4(viii).