



# GOVERNANCE FRAMEWORK



**LUTHERAN  
CHURCH**

OF AUSTRALIA

where love  
comes to life

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# 1 PURPOSE

This Governance Framework is for the internal governance and management of the Lutheran Church of Australia (LCA or ‘the church’). It sits under the church’s constitution, which is the church’s prime governance document, as the key resource on governance. It outlines a number of key governance principles for the church to implement, consistent with its ecclesial foundations and values, its constitution and by-laws and secular requirements regarding governance in the world in which it ministers.

Its prime purpose is to ensure the districts, boards, congregations, commissions, committees, councils and auxiliaries of the church (for the purposes of this framework hereafter generally referred to as ‘agencies’ – refer to Appendix 3 for a full listing) have a common understanding of how they govern, operate and function within the foundations (refer to Section 2 Foundations) of the church.

This framework also provides some assurance to civil authorities that the church is governed and managed in a way that enables it to meet its civil requirements.

It also provides a framework for those Lutheran services in Australia that provide education, welfare and aged-care services to develop governance documentation in accordance with the mission and values of the church and in fulfilment of their civil requirements.

It is expected that this framework will assist with the understanding of how the church is responding to the need to interact with society in a manner that is in keeping with the theology of the church and the laws of the land. Its policies and procedures are a means by which the church articulates how it approaches decision-making and subsequent action in a manner that reflects the responsibility it has before God and the state.

Flowing from this framework, the church maintains a separate Governance Policy document that contains the key governance policies of the church.

# 2 FOUNDATIONS

All actions within the church, such as the incorporation of its districts, agencies and Lutheran-related services, will be consistent with its confessional basis as articulated in Article 2 of its constitution, which states:

*The church accepts without reservation the Holy Scriptures of the Old and New Testaments, as a whole and in all their parts, as the divinely inspired, written and inerrant word of God, and as the only infallible source and norm for all matters of faith, doctrine and life.*

*The church acknowledges and accepts as true expositions of the word of God and as its own confession all the Symbolical Books of the Evangelical Lutheran Church contained in the Book of Concord of 1580, namely:*

- *the three ecumenical creeds: the Apostles Creed, the Nicene Creed and the Athanasian Creed*
- *the Augsburg Confession*
- *the Apology of the Augsburg Confession*
- *the Smalcald Articles*
- *the Small Catechism of Luther*
- *the Large Catechism of Luther*
- *the Formula of Concord.*

## 3 ECCLESIAL PRINCIPLES AND VALUES

The Governance Framework is informed by key principles that reflect the church's identity as both a fellowship of believers in Christ and an entity that is recognised by the state with certain rights and responsibilities.

- The church is one united body, although it consists of many parts.
- The church is, in its essence, a body of believers and, therefore, does not narrowly define itself by legal status.
- The church establishes legal entities in order to operate in particular contexts and meet its obligations to the state; they are not the fundamental basis of our relationships with each other.
- The church, through its constitution and by-laws, establishes that these relationships are not driven by demand or command but in the spirit of Christian fellowship.
- The church, for the sake of good order and effective operation, has established the General Synod as the highest decision-making body of the church. It is in this spirit of fellowship, and based on the constitution and by-laws, that the agencies of the church comply with and act in a manner consistent with the decisions of the Synod.
- The districts (through their church councils/boards) and agencies of the church report to the General Church Board. This recognises the role of General Church Board in ensuring that the decisions of Synod, including any decisions General Church Board makes in acting as Synod between Conventions of Synod, are implemented in an effective and consistent manner across the church.
- LCA districts, agencies and Lutheran-related services respect the principle that, in the event of any inconsistency between their strategies and policies and procedures and those of the church, the church strategies, policies and procedures prevail, except where legal obligations necessitate otherwise.

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

### *Shaped by the gospel of grace*

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

### *United in Christ*

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

### *Blessed by relationships*

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

*Inspired by compassion*

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

*Marked by integrity*

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

(From: LCA 'Our Direction 2018–2024')

In summary, based on our foundations, our ecclesial values and the objects of our church, key values that underpin all that we do, including how we should govern as outlined in this framework, could be discerned from Sections 2, 3 and 5 of this document as: Christian fellowship and love, respectful relationships, listening, being humble, wellbeing and care, supporting, cooperating and building up one another, participation by believers, teaching and learning, compassionate actions and service, ministering to human need, unity and peace, order and consistency, integrity, stewardship excellence, effectiveness and accountability.

## 4 LEGAL STATUS OF THE CHURCH

The Lutheran Church of Australia Incorporated is an association incorporated under the *Associations Incorporation Act 1985* of the state of South Australia.

This civil incorporation means that the church has certain rights and obligations in civil law in addition to promoting and implementing its objects.

**The constitution** of the church was adopted by the Closing Conventions of The Evangelical Lutheran Church of Australia Incorporated and the United Evangelical Lutheran Church in Australia Incorporated, both held in October 1966, and by the Constituting Convention of the Lutheran Church of Australia Incorporated on 29 October 1966.

The constitution is the core governance document for the church and is the basis for the governing frameworks and instruments of all the church's agencies.

**Districts and various agencies and Lutheran-related services** have been separately established to carry out specific functions and tasks. In some cases they have been incorporated to meet the legislative requirements of a legal entity within a given jurisdiction (refer to Appendix 3 for a full listing). While distinct agencies, they promote and implement the Objects of the Church as defined by its constitution.



## 5 THE OBJECTS OF THE CHURCH

Flowing from our beliefs and values comes the purpose of our church. This is described in our constitution in the form of ‘objects’.

