



Anglican Church Newcastle  
Strategic Directions and Work Plan 2018 – 2021  
RELEASED 26 APRIL 2018



# Introduction from The Bishop

Dear sisters and brothers,

It is an incredibly humbling experience to be called to be the 14th Bishop of Newcastle. I commence this ministry at one of the most challenging times the Diocese has faced. There are wonderful signs a healthy future is emerging but we have much to do.

For much of the last five years we have been engaged with the work of the Royal Commission into Institutional Responses to Child Sexual Abuse. The Commission has rightly challenged many institutions and churches. The Case Study focusing on this Diocese was the longest of all the Commission's case studies. It revealed a culture prevailing in the latter part of the 20th Century in which abuse occurred and from which there was a profoundly inadequate response to those who came forward to speak of their abuse. At this time we are responding pastorally and promptly to survivors as well as ensuring that the church is a safe place for all people.

We are also coming to terms with changes in the spiritual and religious culture of Australians. It has been a long time since people would shape their week by attending a church on Sunday. Now, many Australians draw together their philosophical, spiritual and values systems from a variety of places. They are not committed to the institutions of society in the way they once were. This includes churches. As we witness these changes we recognise that many of our ministry structures have remained static for decades.

Recently the clergy met together. In a careful conversation over two days we affirmed that the status quo of our Diocese is not an option. We affirmed that we must embrace some further and significant changes. These strategic directions seek to set the scene for that work. They invite us to build on the blessings of the episcopates of Bishops Farran and Thompson while adjusting our new course in the light of our current experiences.

It was wonderful to experience the Diocese coming together for the five regional meetings in April. Over 450 people attended. It was encouraging to receive strong affirmation for the work in funding redress, changing the culture of the Diocese, radically reorganising our resources for mission and affirming greater diversity within the Diocese.

God has called the one, holy, catholic and apostolic Church to be the messengers, servants and communities of his reign. The Anglican Church of Australia and this Diocese are part of that Church.

Our life is fashioned by an ever-deepening relationship with God the Holy Trinity. Being made in the image of God all people flourish in relationships of love. We find our fulfilment in the community of the Church flowing from the community of God.

Our current context means that there is some urgent and important work that we must begin now. My intention is that early in 2020 representatives of the agencies, schools and parishes will gather for an Appreciative Inquiry Summit to fashion the strategic directions for the Diocese for the ensuing 3–5 years.

I believe the call to the Diocese is to be flourishing by grace, focusing our resolve, committed to healthy ministry as a safe church, encouraging inclusion, using our resources well and engaging in 21st Century mission.

My conviction is that shaped by these strategic directions and committed to this work, the Diocese might flourish by the grace of God revealed and mediated by Jesus Christ. My prayer is that we will follow Christ's call to love and respond to the leading of the Holy Spirit.

With every blessing,  
+Peter  
Feast of St Mark, 2018

“I believe the call to the Diocese is to be flourishing by grace, focussing our resolve, committed to healthy ministry as a safe church, encouraging inclusion, using our resources well and engaging in 21st Century mission.”

# Setting The Scene

## FIVE MARKS OF MISSION OF THE ANGLICAN COMMUNION

The Anglican Communion first developed marks of mission in 1984. They have been revised twice (1990 and 2012). The Five Marks of Mission have won wide acceptance among Anglicans and among other Christian traditions. They have given parishes and dioceses around the world a practical and memorable “checklist” for mission activities. These Marks of Mission are not a final and complete statement on mission but they offer a practical guide to the holistic nature of mission.

God’s missionary call to the Church is expressed in the Anglican Communion through the Five Marks of Mission:

- To proclaim the Good News of the Kingdom;
- To teach, baptise and nurture new believers;
- To respond to human need by loving service;
- To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation;
- To strive to safeguard the integrity of creation, and sustain and renew the life of the earth.

## OUR COMMITMENT TO ADDRESS THE CHALLENGES

We will address the challenges facing the Diocese and embrace innovative approaches to ministry and mission:

- by radically reassigning our use of physical, financial and human resources;
- enhancing our lay education and evangelism through personal invitation;
- working to assure the community that we are a safe church with a valuable contribution to make;
- building an inclusive church including harnessing our theological diversity for mission;
- building the wellbeing of clergy and lay leaders;
- building our capacity for collaborative decision-making.

Our vision is that people from the Hawkesbury to Lake Cathie, from the coast beyond burning mountain might flourish by grace. One step in enabling this vision in the long-term is to have strategically placed sustainable parishes together with sufficient and well-placed clergy ministering on a full-time basis.

Our hope and prayer is that the Anglican Church will be seen as making a valuable contribution to the region and people we serve.

Across the Diocese we will work to address aspects of culture that limit the church from flourishing. We will work to rebuild trust so that our church is seen to be helpful to people seeking to deepen their faith, belief and/or spirituality. We desire that our Anglican organisations are seen as good to work for or belong to.

