

C3 Church Hepburn Heights

GOVERNANCE POLICY

SENIOR MINISTER LIMITATIONS

Global Senior Minister Constraint
Financial Condition and Activities
Financial Planning and Budgeting
Treatment of Church Community
Treatment of Staff
Emergency Senior Minister Succession
Compensation and Benefits
Asset protection
Communication and Support to the Board

BOARD PROCESS

Global Board Commitment
Governing Style
Board Job Description
Agenda Planning
Chairperson's Role
Board Members' Code of Conduct
Board Task Force Principles
Cost of Governance

BOARD-SENIOR MINISTER RELATIONSHIP

Global Board Senior Minister Relationship
Unity of Control
Accountability of the Senior Minister
Delegation to the Senior Minister
Monitoring Senior Minister Performance

POLICY TYPE:
POLICY TITLE:

SENIOR MINISTER LIMITATIONS
GLOBAL SENIOR MINISTER CONSTRAINT

The Senior Minister will not cause or allow any practice, activity, decision or organisational circumstance that is either unlawful, imprudent, or in violation of scripture or business and professional ethics.

POLICY TYPE:
POLICY TITLE:

SENIOR MINISTER LIMITATIONS
FINANCIAL CONDITION AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Senior Minister shall not cause or allow the development of fiscal jeopardy or a deviation of actual expenditures from Board priorities.

Accordingly, the Senior Minister will not:

1. Expend more funds than have been received in the fiscal year to date.
2. Use any long-term maintenance or savings reserves.
3. Fail to settle payroll and debts in a timely manner.
4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
5. Make a single purchase or commitment of greater than \$10,000.
6. Transfer funds in excess \$20,000 to external bodies
7. Lend to, or borrow from, other organisations.
8. Acquire, encumber, or dispose of real estate.
9. Fail to pursue receivables after a reasonable grace period.
10. Purchase non-budgeted assets in excess of the contingency provided in the budget.
11. Allows cash to drop below a safety reserve of less than an amount equal to one month's payroll plus monies given for designated purposes.
12. Fail to produce End of Month financial reports within 9 working days.

POLICY TYPE:	SENIOR MINISTER LIMITATIONS
POLICY TITLE:	FINANCIAL PLANNING AND BUDGETING

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate from the Board's Ends priorities or risk fiscal jeopardy.

Accordingly, the Senior Minister will not allow budgeting that:

1. Contains too little information to enable
 - a. Credible projection of revenues, expenses and cash flow.
 - b. Separation of assets and operational items.
 - c. Disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are projected to be received in that period.

POLICY TYPE:	SENIOR MINISTER LIMITATIONS
POLICY TITLE:	TREATMENT OF CHURCH COMMUNITY

With respect to interactions with the church community, the Senior Minister will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly, the Senior Minister will not:

1. Collect information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing information that fail to protect against improper access to the material collected.
3. Fail to inform the Church Community of this policy, or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.

POLICY TYPE:
POLICY TITLE:

**SENIOR MINISTER LIMITATIONS
TREATMENT OF STAFF**

With respect to the treatment of paid and volunteer staff, the Senior Minister may not cause or allow conditions that are unfair or undignified.

Accordingly, the senior minister will not:

1. Operate without written personnel policies that
 - a) clarify personnel rules to staff
 - b) provide for effective handling of grievances
 - c) protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent staff from grieving to the Board when
 - a) internal grievance procedures have been exhausted
 - b) the employee alleges either that Board policy
 - (a) has been violated to their detriment or
 - (b) does not adequately protect their human rights.
4. Fail to acquaint staff with their rights under this policy.

POLICY TYPE:
POLICY TITLE:

**SENIOR MINISTER LIMITATIONS
EMERGENCY SENIOR MINISTER
SUCCESSION**

In order to protect the Board and church from the sudden loss of Senior Minister services, the Senior Minister must have at least one other pastor familiar with Board and Senior Minister issues and processes.

POLICY TYPE:
POLICY TITLE:

**SENIOR MINISTER LIMITATIONS
COMPENSATION AND BENEFITS**

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Senior Minister shall not jeopardise fiscal integrity or public image.

Accordingly, the Senior Minister may not:

1. Establish compensation and benefits.
2. Change his own compensation and benefits.
3. Promise or imply permanent or guaranteed employment, without Board process having been followed..

POLICY TYPE:
POLICY TITLE:

SENIOR MINISTER LIMITATIONS
ASSET PROTECTION

The Senior Minister will not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the Senior Minister may not:

1. Fail to insure against
 - a) Building and contents losses to full replacement value
 - b) Liability claims against Board members, staff, and the organisation itself in an amount greater than the average for comparable organisations.
2. Allow unauthorised personnel access to funds.
3. Unnecessarily expose property, plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organisation, its Board, or staff to claims of liability.
5. Make any purchase
 - a) wherein normally prudent protection has not been given against conflict of interest
 - b) of over \$500 without having obtained comparative prices and quality
 - c) of over \$2000 without a stringent method of assuring the balance of long-term quality and cost.
6. Fail to protect intellectual property, information, and files from loss or significant damage.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Board appointed auditor's standards.
8. Invest capital in excess of \$10,000.
9. Endanger the organisation's public image or credibility, particularly in ways that would hinder its accomplishment of mission.