The Objects of the Church are articulated in Article 3 of its constitution, and they outline a shared mission to take God’s saving love in Christ to people. The article states:

*The Objects of the Church are to:*

- (a) *fulfil the mission of the Christian church in the world by proclaiming the word of God and administering the sacraments in accordance with the confession of the church laid down in the preceding Article 2*
- (b) *unite in one body evangelical Lutheran congregations in Australia and New Zealand for the more effective work of the church*
- (c) *promote and maintain true Christian unity in the bond of peace*
- (d) *ensure that preaching, teaching and practice in the church are in conformity with the confession of the church*
- (e) *provide pastors and teachers and other church workers for service in the church and its congregations, and for this purpose to establish and maintain institutions for their training*
- (f) *encourage every congregation to carry out its mission to its local community*
- (g) *establish, develop and support new congregations where it is not possible for individual congregations to do so*
- (h) *support and cooperate with selected churches in other lands as they seek to carry out their mission*
- (i) *dialogue with other Christian church bodies*
- (j) *establish and maintain schools and other institutions and to foster all other means whereby the members of the congregations receive Christian education*
- (k) *cultivate uniformity in worship, ecclesiastical practice and customs in accord with the principles laid down in Article X. of the Formula of Concord*
- (l) *publish, procure, and distribute literature compatible with the confession and principles of the church*
- (m) *minister to human need in the name of Jesus Christ our Lord in the spirit of Christian love and service, and to provide institutions and agencies for this purpose*
- (n) *maintain and promote a culture of care in all areas of the church and its activities, so that all people, especially the vulnerable such as children and the aged, are protected against any form of spiritual, emotional, physical and sexual abuse by ensuring that:*
  - 1 *appropriate governance and leadership structures are in place*
  - 2 *policies and procedures are appropriately prescribed*
  - 3 *a culture of safety and care for children and all people is actively encouraged and practiced*
  - 4 *the wellbeing of congregations, pastors, teachers and other church workers in the performance of their duties and the maintenance of their rights is supported and promoted.*

## 6 THE CHURCH: AN OVERVIEW

### 6.1 Formation and function

The church consists of:

**Member congregations** (Article 4 of its constitution) of baptised members who have chosen to become part of one united body and have agreed to:

- voluntarily join together to establish a wider fellowship in the faith
- participate in the work of the church and to promote its objects, especially those that congregations by themselves cannot effectively do alone.

The church has organised itself into:

**Districts** (Article 9 of the LCA Constitution), which comprise geographic regions determined by the church, and have been established for the promotion of the Objects of the Church by its members within those defined areas, with responsibilities to:

- exercise general supervision over the members of the ministry and the congregations of the church within its area
- collaborate with the officials, boards and councils of the church in carrying out the work undertaken by the church
- carry out such additional duties and responsibilities as are assigned to the districts in the by-laws of the church or by resolution of the church.

The church is further supported by:

**Boards, councils, commissions, committees, auxiliaries and other bodies** (as outlined in Section 1, referred to as 'agencies' for the purposes of this framework), as well as other Lutheran-related services that may be established from time to time by the church to carry out its objects.

### 6.2 Authority and responsibility

**For the good order and effective functioning of its work**, an appropriate balance of responsibility and authority between the church and its various expressions is essential.

**In respect to member congregations**, the jurisdiction of the church includes the following rights (Article 6.7):

- a) to ensure faithful adherence to the confession of the church
- b) to apply discipline when departure from the doctrine of the church is evident
- c) to enlist wholehearted cooperation in the program approved by the church in the fulfilment of its objects
- d) to take action when persistent disregard of the resolutions of the church or the district is evident.

**In respect to the districts**, the church:

- defines their number and boundaries (Article 9.1)
- shall ensure that the district constitutions and by-laws are in accordance with constitution and by-laws for districts prescribed by the by-laws of the church constitution, and any changes must be approved by General Synod or the General Church Board (Article 9.2)
- assigns them to carry out such additional duties and responsibilities as prescribed in the by-laws of the church or determined by resolution of the church (Article 9.3c).

**In respect to the boards and councils,** the church:

- prescribes their rights and duties (Articles 8.5 and 8.8)
- approves their terms of reference and/or constitutions and any changes thereto (by-laws Section 8.7)
- exercises such oversight of Lutheran-related services as necessary to protect its integrity and standing and to meet its fiduciary duties.

**In respect to commissions and standing committees,** the General Church Board:

- prescribes their rights and duties and approves their terms of reference and any changes thereto (Article 8.3).

## 6.3 LCA governance structure

The LCA's governance structure is outlined as follows:

- The church is ultimately 'governed' by the mission of God through word and sacrament, as expressed in the theological foundations outlined in Section 2.
- The church, consisting of member congregations, exercises its highest governance authority through the General Synod where the direction of the church is established, as articulated in its constitution.
- The church, through the General Synod and the General Church Board, is accountable to its members.
- The church is responsible for ensuring that the constitution is upheld and its objects pursued. For this purpose, it approves policies and strategic directions that are appropriate for the particular time and place, in accordance with the laws of the land and consistent with good order and best practice (insofar as they are not in conflict with its theological foundations).
- The church has established the General Church Board, which has authority to make decisions between Conventions of Synod, as prescribed in the constitution in Article 8.3 and the by-laws in Section 8.4. Its role is to ensure the good governance of the church, including:
  - (a) direct oversight of matters for which it is directly responsible as outlined in the by-laws, which includes the administrative functions of the church
  - (b) oversight of commissions, committees and auxiliaries to ensure that they fulfil their purpose established by the General Synod or the General Church Board itself
  - (c) oversight of agencies of the church to whom have been delegated certain governance and management roles and responsibilities but are directly accountable to the General Church Board
  - (d) review the work of districts, who have been delegated certain functions by the church (Article 9), to ensure the implementation of the policies and programs of the church and that activities are carried out in a manner consistent with its constitution and objects
  - (e) oversight of congregations in respect to those matters where authority and powers have been vested in the church, as outlined in its constitution.

**In summary,** the church is one body, but consists of many parts each established to carry out specific functions to achieve the Objects of the Church and accountable to the church for their implementation.

Appendix 2 (Tables 1 and 2) on pages 26 and 27 represents how the church is structured in order to carry out its mission in a responsible and effective manner. It achieves this by exercising good governance in the form of appropriate policies, procedures and guidelines. These are applied through efficient management practices that are consistent with the church's theological foundations and its obligations under the laws of the land.



# 7 THE ROLE OF GOVERNANCE

## 7.1 We are already called to good governance

The church, working under its theological foundations, ecclesial principles and values, as outlined in Sections 2 and 3, is called by God to be good stewards of the gifts he provides to it.

It is also called to ensure all things are done decently and in good order.

The church has recognised in its constitution the importance of good governance and management in its mission task. In particular, Object (n) extends a broad responsibility to the church to:

- (n) *maintain and promote a culture of care in all areas of the church and its activities, so that all people, especially the vulnerable such as children and the aged, are protected against any form of spiritual, emotional, physical and sexual abuse by ensuring that*
  - 1 *appropriate governance and leadership structures are in place*
  - 2 *policies and procedures are appropriately prescribed*
  - 3 *a culture of safety and care for children and all people is actively encouraged and practiced*
  - 4 *the wellbeing of congregations, pastors, teachers and other church workers in the performance of their duties and the maintenance of their rights is supported and promoted.*

This requires the church to carry out its work in a manner that is consistent with its theological foundations and constitution and applies best practice principles that at a minimum comply with its legal obligations.