Our hope and prayer is that the Anglican Church will be seen as making a valuable contribution to the region and people we serve.



## AFFIRMATIONS

- + Across our region there are faithful, talented and diverse laity and clergy passionate about mission and ministry.
- + In the past and in the present, people demonstrate great generosity contributing finances, land, buildings, skill and labour to the work of the church locally, nationally and internationally.
- + Congregations and parishes have been incredibly resilient.
- + Through the parishes, agencies and schools, the Anglican Church in this Diocese touches the lives of thousands of people each week (students, people we serve, residents, parishioners and staff).
- + The Diocese has continued to adapt its work to changed needs and expectations:
  - in high-quality education, aged-care, welfare and justice work;
  - in embracing different expressions of ordained ministry;
  - in developing new approaches to clergy education;
  - implementing governance reform;
  - in seeking to become a missional church.
- + There is strong resolve to face our past through providing redress and support to those who were abused informed by contemporary understandings of trauma.
- + We are committed to being a safe church.
- + We hear the call to outward focus in environmental, ecumenical, and interfaith as well as to national and international mission partners.



## OUR STRATEGIC DIRECTION

The call to the Diocese is to be flourishing by grace:

THIS INVOLVES	WHICH MEANS
<b>Focussing our resolve</b>	with courage, maintaining our focus on and commitment to the revitalisation and innovation needed in the mission that God has called Anglicans in this region to undertake
<b>Committed to healthy ministry</b>	refreshing the ministry practices which lead to the spiritual, ministerial, missional and numerical growth of the church
<b>As a safe church</b>	loving one another and loving our neighbour by ensuring their wellbeing; embracing the best of community standards
<b>Encouraging inclusion</b>	affirming God's wide invitation to diverse women, men and children to participate in his life and his work
<b>Using our resources well</b>	continuing to exercise good stewardship for mission including redeploying capital resources to enable ministry
<b>Engaging in 21st Century Mission</b>	responding to the changes in society and making good use of technology we will proclaim God's good news by the way we are, what we do and what we say

We will build on the call to be a missional church and to face the past and shape a healthy future. We will address the challenges facing the Diocese and embrace innovative approaches to ministry and mission.



## THE PRACTICES OF HEALTHY MINISTRY

The practices of healthy ministry have been developed as a specific resource for the Diocese of Newcastle. They represent a call and reminder of the essential elements of 21st Century congregational ministry. The call to every community of faith in the Diocese is to engage in these practices, using them as a central resource in mission action planning.

<p><b>Heartfelt Prayer and Worship</b></p>	<p>Enabling people with their lips and with their lives to seek and respond to God's loving grace</p>	<p><b>If we are flourishing what might we see?</b></p> <p><i>Feedback from people who join our church life celebrating growth in faith and deeper connection with God enabled by the worship and prayer ministries of our churches</i></p>
<p><b>Living by the Scriptures and the Sacraments</b></p>	<p>Rejoicing that God ministers grace to us through the Scriptures and the Sacraments</p>	<p><b>If we are flourishing what might we see?</b></p> <p><i>Indications from congregations and those who join with them that their life and work is grounded in the Scriptures and the Sacraments</i></p>
<p><b>Creative Evangelism and Teaching</b></p>	<p>Intentionally telling and retelling the Christian narrative to people of all ages and with different connections with the Church</p>	<p><b>If we are flourishing what might we see?</b></p> <p><i>Participant feedback from a variety of educational and formation events indicating growth in faith, knowledge and belief</i></p>
<p><b>Loving Service</b></p>	<p>Providing a sustained and authentic response to specific needs without agenda</p>	<p><b>If we are flourishing what might we see?</b></p> <p><i>Congregations that have identified a need in their community, however small, and have taken action to address that need</i></p>
<p><b>Genuine Care</b></p>	<p>Joining others in supporting people experiencing need to navigate difficult times in pursuit of abundant life</p>	<p><b>If we are flourishing what might we see?</b></p> <p><i>Systematic practices of learning when people are in need and providing a supportive response</i></p>
<p><b>Faith-filled Engagement</b></p>	<p>As passionate disciples, working for good in the communities where we are placed and across the globe</p>	<p><b>If we are flourishing what might we see?</b></p> <p><i>Congregations which have joined with others (local community groups and mission agencies) to make a difference locally, in parts of Australia and overseas</i></p>
<p><b>Environmental Responsibility</b></p>	<p>Recognising our call to live as caring stewards of God's creation</p>	<p><b>If we are flourishing what might we see?</b></p> <p><i>Evidence of congregations adopting practices to reduce their environmental footprint</i></p>

# Our Work Plan

The work plan will help us fulfil our mission and enable us to implement our strategic directions.