## 7.2 Secular governance values and requirements

The church is also a legal entity subject to secular governance values and requirements. The values that underpin secular governance requirements are values that are important to the church too. They include values such as being ethical and doing what you are meant to do; being competent to carry out your duties; being systematic; being clear, open and transparent; being compliant with laws, regulations, contracts and policies; managing operations, finances, risk and reporting requirements appropriately; and being accountable to the members of your organisation, to the community and to those the organisation has a duty of care.

A more detailed understanding of secular governance requirements can be found in the frameworks, guidance, principles, standards and/or requirements of a number of agencies such as the Governance Institute of Australia (GIA), Australian Institute of Company Directors (AICD), Australian Securities and Investments Commission (ASIC), Financial Services Council (FSC) and the Australian Charities and Not-for-profits Commission (ACNC) to name just a few.

## 7.3 Our understanding of good governance

Governance is about HOW we go about ensuring we achieve our mission, that is, HOW we will go about achieving the objects of our church (not about WHY we have a mission or WHAT our mission or strategic objectives should be). It is a 'how' response to the 'why' and 'what' of our church.

Accordingly, our Governance Framework and governance policies must be based on and be consistent with our underpinning theological and ecclesial beliefs and values, as well as the secular values and requirements concerning governance. (This is why a summary of those key aspects to governance were outlined earlier in this document.)

There is not one agreed definition of governance within Australia and New Zealand. For the purposes of this document, *governance* is understood to be the systematic exercise of authority, direction and control within an organisation. It encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. It is the framework of rules, relationships, systems and processes within and by which stewardship is exercised and controlled.

In very small agencies, all these functions may be carried out by the same person/s. In a large organisation like our church, it is only practical for these functions to be differentiated with some persons being accountable for governance oversight, others for governance, others for management, and others mostly focusing on carrying out the day-to-day mission and ministry of the church.

Good governance is ensuring that our governance framework, our church culture, our standards of behaviour, all structures within our church, and all our governance and operational policies, systems, processes and procedures are based on, and consistent with, our underlying beliefs and values (as well as secular requirements) in a way that best enables us to achieve the mission and objects of our church.

In summary, the church understands good governance to encompass the following key characteristics:

- a systematic approach that clearly defines authority, accountability, compliance, risk, stewardship and leadership for the purposes of effective management and control to direct the church in the pursuit and long-term sustainability of its objects (for definitions of key terms, refer to Appendix 1)
- a clear understanding of the roles, responsibilities of and relationships between the church, the districts and agencies, and a structure to ensure that the rights, responsibilities and accountabilities are understood and practised
- a clear understanding of the inter-relationships between governance (directors/council members), management, members and all those for whom it owes a duty of care, or to whom it is accountable (employees, pastors, regulators, auditors, creditors, financiers, suppliers etc)
- an agreed framework that guides the church and its practices, which include:
  - (a) a common vision for mission and ministry
  - (b) exercise of responsibility as outlined in Object (n) through:
    - appropriate standards of ethics and value-based decision-making
    - support structures for effective performance (including performance assessment)
    - an agreed level of skill and experience requirements for governance bodies
    - fair and transparent staff recruitment processes, incorporating induction and ongoing training and development
    - accountability mechanisms, including formal reporting.
    - meaningful participation in governance by members of the church with governance structures being accountable back to the members of the church.

The above characteristics are consistent with the Australian Charities and Not-for-profits Commission's (ACNC) five governance standards:

Standard 1 – Purposes and not-for-profit nature

Standard 2 – Accountability to members

Standard 3 – Compliance with Australian laws

Standard 4 – Suitability of responsible persons

Standard 5 – Duties of responsible persons

## **7.4 Good governance is a work in progress**

The church, through the General Church Board, district councils/boards and other governance boards and councils, recognises its role in overseeing the development and implementation of processes that reflect good governance. It also understands that these processes must be embedded into the daily operations of the church in order to have the best opportunity to achieve its mission.

The General Church Board has developed and approved a Governance Policy (available on the LCA website) to be read and used in conjunction with this Governance Framework document.

The General Church Board, district councils/boards and governance boards/councils acknowledge that no matter how effective it believes its governance might be, it must continue to consider, review, test and change processes in order to make continued improvement.

It is for this reason that good governance is an important goal in the LCA 'Our Direction 2018–2024' (available on the LCA website).

## 8 KEY GOVERNANCE PRINCIPLES

Taking all the above into account, the church has identified for itself the following governance principles and key performance indicators.

It is important that every district, agency and Lutheran-related service at each level (churchwide, district, local) within the church is aware of its responsibilities and to whom it is accountable for its work.

These responsibilities need to be reflected in appropriate policies, procedures and practices, guided by the principles outlined in this section. The application of these principles (which are broadly consistent with the '10 Not for Profit Governance Principles' developed by the Australian Institute of Company Directors) in the form of policies and procedures will vary according to the nature of the agency and will be commensurate with the size and complexity of its work.

### 8.1 There is a systematic and clear governance framework

The requirements to achieve this principle will vary according to the context, but the key indicators include:

- an agreed governance framework is in writing that guides the agency and its practices, and is subject to periodic review
- a systematic approach and clear definitions in regard to responsibility, accountability, authority, compliance, risk, stewardship and leadership for the purposes of effective management and control to direct the agency in the pursuit and long term sustainability of its objects
- a true accountability to owners/members, which enables members to exercise appropriate control over the governing body, ensuring governance legitimacy from their perspective, and at the same time ensuring that members are suitable and committed to the objects of the agency
- roles and responsibilities that are clearly articulated in writing, known and monitored: particularly distinguishing between the different but complementary roles of governance and management
- the inter-relationships between governance/governors, management, members and all those for whom it owes a duty of care or to whom it is accountable are clearly understood
- the roles, responsibilities and relationships between the governing body of the agency and the church being clearly understood in respect to all governance matters
- a structure/system is in place to ensure the rights, responsibilities and accountabilities of governance are implemented/practiced. Persons accountable for good governance need to have sufficient assurance/evidence that good governance is indeed occurring
- governance arrangements align with and support the direction and strategic decisions of the church (currently 'Our Direction 2018–2024')
- appropriate authorities and delegations are in writing and understood by the leadership team for the effective operations of the agency, and are monitored. (It is important that each delegation outlines 'responsibility', 'accountability' and 'authority')
- operating procedures of the governing body (eg meeting processes) are in writing, practiced, effective and efficient
- sound accountability mechanisms, such as reporting, are formalised and practiced.

#### Minimum governance documentation required of agencies of the church

1. Governance Framework/Policy
2. Authorities and Delegations Policy/List
3. Governing Body Operations Procedures/Manual

## 8.2 Staying true to purpose

It is a fundamental requirement that governing bodies ensure the agency does what it was set up to do and does so in the right way. There must be:

- maintenance of a Lutheran ethos that permeates through all aspects of the agency and its work. It is important that policies, systems, processes and structures within the church and its agencies reflect the fact that the church is at its core a fellowship of believers where relationships and meaningful participation by members in governance is important
- a clear vision for mission and ministry that contributes to the vision where God's love in Christ comes to life in people everywhere through a Lutheran Church that joyfully receives, lives and shares the gospel
- an alignment of the agency's values with the core values of the church, and that the values are documented
- a commitment to high standards of ethical behaviour, which are in writing, communicated, understood and applied
- vigilance in ensuring the agency's purpose and objectives are carried out in a manner consistent with its governing instrument (eg constitution or terms of reference).

In addition to the above, where it is applicable to the agency, it must ensure:

- its objects are charitable to meet Australian Charities and Not-for-profits Commission (ACNC) and Australian Taxation Office (ATO) requirements
- Public Benevolent Institution (PBI) requirements are met and its eligibility for this status is reviewed regularly
- there is a clear expression of charitable purpose for any non-charitable or commercial activities that are conducted
- there is a non-distribution ('wind-up') constraint regarding assets in its governing instrument.

### **Minimum governance documentation required of agencies of the church**

1. Constitution/terms of reference
2. Mission and values statement
3. Code of conduct/Standards of Ethical Behaviour

## 8.3 Maintaining a clear direction

It is very important that governing bodies take seriously their responsibility to set the direction of the agency. The key elements to carrying out this role include:

- establishing and implementing an agreed and documented strategic planning system
- articulating a statement that summarises the direction of the agency or the outcome it hopes to achieve (its vision)
- developing a direction with goals and objectives; ensuring the agreed direction:
  - is underpinned by the agency's core purpose and is consistent with its values
  - involved consultation and engagement with other bodies, both internally and externally, to help shape the agency's future direction
  - aligns with and supports the direction of the church and identifies opportunities to work with other church agencies
  - is supported by a way to measure progress; is circulated, communicated and widely known; and is regularly monitored
  - the structure, staffing and resourcing of the agency is reviewed to support the agreed direction.

### Minimum governance documentation required of agencies of the church

1. Strategic Direction/Plan
2. Strategic Planning Policy/Process
3. Stakeholder Communication Plan

## 8.4 Setting of 'high-level' policies

The governing body is responsible for setting the broad policy framework that shapes how things are to be done in and by the agency. There are a number of aspects to carrying out this role to a satisfactory level, which includes:

- establishing and implementing an agreed and documented policy development process for implementation throughout the agency, consistent with the church's expectations (refer to Section 10 Policy Framework)
- identifying the key, strategic policies that must be developed to meet its own requirements, as well as of the church and external bodies (eg regulators and funders). This will include:
  - engaging in appropriate consultation and participation, both internally and externally, in drafting the policies (refer to Section 10.2 Policy development principles),
  - ensuring the policies are written, circulated, and known (eg at induction, by training, and in review)
  - adopting a process to monitor and review the policies on a regular basis.
- a willingness to address difficult and controversial policy areas, where necessary, in order to provide governance leadership to the agency.

### Minimum governance documentation required of agencies of the church

1. Policy Development Policy
2. Register of key strategic and governance policies



## 8.5 Support and supervision of senior personnel

The governing body of an agency is responsible for the appointment/calling, support and supervision/management of its key leaders. Good practice in this area will include:

- developing and applying fair and transparent policies and procedures that address all stages of a person's employment or call to the agency from recruitment to the end of their service
- position descriptions of senior staff the governing body appoints are up to date (this will also be relevant to pastors with a position description in addition to their letter of call)
- the recruitment process is rigorous and appropriate screening (eg working with children checks) has been completed
- a thorough induction and orientation process is undertaken
- the implementation of a structured appraisal process and support for appropriate education and development opportunities
- support structures are in place, such as professional supervision and access to other forms of assistance (eg employee assistance programs)
- ensuring that the adopted policies and procedures are consistent or comply with the church's policies and requirements for pastors and church workers
- regular reporting from the key leaders to the governing body that address information and key issues determined by the governing body
- the adoption of a senior personnel succession strategy that is clear, agreed and known.

### Minimum governance documentation required of agencies of the church

1. Policies and procedures for senior personnel
2. Position descriptions of staff the governing body appoints
3. Senior personnel succession strategy

## 8.6 Exercising appropriate control and oversight

It is critical that governing bodies maintain adequate control and oversight of the work of the agency. There are a number of areas that should be addressed and reviewed on a regular basis:

- ensuring the agreed direction is implemented in accordance with its approved policies
- approving operational plans and budgets, and other activities involving significant expenditure
- satisfying itself that key policies (eg work health and safety; privacy) are kept up to date and are operationalised
- maintaining a good understanding of the work of the agency, as well as the key issues, both internal and external, that are or are emerging that may impact on the future of the agency
- actively inquiring into the critical aspects of the agency's operations, such as activity performance, finances, viability, compliance and risk management
- assuring itself that control and oversight processes are satisfactory for both governance and management purposes
- insisting that the agency maximises opportunities to collaborate and cooperate with other parts of the church for the mutual benefit of all parties and supporting God's mission in our communities and the wider world.

### Minimum governance documentation required of agencies of the church

1. Operational plans and budgets submitted for approval
2. Other significant expenditure plans and budgets submitted for approval
3. Risk Management Register
4. Compliance Register
5. Operational reports provided to governing body

## 8.7 Governance bodies have capacity appropriate to their responsibilities

It is essential that governing bodies have the capacity to carry out their roles and responsibilities and that they are performing them well. The LCA has moved away from a representational model for its governing and advisory bodies in favour of skills and competency-based membership. There must be policies and practices in place that:

- provide for a thorough appointments process in consultation with the church's Standing Committee on Nominations (where appropriate or required)
- ensure an appropriate mix of skills, personal attributes, qualifications and experience that is necessary for the board to fulfil its duties and is consistent with the broader policies of the church
- outline in writing the roles and responsibilities of the governing body
- outline in writing the governing body's policies and procedures, such as meeting procedures
- provide adequate induction and training for members to ensure that they understand the role of the governing body and their own individual duties and roles; are oriented to the work of the agency; and are familiar with the approved policies and procedures
- enable governing members ongoing access to relevant information and advice
- define the tenure of board members and have processes in place for succession
- evaluate board performance to ensure it is operating effectively. This includes maintaining effective

working relationships between members of the governing body and the senior leadership

- provide for training, either on an individual or collective basis, to address issues identified through regular board assessments
- establish committees, with written terms of reference, as may be required from time to time to support the board or council in carrying out its governance responsibilities
- are consistent with or apply to the church's Governance Policy, as appropriate.