## AGENCIES AND SCHOOLS

We rejoice at the work of Anglican Care, Samaritans, Scone Grammar School, Lakes Grammar – An Anglican School, Bishop Tyrrell Anglican College, Manning Valley Anglican College and the Newcastle Anglican Schools Corporation.

Each of these organisations have strategic plans which reflect their call to help build a better world which is an expression of the mission and ministry of the Anglican Diocese of Newcastle.

Their call is to continue to welcome and serve all people ensuring the delivery of high-quality services, within budget (AS001).

In this season, they are being asked to more explicitly develop their identity as expressions of the Church by:

- Developing an Anglican ethos statement in consultation with the Bishop (AS002);

- Ensuring that their recruitment, induction and professional development for staff both affirm, as appropriate, the distinct calling and source of meaning for each staff member, and ensures guidance about and the importance of its organisational values and Anglican ethos (AS003);
- Ensuring that the strategy and policies of the organisation are consistent with its Anglican ethos statement (AS004).

As part of the governance reform of the Diocese, the agencies and schools will ensure that the Newcastle Anglican Church Corporation is informed of changes to compliance regimes affecting the school or agency together with the school or agency's compliance or readiness to comply (AS005).

The Diocese and Newcastle Grammar School are committed to nurturing their long-standing partnership (AS006).

We rejoice at the work of Anglican Care, Samaritans, Scone Grammar School, Lakes Grammar – An Anglican School, Bishop Tyrrell Anglican College, Manning Valley Anglican College and the Newcastle Anglican Schools Corporation. We celebrate our partnership with Newcastle Grammar School.