#### **Minimum governance documentation required of agencies of the church**

1. Governing Body Appointments Policy and Procedure
2. Board Member Induction and Development Checklist/Policy
3. Governance evaluation review procedures
4. Terms of reference for committees of the governing body

## **8.8 Ethical and legal integrity and responsible decision-making**

Based on its theological foundations and its compliance with civil law, the church in its strategic direction (refer to the LCA 'Our Direction 2018-2024') has adopted integrity as a core value. In acting with integrity, governing bodies must:

- serve in a truthful, honest and open manner
- exercise care and diligence in meeting its fiduciary (making decisions in the best interests of the agency) and legal obligations regarding the proper use and management of resources and other assets placed in their care
- pay attention to problems raised in reports and ensure that appropriate action is taken
- take responsibility for personal decision-making
- accept and support collective decisions, unless there are reasonable grounds to dissent (eg evidence of illegality)
- respect the confidentiality of matters under board consideration
- ensure that decision-making is free from undue influence and conflicts of interest and that there are clear policies and procedures to address them as and when they arise
- on a regular basis (eg annually) discuss the duties and obligations of governing body members, including ethical and legal integrity and responsible decision-making, ensuring the discussion is minuted.

#### **Minimum governance documentation required of agencies of the church**

1. Code of conduct/Standards of Ethical Behaviour
2. Conflict of Interest Policy
3. Gift Acceptance Policy
4. Minuted discussions about the duties and obligations of governing body members

## 8.9 Care and diligence in financial matters

Governance bodies are expected to act with care and diligence in financial matters including having policies and procedures that address the following areas:

- Accounting methods are comprehensive (commensurate with the size and complexity of the agency), relevant and comply with applicable accounting rules and policies.
- Financial Operations Policy and Procedures are in writing.
- Financial delegations are clear, transparent and in writing.
- Financial reports present a true and fair view of actual performance and are received on a regular basis.
- There is a regular process of financial reporting, which may include monitoring by a committee of the board.
- Members are inquisitive about the agency's financial position (ie solvency, liquidity, sustainability and viability – short and medium term, cost efficiency, financial trends, management of assets, investments and loans, internal and external controls, sources of funding)
- Accounts are independently audited by an external auditor or otherwise in a manner consistent with the LCA's Audit Policy.
- The governing body approves budgets and activities involving significant expenditure in accordance with its policies.

### **Minimum governance documentation required of agencies of the church**

1. Financial Operations Policy and Procedures
2. Financial Delegations Policy
3. Audit Policy

## 8.10 Duty of care for people and compliance

Governing bodies are expected to ensure the agency is exercising its duty of care and meeting its compliance obligations. This includes:

- having policies and procedures that provide a comprehensive response to the church's commitment and responsibility to people involved in their area of ministry, including staff, the people served, supporters, and providers of services to the agency.
- adherence to:
  - church policies and procedures
  - government legislation
  - the agency's governing instrument
  - policies and procedures of the agency
  - contracts the agency has entered into.
- governing bodies ensuring that adequate compliance processes are in place and for regular reporting to the governing body and to relevant authorities.

**Minimum policy and/or procedure documents required of agencies of the church**

1. Work Health and Safety Policy
2. Child Protection Policy
3. Harassment and Abuse Policy
4. Church Worker (Personnel) Policy
5. Privacy Policy
6. Critical Feedback ('Whistleblower') Policy
7. Social Media Policy
8. Prevention of Risk of Harm from a Person of Concern Policy

## 8.11 Risk management

The church must manage risk in a manner that will ensure the Objects of the Church are achieved while protecting and mitigating the potential for harm to its members, those it seeks to serve, its reputation, or loss of or damage to its assets. Effective risk management maximises the effectiveness of mission and provides a solid foundation for ongoing mission and ministry. Effective risk management is not about being afraid of 'risk' or of doing nothing.

Governing bodies are expected to ensure effective risk management and have policies and procedures in place that include:

- taking a proactive and balanced approach to assessing and managing risk
- having an adequate risk management process in operation for the agency that:
  - regularly and comprehensively identifies and assesses risks (including the risk of missed opportunities)
  - lists strategies for the management of identified risks
  - clearly designates responsibility for the implementation of risk management strategies
  - communicates relevant risks and the mitigation strategies being implemented to key stakeholders involved
  - reports compliance against the risk management framework to ensure effective monitoring and control of risk.
- planned reviews of the risk management process itself to ensure best practice in this area.

**Minimum policy and/or procedure documents for agencies of the church**

1. Risk Management Policy and Risk Management Plan/Register
2. Fraud Policy and Management Plan

## 8.12 Engagement, reporting, evaluating and communications

The church is committed to a culture of openness, transparency, engagement and best practice, both internally (eg individuals, congregations and agencies) and externally: to those to whom it is accountable and to whom it owes a duty of care. Accordingly, governance bodies are expected to have policies and procedures in place that:

- enable appropriate consultation and participation, both internally and externally, in the setting of strategic directions and development of policies
- enact processes that are satisfactory for management and governance purposes
- ensure processes that meet mandatory reporting requirements to other bodies (either within the church, eg General Church Board, and externally, eg Australian Charities and Not-for-profits Commission (ACNC))
- support an appropriate level of engagement with and reporting from and to accountable bodies (eg to ACNC, consistent with ACNC governance standard 2)
- adequately communicate the work of the board in order to stimulate ongoing support for its work and confidence in the manner in which it is being carried out
- monitor and evaluate performance on at least an annual basis to assess whether objectives are being achieved, standards and policies are being applied, and obligations are being met.

### Minimum policy and/or procedure documents for agencies of the church

1. Monitoring and Evaluation Framework
2. Reporting Framework (including reporting templates)
3. Meetings Framework (meetings, conventions)
4. Communications Plan/Policy

## 9 STRATEGIC PLANNING FRAMEWORK

As mentioned earlier, the constitution is the core governance document for the church and is the basis for the governing frameworks and instruments of all the church's agencies. A central function of the constitution is to define the Objects of the Church.