## BISHOP AND ASSISTANT BISHOPS

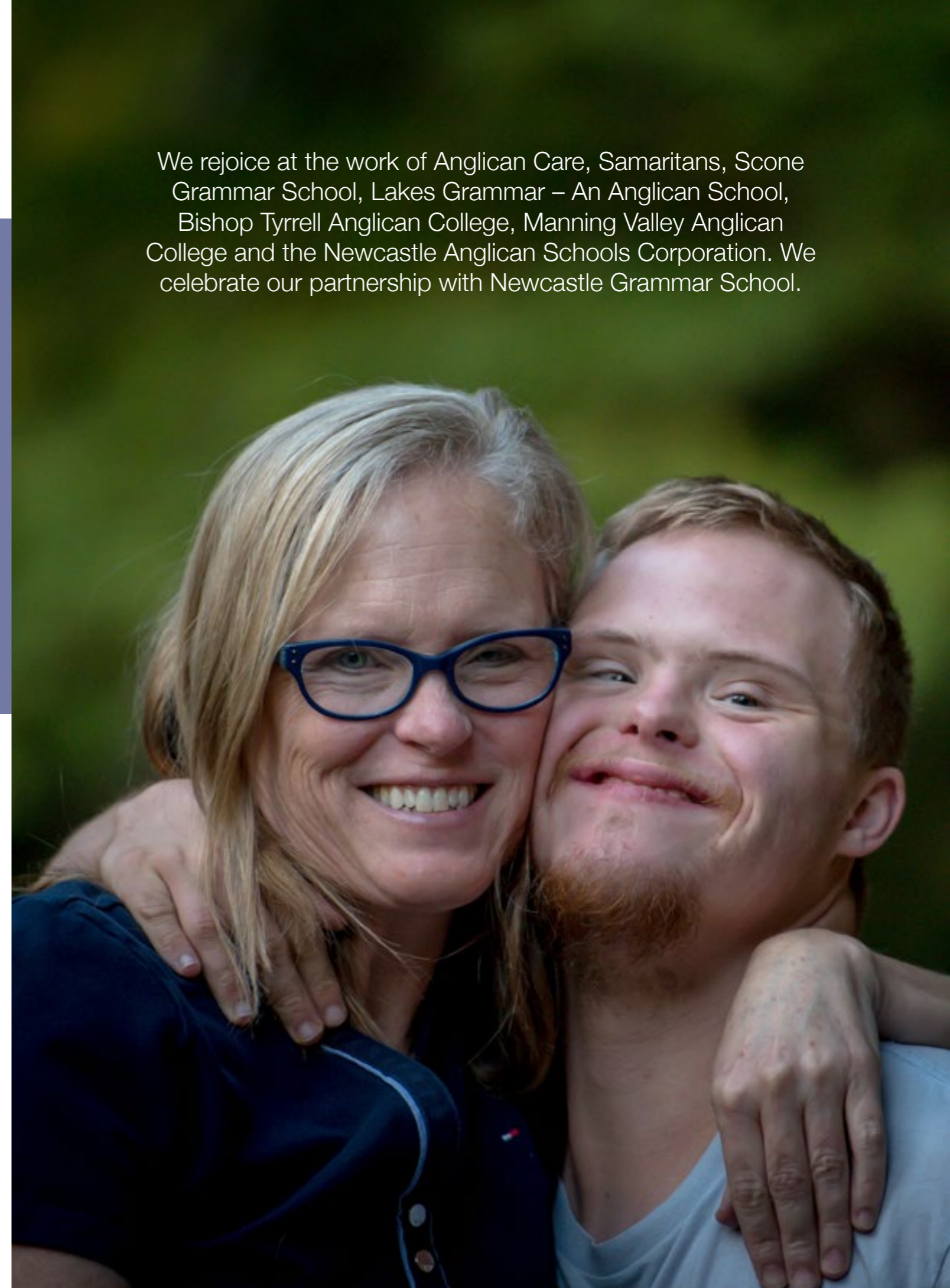
### Strategic Mission

The bishops understand the strategic mission demands of our time. They will contribute to the deep reflection on mission and ministry of the Diocese as it, after prayer and reflection, prioritises the application of assets, finances, people resources and time in strategic areas. The bishops will:

- Lead and promote theological reflection and prayer around strategic mission (BAAB001);
- Use objective data to identify current strengths/work areas for parishes (BAAB002);
- Lead the identification of strategic areas of ministry and mission (BAAB003);
- Explore new options for organising mission and ministry (BAAB004);
- Oversee the deployment of clergy in light of the strategic mission demands (BAAB005);
- Support the Synod, clergy and parishes to explore different approaches to sharing financial and ministry resources (BAAB006).

The bishops will join in exploring different approaches to ministry by:

- Joining with Incumbents and Parish Councils in identifying new ministry opportunities as well as congregations and church buildings which are strategic, festival/seasonal, and transitions to closure and reuse (BAAB007);
- Promoting to every Incumbent and Parish Council the benefit of the sustained focused leadership of a member of the clergy for each congregation in the parish. They will lead the deployment of assisting clergy (stipendiary and self-supporting) to work towards that aspiration (BAAB008).
- Exploring the creation of one or two patrol ministries which will support and encourage ministry in the smaller and more isolated congregations of the Diocese (BAAB036).
- Looking at ways of reinventing the ministry of lay reader with appropriate discernment, training and formation (BAAB037). ►





## BISHOP AND ASSISTANT BISHOPS (CONTINUED)

### Healthy Ministry Practices and Wellbeing

The bishops will nurture healthy ministry practices across the Diocese by:

- Modelling the practices (BAAB009);
- Teaching about the practices (BAAB010);
- Promoting planning around the practices (BAAB011);
- Requiring accounting about the practices (BAAB012);
- Promoting conversation about the practices (BAAB013).

The bishops will contribute to the wellbeing of those serving in ministry by:

- Leading in offering care and support (BAAB014);
- Modelling the practices of ministry supervision and accountability (BAAB015);
- Exercising leading in ministry accountability processes (BAAB016).

### Vocations

The bishops will continue to nurture vocations to the ordained ministry (stipendiary and self-supporting) (BAAB017).

### Safety and Survivor Support

The Bishop will lead the processes of supporting survivors and responding to the Royal Commission by:

- Leading the Diocesan processes for providing redress to survivors of child sexual abuse within the Diocese in a trauma-informed manner (BISH001);
- Providing leadership and support to the Diocesan Survivor Support processes (BISH002);
- Leading and coordinating the implementation of the Royal Commission recommendations within the Diocese (BISH003);
- Ensuring an appropriate response to the Royal Commission Case Study report on the Diocese of Newcastle (BISH004).

The bishops will exercise clear leadership in ensuring that people are able to participate in church activities in safety (BAAB0019) by:

- Calling the Diocese to recognise and care for children and vulnerable people (BAAB018);
- Leading the implementation of the *General Synod Standards for Safe Ministry* and the *Child Safe Standards* proposed by the Royal Commission (BAAB020);
- Ensuring training and education within the Diocese that enables all ministry areas to implement the *General Synod Standards for Safe Ministry* and the *Child Safe Standards* proposed by the Royal Commission (BAAB021);
- Further reviewing our approach to parish conflict to address especially bullying, intimidation and harassment (BAAB0022).

In addition, the Bishop will exercise the disciplinary and protective processes with confidence and transparency (BISH005).

### Ecumenical Ministries

The bishops will maintain the Diocese's engagement with our ecumenical covenant partners in the Roman Catholic Church and be alert to opportunities with other churches. They will be assisted in these ministries by a Diocesan Ecumenical Officer (BAAB023). They will support Incumbents and Parish Councils in identifying opportunities for closer cooperation with neighbouring churches (BAAB024).