The LCA 'Our Direction 2018–2024' complements the constitution by articulating the church's priorities within a given context and for a specific period of time, using its God-given gifts and resources. It provides direction for the church, and in so doing, is faithful to the implementation of its objects.

As all LCA districts, agencies and Lutheran-related services derive their legitimacy and mandate from the constitution of the church, they are accountable to the church in carrying out their work in a manner consistent with the strategic direction of the LCA (currently titled 'Our Direction 2018–2024', available on the LCA website).



# 10 POLICY FRAMEWORK

The LCA 'Our Direction 2018–2024' aims to ensure that the church is doing the right things. The aim of this Governance Framework is to ensure that the church is doing things right. It is essential that the church and all its agencies linked to it operate in a caring and responsible manner (consistent with the foundations and values of the church) and within the laws of the land.

Principles and standards outlined in this Governance Framework are minimum principles and standards; it does not proscribe agencies from establishing policies and procedures that exceed it, either in content or scope.

Flowing from this Governance Framework, the church has gathered a number of key governance policies into one document called the LCA Governance Policy (available on the LCA website).

In order to give effect to this Governance Framework and the related LCA Governance Policy, the church expects that all districts, agencies and services will have in place a consistent approach to policy development. The key principles and processes for policy development within the church are outlined below.

It is noted that the policy development framework outlined here in Section 10 is a work in progress and will no doubt be improved over the years based on user feedback.

## 10.1 Policy overview

The Executive Officer (CEO, Manager, Director) is responsible for presenting to the governance body for approval a high-level overview of any new or revised (if substantial changes are proposed) policy, in order to establish the brief for the owners of the policy.

The high-level overview will identify for each policy the proposed:

Owner	Governing or advisory body; department
Approver	Governing body (eg General Church Board)
Purpose	Overall result/expectation
High-level objectives	(Including reference to consistency with church objects and policies, as well as specific objectives: reduction of risk, consistent approach to particular issue/s, promote efficiency and effectiveness)
Audience/scope	Who this is relevant to
Visible to	Public or internal church
Who is responsible for implementation	Name of agencies
Who should be consulted in development of policy	Name of agencies
Effective date	
Review cycle	Every year, two years, three years

## 10.2 Policy development principles

The policy development process will be required to meet the following criteria:

- The content must be explicit in its intent and use clear and concise language.
- The process must be consistent with the theology of the church, and, therefore will, where necessary, include input from a person with suitable theological qualifications.
- The process must be consistent with the constitution and by-laws of the church and other church policies, as well as, where applicable, those of the relevant district.
- The process must be consistent with its own governance instruments, where applicable.
- The process must meet relevant legislative requirements and minimum standards of good practice.
- The process must have a well-developed implementation plan and review process that is presented to the approver with the policy document.
- The process must outline procedures for non-compliance with the policy.

## 10.3 Procedures

Procedures for the implementation of a specific policy are to be developed, monitored and periodically reviewed by each governance body for its specific environment (eg schools, aged care, community care).

## 10.4 Policy format

Policy documents will be developed within a standard format to ensure that there is a consistent approach to policy content across the church. The policy framework will include:

- theological foundation
- purpose
- audience/scope (relevant to)
- objectives
- policy statement
- procedural guidances (high-level guidance that informs procedures, without being detailed procedures themselves)
- responsible person/s (for implementation and reporting)
- definitions (only terms relevant and specific to the policy)
- references (relevant legislation, code of practice, church documents/policies)
- effective date
- review date
- document control (version, owner, approver)
- appendix/schedule of procedures by agency.

The policy development process will require adequate levels of consultation sufficient to satisfy the approving body that all relevant issues have been addressed. This may include the owner of the policy:

- seeking advice regarding the subject matter of the policy from the Churchwide Office, eg Professional Standards Department or Church Worker Support Department (where they are not the owner/ developer of the policy), to ensure that the policy is consistent with relevant constitutions and by-laws, and existing church and/or district policies and procedures
- seeking expert advice relevant to the policy area (finance, legal, regulators)
- requesting input and feedback from other relevant church agencies (as identified in the Policy Overview document) organised through the chairperson of the governance body (eg board, council, committee, commission)
- obtaining perspectives, as relevant and practical, from the agency's staff (including volunteers) and from those who will be affected by the policy (such as those people served by the agency).

It is the responsibility of the approving governance body to formulate an opinion, or provide feedback response to the policy, to the owner.

## 11 APPLICATION OF GOVERNANCE FRAMEWORK

All districts and agencies of the church are expected to operate within the Governance Framework of the church and consistent with the Governance Policy. They must:

- identify areas where the agency has no policy or procedures in place and put in place a process (as outlined in Section 10) and timeline to develop a policy and have it approved by the board
- review existing policies and put in place a process to amend them in order to be consistent with this Governance Framework
- report to General Church Board through the agency's board to confirm compliance with this Governance Framework.

Following approval of this Governance Framework by the General Church Board, the Churchwide Office will advise all church agencies that it is available to be used as a basis for the development of their governance policies and procedures.

The churchwide departments will provide assistance to ensure that governing bodies are compliant.

# 12 Appendices

## Appendix 1: Definition of Terms

**Governance** – for the purposes of this document, governance is understood to be the systematic exercise of authority, direction and control within an organisation. It encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. It is the framework of rules, relationships, systems and processes within and by which stewardship is exercised and controlled.

**Good governance** – is ensuring that our governance framework, our church culture, our codes of conduct, all structures within our church, and all our governance and operational policies, systems, processes and procedures are based on, and consistent with, our underlying beliefs and values (as well as secular requirements) in a way that best enables us to achieve the mission and objects of our church.

**Accountability** – being answerable for one's action/s or lack of action/s; liability to account for conduct and the fulfillment of obligations; being held accountable to achieve; and the obligation to bear the consequences for failure to perform as expected.

**Responsibility** – something that it is your duty, job or obligation to satisfactorily carry out or deal with. In organisations and agencies, responsibilities should be formally defined and written down, including the objectives to achieve, performance criteria, the standards of behaviour you are expected to adhere to, and how performance will be assessed.

**Authority** – the investment of sufficient legitimate power to enable a person to exert influence, including exercising command and control when necessary, in order to achieve delegated responsibilities.

**Agency** – for the purposes of this document, an agency is defined as a board or council of the church or a district of the church and a member congregation or parish of the church.

**Lutheran-related services** – for the purposes of this document, a Lutheran-related service includes a school that is a member of the Lutheran Education system; an aged-care or community services organisation, youth camp, outdoor education centre or bookshop operating under the auspices of a Lutheran organisation.