### First Nations Peoples

The bishops will lead in beginning again the work of honouring and forming relationships with the First Nations peoples on whose land the Diocese undertakes its ministries. They will be assisted in this work by clergy and laity who are Aboriginal and Torres Strait Islander, as well as by people who have strong ministry ties with First Nations peoples (BAAB025).

### LGBTIQ+

The bishops will lead in ensuring the Diocese responds to LGBTIQ+ people, their families, the church community and the wider community in a manner consistent with the Gospel (BAAB026).

### Collaborative Decision-Making

The bishops will lead in building models of hearing the variety of voices through collaborative decision-making at every level of the Diocese. In the period 2018–2021 this will begin with the Synod. (BAAB027).

### Exploring Apologetics, Evangelism and Mission

The bishops recognise that a critical work in this time is apologetics and evangelism by personal invitation. They will work with the Diocesan Ministry Council to call the people of the Diocese to the ministries of apologetics and evangelism (BAAB028).

The bishops will work with the Diocesan Ministry Council to:

- Find ways to plant ministries that may exist for a period or a generation which are not bound by planning for that ministry, a building or a structure being required to last for several generations (BAAB029);
- Promote partnerships with and through Anglican mission agencies (BAAB0030);
- Develop connections with other churches in the Anglican Communion (BAAB031).

### Anglican Schools and Agencies

The Bishop with the aid of the assistant bishops will support the work of Anglican agencies and schools (BAAB032) including:

- Leading the work of prayer and reflection around Christian discipleship as expressed in schools and agencies (BAAB033);
- Contributing to the governance of the schools and agencies (BAAB034);
- Participating in appointment processes for Board/Council members, Principals and CEOs in the light of the call to the school/agency to be an expression of Christian discipleship through the Anglican Church of Australia (BAAB035).

The bishops will lead in beginning again the work of honouring and forming relationship with the First Nations peoples on whose land the Diocese undertakes its ministries.

## CLERGY AND PARISHES

Clergy and lay leaders are called to:

- Model the practices of healthy ministry (CLLL001);
- Teach about the practices of healthy ministry (CLLL002);
- Plan for the practices of healthy ministry (CLLL003);
- Recruit other lay leaders and parishioners in undertaking healthy ministry (CLLL004).

Clergy and lay leaders understanding the strategic mission demands of our time will, after prayer and reflection, lead in prioritising the application of assets, finances, people resources and time in strategic areas. They will:

- Participate in the work of prayer and reflection on strategic mission (CLLL005);
- Assist in the discernment of ministry and mission needs, and the prioritisation of resource allocation (CLLL006);
- Ensure good management of the parish keeping in mind the mission of the Church (CLLL007);
- Develop mission action plans for each congregation including considering new ministry options, identifying church buildings as festival churches, and exploring whether it is time for a church to close (CLLL008);
- Identifying congregational development opportunities (CLLL009);
- Review the buildings used by the parish and identify improvements that would enhance accessibility with the aim of all buildings being fully accessible by December 2021 (CLLL010).

Affirming the strength that comes from a congregation having focused leadership, clergy and lay leaders will explore the ways to deploy assisting clergy (stipendiary and self-supporting) to ensure sustained leadership of each congregation (CLLL011).

In expressing our commitment to be a safe church, clergy and lay leaders will:

- Adopt practices that ensure that the parish places a priority of care for children and vulnerable people (CLLL012);
- Implement the *General Synod Standards for Safe Ministry and Child Safe Standards* proposed by the Royal Commission (CLLL013);
- Ensure compliance with NSW Working with Children Check requirements (CLLL014);
- Actively participate in safe ministry education (CLLL015);
- Ensure any person of concern permitted to participate in church activities complies with the expectations that have been placed on them (CLLL017);
- Assist with safe ministry audits of parishes (CLLL016).

The clergy are expected to engage in the practices of supervision (CLLL017) and accountability (CLLL018) as well providing mutual support to and engage in mutual accountability with other clergy (CLLL019).

Embracing the mission task of our time, clergy and lay leaders will engage in the work of evangelism and apologetics (CLLL020) and help build a better world by engaging in social justice ministries ourselves and in partnership with others (CLLL021).

Clergy and parishes are invited to explore the missional opportunity that may come from a reinvented ministry of lay reader with appropriate discernment, training and formation (CLLL022).

Clergy and parishes will continue to implement rebranding using the Anglican Church Newcastle framework. (CLLL023).

Affirming the strength that comes from a congregation having focussed leadership, clergy and lay leaders will explore the ways to deploy assisting clergy (stipendiary and self-supporting) to ensure sustained leadership of each congregation.

## COMMUNICATIONS

The internal and external communications strategy, especially the use of electronic communication and social media, remain an important part of our work (COMM001).

As part of developing our internal communications we are looking for:

- Effective communication about healthy ministry practices (COMM002);
- Effective communication about the programs of wellbeing support (COMM003), clergy accountability (COMM004) and clergy supervision (COMM005).

As part of our external communications we are looking at using media and social media to communicate key messages about Christian faith and participation in church life. The strategy and messages will be developed with the bishops and the Diocesan Ministry Council (COMM006).

There is a significant task in external and internal communication in exploring and explaining the radical reorganisation of our assets, finances, people resources and time for strategic mission (COMM007).

We will continue to implement the rebranding of Diocesan Ministries using the “Anglican Church Newcastle” framework.



## DEAN AND CATHEDRAL

The Cathedral clergy and parish will engage with the strategic directions for clergy and parishes. At the same time, the Cathedral has a unique place in the City of Newcastle and the wider Diocese.

The Bishop will support the Dean, Cathedral Board and parishioners in their continuing work of revitalising the ministry of the Cathedral to parishioners, Newcastle Grammar School, the city and the Diocese (BISH006)(CATH003).

The Dean and the Cathedral Board, with the assistance of the NACC Board, will review the Cathedral Properties Master Plan and Vision (CATH001)(NACC026).

The Dean and Cathedral staff will assist the Bishop in developing an approach that draws in the whole of the Diocese at ordinations and other services of a Diocesan character at which the Bishop presides and for which the Dean and Cathedral are the host (CATH002) (BISH007).

## DIOCESAN COUNCIL

The critical work of the Diocesan Council is to:

- Join with the Bishop in overseeing:
  - the ministerial and missional life of the Diocese (DIOC001), and
  - the strategic directions and implementation of the work plan for the Diocese (DIOC002).
- Consider the strategic recommendations and make key decisions on behalf of the

Synod (and the whole Diocese) which enable the strategic directions and work plan to be implemented (DIOC003).

- To carefully discern what proportion of property sales in the Diocese should be used to fund redress, to form part of a Diocesan Trust to promote mission and ministry, and to be vested for the purposes of the parish for which the property sale occurs (DIOC004).

## DIOCESAN MINISTRY COUNCIL

The Diocesan Ministry Council was established in 2017 to draw together the work of a number of bodies and have primary responsibility for assisting the Bishop in overseeing the ministry of the Diocese. With a brief that covers children, youth and family ministry as well as lay and clergy education, the work priorities for the Council are –

In relation to Healthy Ministry Practices to:

- Identify and/or develop resources that enable clergy and laity to engage in practices of healthy ministry (DMNC001);
- Identify and/or develop resources that enable clergy and laity to reflect on their practices of healthy ministry planning (DMNC002);
- Identify, nurture and promote skilled ministry and mission practitioners (DMNC003);
- Encourage the formation of short-term special interest groups to promote reflection and growth in the practices of healthy ministry (DMNC004).

As part of ensuring that we are a safe church implementing the *General Synod Standards for Safe Ministry* and *Child Safe Standards* proposed by the Royal Commission, the Diocesan Ministry Council will develop strategies to help us hear the voice and contribution of children and youth in our parishes especially on matters affecting them (DMNC005).

In relation to clergy wellbeing and accountability to:

- Oversee the professional supervision model for clergy (DMNC006);
- Develop, implement and oversee an annual review process for clergy (DMNC007).

## FAITH AND ORDER COMMISSION

The Bishop and the Diocesan Council have established a Faith and Order Commission to assist the Diocese to respond to complex questions drawing on the faith expressed in the *Fundamental Declarations and Ruling Principles* of the Anglican Church of Australia.

In assisting the Diocese to engage in collaborative thinking and decision-making it will prepare a

To continue to nurture vocations to the ordained ministry (stipendiary and self-supporting) (DMNC008), and promote the ministry of women and men, ensuring that women and men are able to explore God's call to ministry, mission and leadership (DMNC009).

In the area of apologetics and evangelism, the Council will identify or develop, and promote resources for apologetics and evangelism (including evangelism by personal invitation) suitable for use in this Diocese (DMNC010). It will also identify key messages about the Christian faith and participation that can form part of a long-term promotion of the Christian faith in the region using media and social media (DMNC011).

With the bishops, the Council will explore how the Diocese might plant ministries that exist for a period or a generation but which are not bound by planning for a ministry, a building or a structure being required to last for several generations (DMNC012).

With the bishops, the Council will promote and facilitate the partnership with Anglican mission agencies (DMNC013), help develop connections with other churches in the Anglican Communion (DMNC014) and assist the ecumenical work of developing connections with other churches in the Diocese (DMNC015).

With the bishops, the Council will explore the option of creating one or two patrol ministries which will support and encourage ministry in the smaller and more isolated congregations of the Diocese (DMNC018). It will also look at ways of reinventing the ministry of lay reader with appropriate discernment, training and formation (DMNC019).