**Assurance** – a process that provides a level of confidence that objectives will be achieved within acceptable level of risk and defined requirements/obligations are being achieved to the standard required. In the context of internal auditing, assurance services are an 'objective examination' of evidence for the purpose of providing independent assessment on governance, risk management control process for the church. Management plans, organises and directs the performance of sufficient actions to provide reasonable assurance that objectives and goals will be achieved.

**Compliance** – a process and framework of identifying/defining/adhering to the requirements of laws, church, community and organisational standards and codes, principles of good governance and accepted community and ethical standards. Compliance is based on 12 principles that are grouped under 4 headings: commitment, implementation, monitoring and measuring, and continued improvement.

**Risk management** – the chance of something happening that will have an impact on objectives. These can be positive or negative. Risk management is the culture, processes and structures that are directed towards realising potential opportunities while managing adverse effects.

The Company Directors Manual says risk management:

*... is about assisting businesses to achieve their objectives, through performing their activities in a manner where they understand and expose themselves to the level of risk they are prepared to accept and are capable of bearing.*

It involves an organisation defining a framework on which risk management is applied within the organisation and identifying and assessing the key risks and the potential implication for the organisation. It forms a critical component of sound governance.

**Manage** – in its truest form, it means to control, conduct, handle, direct and guide with authority, specifically:

- manage: emphasises the idea of skilful handling of people and details so as to get results
- conduct: emphasises the idea of supervising the action of a group working together for something
- direct: emphasises the idea of guiding the affairs or actions of a group by giving advice and instructions to be followed.

**Management** – is the overall process and activities of guidance, regulation, control handling, and directing an organisation.

The management and operation of an organisation is carried out by the team appointed by the governance team (council, board, governance committee) to establish policies and processes to effectively manage and operate the organisation on behalf of the governance group and the organisation's members and stakeholders.

## Appendix 2: Lutheran Church of Australia – Governance Structure

TABLE 1 : Governance structure of the Lutheran Church of Australia, as at October 2020 (for illustrative purposes only)

General Pastors Conference GPC Nominations Committee	<b>GENERAL SYNOD</b>					
<b>Governance</b>	<b>GENERAL CHURCH BOARD</b>					
<b>Governance (Advisory)</b>	<b>Nominations</b>	<b>Constitutions</b>	<b>Finance, Audit &amp; Risk</b>	<b>Loan Management</b>	<b>Judicial System</b>	
<b>Delegated Governance/ Incorporation</b>	<b>Districts</b> (refer Table 2)	<b>LCA Boards &amp; Councils</b>				
<b>Advisory Committees</b>		Local Mission	Lutheran Education Australia	Australian Lutheran College	Finke River Mission	Australian Lutheran World Service
		Grow	Cross-Cultural	Lutheran Media	Ministry with the Ageing	New & Renewing Churches
<b>Management/ Delegated Governance Implementation</b>	College of Bishops	Bishop	Secretary of the Church	Executive Officer of the Church	Executive Director Local Mission	Executive Director
		Refer Table 2 for departments				
<b>Commissions Advisory Committees</b>	Worship	International Mission	Church Worker Support	<b>Auxiliaries/Other</b>		
	Theology and Inter-Church Relations	Archives	ICT	Lutheran Nurses Assn of Australia	Lutheran Women of Australia	Lutheran Men of Australia
	Social and Bioethical Questions (Incorporating Lutherans for Life)					Lutheran Super
<b>Legal &amp; Compliance</b>	LCA Policies	LCA Governance Framework	LCA Strategic Direction Framework	Govt. Legislation/Regulation		



TABLE 2: Expanded detail of Office of the Bishop and LCA Districts

CHURCHWIDE OFFICE						
Bishop	Secretary of the Church	Executive Officer of the Church	Local Mission Executive Officer			
	Public Theology	International Mission	Archives	Children, Youth and Family Dept (Grow Ministries)		
		Interim Ministry and Reconciliation Ministry		Church Worker Support Dept	Lutheran Media Dept	
				Communications Department	New & Renewing Churches Dept	
				Finance and Administration (including ICT)	Cross-cultural Ministry Dept	
			Professional Standards Dept	Ministry with the Ageing Dept		
Delegated Governance/ Incorporation	LCA District Governance					
	LCA New South Wales/ACT DCC	Lutheran Church of New Zealand Council of Synod	LCA Queensland DCB	LCA South Australia/Northern Territory DCC	LCA Victoria/ Tasmania DCC	LCA Western Australia DCC
	Office of Bishop Refer Appendix 3 for boards, councils and committees	Office of Bishop Refer Appendix 3 for boards, councils and committees	Office of Bishop Refer Appendix 3 for boards, councils and committees	Office of Bishop Refer Appendix 3 for boards, councils and committees	Office of Bishop Refer Appendix 3 for boards, councils and committees	Office of Bishop Refer Appendix 3 for boards, councils and committees
	Management (Delegated Governance)					

## Appendix 3: Lutheran Church of Australia – Agencies

### Lutheran Church of Australia

Name of body	Abbrev	Reports to	Function
General Church Board	GCB	General Synod	Governance
Standing Committee on Finance, Audit and Risk	FAR	GCB	Advisory
Standing Committee on Constitutions	SCoC	GCB	Advisory
Standing Committee on Nominations	SCoN	GCB	Advisory
Loan Management Committee	LMC	FAR	Advisory
College of Bishops	CoB	GCB	Advisory
Commission on Worship	CoW	CoB	Advisory
Commission on Theology and Interchurch Relations	CTICR	CoB	Advisory
Commission on Social and Bioethical Questions	CSBQ	CoB	Advisory
Board of Directors of Australian Lutheran College Ltd	BALC	GCB	Governance
Board for Australian Lutheran World Service	ALWS	GCB	Governance
Board for Finke River Mission	FRM	GCB	Governance
Board of Lutheran Education Australia	BLEA	GCB	Governance
Council for Local Mission	CLMiss	GCB	Governance
Committee for Child Youth & Family Ministry	CCYFM	CLMiss	Advisory
Committee for Ministry with the Ageing	CMA	CLMiss	Advisory
Committee for Lutheran Media	CLM	CLMiss	Advisory
Committee for New and Renewing Churches	CNRC	CLMiss	Advisory
Committee for Cross-cultural Ministry	CCCM	CLMiss	Advisory
Committee for International Mission	CIM	LCA Bishop	Advisory
Committee for Lutheran Archives	CLA	EOC	Advisory
Church Worker Support Advisory Committee	CWSAC	EOC	Advisory
IT Advisory Committee	ITC	EOC	Advisory
Lutherans for Life	LfL	CSBQ	Advisory
LCA Judicial Tribunal		GCB	Advisory
General Pastors Conference	GPC	GCB/Synod	Advisory
Lutheran Nurses Association of Australia	LNAA	GCB	Auxiliary
Lutheran Women of Australia	LWA	GCB	Auxiliary
Lutheran Men of Australia	LMA	GCB	Auxiliary
The Lutheran Laypeople's League of Australia Inc Board of Directors		General Synod (report only; not accountable to)	Governance
LCA Nominees		GCB	Governance