As part of continuing governance reform the Council will undertake the responsibilities entrusted to it by its ordinance (DMNC016) and develop policies, procedures and practices reflecting its role as Standing Committees of the Diocesan Council (DMNC017).

theological and biblical resource on a critical question to be considered across the Diocese in discussion groups and as part of a conference session at each Synod (FAOC001).

The Faith and Order Commission will help us in 2019 hear the experience of LGBTQ+ people and develop a diocesan understanding of and response to what we hear (FAOC002).



## NEWCASTLE ANGLICAN CHURCH CORPORATION

In 2017, the Diocese embraced major reform of its governance and created the Newcastle Anglican Church Corporation. The Board of the Corporation is also the Board of the Anglican Savings and Development Fund and of the Trustees of Church Property for the Diocese of Newcastle.

The NACC has primary responsibility for the temporal affairs of the Diocese and advising the Bishop and Diocesan Council on those affairs. It is also responsible for advising the Bishop and the Diocesan Council on the strategic, financial and risk matters of the Body Corporates of the Diocese (the agencies and schools).

The NACC joins with the whole of the Diocese in committing this work to prayer and reflection (NACC001).

### **Financial Reporting**

In relation to financial reporting and budgeting the NACC will:

- Plan and implement strategy for General Purpose Financial reporting for the Diocese (NACC002);
- Plan and implement a strategy for a consolidated report for the unincorporated entity known as the Anglican Diocese of Newcastle (NACC003);
- Ensure accurate reporting of diocesan assets and finances by developing a Fixed Asset Register for the Diocesan Office and Office related properties (NACC004) and developing a comprehensive land and building register for the Trustees (NACC005);
- Enable good tracking of use of financial resources by implementing enhanced cost-centre reporting (NACC007);
- Identify and implement improvements to parish-based accounting and reporting the NACC will develop a common form of accounting for parishes (NACC009) and explore a user-pays book-keeping service for parishes (NACC010).

### **Effective Expenditure and Budgeting**

In relation to income generation and effective expenditure to enable recruitment and retention of staff; and program funding the NACC will:

- Work with Anglican Care, Samaritans and the Newcastle Anglican Schools Corporation to identify areas of saving through common procurement (NACC013);
- Ensure budget process reflects key priorities of diocesan ministry, mission and administration (NACC014);
- Ensure budgeting systems that enable appropriate prioritisation of expenditure the NACC will develop a three-year budget cycle (NACC006) and develop capital expenditure budgeting (NACC008).

### **Oversight of Diocese Corporate Bodies (the agencies and schools)**

In exercising financial oversight of the agencies and schools, the NACC will be mindful of their call to be an expression of Christian discipleship through the Anglican Church of Australia (NACC015).

The NACC will seek regular feedback on risk (including financial risk) from diocesan entities (NACC016) and meet with the Chair and CEO of each entity every six months (NACC017).

The NACC will take a strong role in the recruitment of Board members for the Diocesan Body Corporates ensuring the breadth of membership and skills (NACC018).

The NACC will have in place processes to oversee the compliance regime applying to each of the Body Corporates and their conformity or readiness for conformity to those regimes (NACC0019). ►

The NACC joins with the whole of the Diocese in committing this work to prayer and reflection.



## NEWCASTLE ANGLICAN CHURCH CORPORATION (CONTINUED)

### **Redress, Survivor Support and Church Safety**

In assisting the Diocese provide support to survivors of child sexual abuse the NACC will ensure cash is available to meet redress claims as required (NACC020) and assist in finding funds to enable church safety and survivor support initiatives to be implemented (NACC021).

### **Building Strategy**

As part of developing the strategic mission of the Diocese, the NACC will ensure high-quality information around church properties for decision making (NACC022).

The NACC will develop policies and procedures that promote accessibility to buildings and services in the Diocese with the aim that all buildings are accessible by December 2021 (NACC023).

### **The Anglican Savings and Development Fund**

The key work of the NACC in relation to the Anglican Savings and Development Fund (ASDF) is to:

- Pay reasonable interest to ASDF depositors (ASDF001);
- Ensure the capital adequacy of ASDF (ASDF002);
- Provide a grant distribution to the Diocese (ASDF003);
- Provide competitive fixed and variable financing to Anglican parishes, schools and agencies (ASDF004);
- Manage the risk/return of the ASDF (ASDF005);
- Ensure the ASDF is managed prudentially (ASDF006);
- Maximise income generation for the ASDF within approved risk framework (ASDF007).

### **The Trustees of Church Property**

The key work of the Trustees of Church Property for the Diocese of Newcastle in relation to resource and asset management is to:

- Pay a reasonable return on pooled funds in synthetic unit trust (DTCP001);
- Manage the risk/return of synthetic trust investments (DTCP002);
- Review Trustee investment policy especially the management of investments not managed by external Funds Managers (DTCP003);
- Ensure effective management of specific restricted trusts (such as the See Fund) (DTCP004);
- Ensure the Endowment Funds, Restricted Trusts and Synthetic Unit Trust are managed prudentially (DTCP005);
- Ensure efficient implementation of trust property transactions (DTCP006) and the decisions of the Diocesan Council in relation to church trust property (DTCP007);
- Ensure the maintenance of buildings forming part of Investment Pool and See Fund (DTCP008) and to develop long-term capital improvement and maintenance plans buildings forming part of Investment Pool and See Fund (DTCP009);
- Maximise income generation for the Trustees within approved risk framework (DTCP010);
- To oversee the Diocesan Insurances (DTCP011);
- To ensure that the Diocesan Office has high quality (and where practical digital) recordkeeping processes in place (DTCP012).

### **Diocesan Office**

The NACC Board oversees the work of the Diocesan Chief Executive and Diocesan Office.

Alongside the ongoing administrative work of the Diocese Office, it will:

- Assist Incumbents and Parish Councils develop and implement accessibility plans (DOFF001);
- Implement processes to provide assurance that the Diocese is complying with Canons, Ordinances and Policies in force in the Diocese (DOFF002);
- Establish processes to ensure that the NACC (and related groups) and parishes are aware of compliance requirements of Commonwealth Law, State Law and the Diocesan Canons, Ordinances and Policies (DOFF003);
- Assist the NACC (as Trustees) review diocesan insurances (DOFF004);
- Provide high-quality recordkeeping for the safe ministry systems of the Diocese (DOFF005) and participation in safe ministry education (DOFF006);
- Establish a process to ensure continuous improvement in safe ministry practices in parishes as part of the WHS system including safe ministry audits (DOFF007);
- Assist with national church audits of Safe Ministry in the Diocese (DOFF008).

### **Governance**

As part of continuing governance reform the NACC will undertake the responsibilities entrusted to it by various ordinances (NACC024) and develop policies, procedures and practices reflecting its role as Standing Committees of the Diocesan Council (NACC025).

In assisting the Diocese provide support to survivors of child sexual abuse the NACC will ensure cash is available to meet redress claims as required and assist in finding funds to enable church safety and survivor support initiatives to be implemented.



## PROFESSIONAL STANDARDS, SAFE MINISTRY AND SURVIVOR SUPPORT

The Professional Standards Committee (PSC) was established in 2005 and its work has continued to develop since then. It has the primary responsibility for assisting the Bishop and the Diocesan Council develop and implement policy for the protection of children and vulnerable people, and address related risks, and the appropriate support and redress for survivors of abuse.

### **Safety Standards**

The PSC and staff have a leading role in assisting the Diocese implement the *General Synod Standards for Safe Ministry* and the *Child Safe Standards* proposed by the Royal Commission (DPSC001). They will contribute to the continuous improvement of *General Synod Standards for Safe Ministry* (DPSC002).

### **Survivor Support**

The PSC and staff assist the Survivor Support Service and the Bishop in ensuring care for survivors of sexual abuse and child abuse within the Diocese applying the principles of trauma-informed support (DPSC003).

### **Education**

In relation to safe ministry education the PSC and staff ensure the provision of education and training around practices that ensure care and safety of children and vulnerable people (DPSC004).

### **Investigation and Case Management**

In relation to the work of protection and discipline, the PSC and staff ensure best practice approaches adopted to investigation and case management (DPSC005) and the improvements to data collection and data management (DPSC006).

### **Compliance**

The PSC and staff assist the Diocese to comply with NSW Working with Children Check requirements (DPSC007) and will assist the Diocese to comply with requirements to work with the NSW Ombudsman and Office of Children's Guardian following relevant changes to NSW law (DPSC008).

### **Safe Environments**

The PSC and staff join in the work of ensuring people are able to participate in church activities in safety by conducting risk assessments of Persons of Concern (DPSC009), establishing safety agreements (Worship Agreements) with Persons of Concern (DPSC010), limiting participation of Persons of Concern who do not enter into or fail to comply with Safety Agreements (DPSC011), and responding promptly to incidents related to Persons of Concern (DPSC012).

### **Safe Ministry Audit**

The PSC and staff will assist the Diocesan Office establish a process to ensure continuous improvement in safe ministry practices in parishes as part of the WHS system including safe ministry audits (DPSC013) and assist with national church audits of Safe Ministry in the Diocese (DPSC014).

### **Governance**

As part of continuing governance reform the PSC will undertake the responsibilities entrusted to it by various ordinances (DPSC015) and develop policies, procedures and practices reflecting its role as Standing Committees of the Diocesan Council (DPSC016).

The Professional Standards Committee has the primary responsibility for assisting the Bishop and Diocesan Council develop and implement policy for the protection of children and vulnerable people, and address related risks, and the appropriate support and redress for survivors of abuse.