## New South Wales District

Name of body	Abbrev	Reports to	Function
NSW District Synod	Synod		Governance
District Church Council	DCC	Synod	Governance
Nominations Committee		Synod	Advisory
Finance Advisory Committee	FAC	DCC	Advisory
Property Trust		DCC/Synod	Administrative
Council for Lutheran Education Victoria, NSW and Tasmania	CLEVNT	DCC/Synod	Governance
St Pauls College Board of Management		DCC/Synod	Governance
Turning Point Ministry Camping Team	TPM	DCC	Advisory
Warrambui Management Board		DCC/Synod	Governance
Lutheran Aged Care Albury Board of Governance		DCC/Synod	Governance
Gunnedah Lutheran Aged Care Board		DCC/Synod	Governance
Lutheran Women of New South Wales	LWNSW	Synod	Auxiliary
Board of Schools		CLEVNT & Congregation	Governance (local)

## Lutheran Church of New Zealand

Name of body	Abbrev	Reports to	Function
LCNZ Synod	Synod		Governance
Council of Synod NZ	CoS	Synod	Governance
Finance Advisory Committee	FAC	CoS	Advisory
Salaries Advisory Committee	SAC	CoS	Advisory
Lutheran Homes Trust Board		Congregation & CoS	Governance
LCNZ Trust Board		CoS/Synod	Governance
Gateway Gift Trust Board	GGTB	Synod	Governance
Lutheran Support Ministries Committee	LSM	CoS	Advisory
Church Workers Conference		CoS	Advisory

## Queensland District

Name of body	Abbrev	Reports to	Function
Queensland District Synod	Synod		Governance
Pastors Conference		Synod	Advisory
District Assembly		DCB	Advisory
District Church Board	DCB	Synod	Governance
Executive of District Church Board		DCB	Advisory
Risk Audit and Finance Committee		DCB	Advisory
Constitutions Committee		DCB	Advisory
Nominations Committee		DCB	
Mission and Ministry Council		DCB	Advisory
Services Council	SC	DCB	Advisory
Education Council	EC	DCB	Advisory
Schools Assembly		DCB	Advisory
Youth Council		DCB	Advisory
Lutheran Women of Queensland		Synod	Auxiliary
Boards of schools and colleges		EC	Governance (local)
Committees of early childhood centres		EC or Congregations	Advisory
Committees of aged-care centres		SC	Advisory

## South Australia–Northern Territory District

Name of body	Abbrev	Reports to	Function
South Australia/Northern Territory District Synod	Synod		Governance
District Church Council	DCC	Synod	Governance
Constitutions Committee		DCC	Advisory
Nominations Committee		DCC	Advisory
Electoral Committee		DCC	Advisory
Committee on Discipline and Adjudication		DCC	Advisory
Aboriginal Ministry SA Committee	ABMINSA	DfM	Advisory
Lutheran Community Care Council	LCCC	DCC/Synod	Governance
Lutheran Aged Care Council	ACC	DCC/Synod	Advisory
Boards of aged-care centres		ACC	Governance (local)
Lutheran Education SA, NT and WA Council	CLENSW	DCC/Synod	Governance
Children and Families; Youth and Young Adults Team/s		DCC	Advisory
Immanuel College Council		LSA/Synod	Governance
Concordia College Council		LSA/Synod	Governance
Board of Lutheran Disability Services	LDS	DCC (under MoU)	Governance
Lutheran Women of South Australia and Northern Territory	LWSA/NT	DfM	Auxiliary
Lutheran Men of South Australia	LMSA	DfM	Auxiliary
Zones		District bishop	Advisory
Boards of schools and colleges		LENSW	Governance (local)
Camps and education centres (Trinity, Haven and Kedron)		Zone	Governance (local)

## Victoria–Tasmania District

Name of body	Abbrev	Reports to	Function
Victoria District Synod	Synod		Governance
District Church Council	DCC	Synod	Governance
Constitutions Committee		DCC	Advisory
District Call Committee		District bishop	Advisory
Electoral Committee		DCC	Advisory
Council for Ministry Support	CMS	DCC	Governance (subject to DCC)
Council for Lutheran Community Care		DCC	Advisory
Committee for Youth and Young Adult Ministry	CYYAM	CMS	Governance (subject to CMS)
Sunday Night at St John's Committee		CYYAM	Governance (subject to CYYAM)
South East Melbourne Regional Mission Council		CMS	Governance (subject to CMS)
Pakenham–Lakeside Mission Committee		CMS	Governance (subject to CMS)
Board of Management, Eventide Lutheran Retirement Homes		CMS	Management
Board of Management, Sunnyside Lutheran Retirement Homes		CMS	Management
Council for Lutheran Education Victoria, New South Wales and Tasmania	CLEVNT	DCC	Governance
Schools Assembly		CLEVNT	Advisory
Lutheran Women of Victoria		CMS	Auxiliary
Lutheran Men of Victoria		CMS	Auxiliary
This 'n That Committee		CMS	Management
Victorian Lutheran Camping Ministry Committee		CMS	Governance (subject to CMS)
Councils of schools and colleges		CLENVT	Governance (local)

## Western Australia District

Name of body	Abbrev	Reports to	Function
Western Australian Synod	Synod		Governance
District Church Council	DCC	Synod	Governance
Constitutions Committee	WACC	DCC/Synod	Advisory
Youth Committee LYWA	YC/LYWA	DCC	Advisory
Lutheran Homes Foundation (WA) Inc	LHF	DCC	Governance
Lutheran Women of Western Australia	LWWA	DCC/Synod	Auxiliary
Living Waters Lutheran College Board	LWLCB	LENSW	Governance (local)

This is how God  
showed his love  
among us: He sent  
his one and only Son  
into the world that  
we might live through  
him . . . No-one has  
ever seen God; but if  
we love one another,  
God lives in us and  
his love is made  
complete in us  
(1 John 4:9,12)



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