POLICY TYPE:
POLICY TITLE:

**SENIOR MINISTER LIMITATIONS
SENIOR MINISTER COMMUNICATION
AND SUPPORT TO THE BOARD**

The Senior Minister will not permit the Board to be uninformed or unsupported in its work.

Accordingly, the Senior Minister will not:

1. Neglect to submit monitoring data required by the Board (see policy on Monitoring Senior Minister Performance) in a timely, accurate, and understandable fashion.
2. Let the Board be unaware of important trends, anticipated adverse media coverage, significant external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the Senior Minister's opinion, the Board is not in compliance with its own policies on Board Process and Board-Senior Minister relationship, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the Senior Minister.
4. Fail to gather for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
5. Present information in an unnecessarily complex or lengthy form.
6. Fail to deal with the Board as a whole except when
 - a) fulfilling individual request for information
 - b) responding to individuals or committees duly appointed by the Board
 - c) seeking information or feedback
7. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

POLICY TYPE:
POLICY TITLE:

BOARD PROCESS
GLOBAL COMMITMENT

The purpose of the Board on behalf of Christian City Church Hepburn Heights, is to see to it that Christian City Church Hepburn Heights (1) achieves appropriate results for appropriate persons at an appropriate cost and (2) avoids unacceptable actions and situations.

POLICY TYPE:
POLICY TITLE:

BOARD PROCESS
GOVERNING STYLE

*The Board will govern with an emphasis on
(1) outward vision rather than internal preoccupation
(2) encouragement of diversity in viewpoints
(3) strategic leadership more than administrative detail
(4) clear distinction of Board and Senior Minister roles
(5) collective rather than individual decisions
(6) future rather than past or present
(7) proactivity rather than reactivity.*

Accordingly, the Board will

1. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives.
2. Use the expertise of individual members to enhance the ability of the Board as a body rather than to substitute individual judgements for the Board's values.
3. Use the expertise of outside consultants, advisers or organisations.
4. Allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
5. Direct, control, and inspire the organisation through the careful establishment of Board written policies reflecting the Board's values and perspectives about ends to be achieved and means to be avoided.
6. Will focus its major policy on the intended long-term effects outside the organisation, not on the administrative or programmatic means of attaining those effects.
7. Will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of Board capability.
8. Will continually develop inclusion of orientation of new members in the Board's Board process and periodic discussion of process improvement.

9. Will monitor and discuss its process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Board Process and Board-Senior Minister Relationship categories.

<i>Policy – Board Process</i>	<i>Method Frequency</i>	<i>Month</i>
Global Commitment	Internal Annually	May
Governing Style	Internal Annually	May
Board Job Description	Internal Annually	May
Chairperson's Role	Internal Annually	May
Board Members' Code of Conduct	Internal Annually	June
Board Taskforce Principles	Internal Annually	June

POLICY TYPE:
POLICY TITLE:

BOARD PROCESS
BOARD JOB DESCRIPTION

The role of the Board is to represent the Christian City Church Hepburn Heights in determining and demanding appropriate organisational performance.

Accordingly, the Board will

1. Provide oversight of the Christian City Church Hepburn Heights.
2. Produce written governing policies that, at the broadest levels, address each category of organisational decision.
 - a) *Ends*: Organisation benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - b) *Senior Minister Limitations*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c) *Board process*: Specification of how the Board conceives, carries out, and monitors its own task.
 - d) *Board-Senior Minister Relationship*: How power is delegated and its proper use monitored; the Senior Minister role, authority, and accountability.
3. Provide assurance of Senior Minister performance (against policies in 2a and 2b).

POLICY TYPE:
POLICY TITLE:

BOARD PROCESS
CHAIRPERSON'S ROLE

The chairperson assures the integrity of the Board's process and occasionally represents the Board to outside parties.

Accordingly,

1. The chairperson ensures that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organisation.
 - a) Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Senior Minister.
 - b) Deliberation will be fair, open and thorough but also timely, orderly, and kept to the point.
2. The authority of the chairperson.
 - a) The chairperson has authority to make decisions that fall within topics covered by Board policies on Board Process and Board-Senior Minister Relationship, except where the Board specifically delegates portions of this authority to others. The chairperson is authorised to use any reasonable interpretation of the provisions in these policies.
 - b) The chairperson has no authority to make decisions about policies created by the Board within Ends and Senior Minister Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the Senior Minister.
 - c) The chairperson has authority to represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to them. The chairperson may delegate this authority but remains accountable for its use.

POLICY TYPE:
POLICY TITLE:

BOARD PROCESS
BOARD MEMBERS' CODE OF CONDUCT

The Board's conduct will be God-honouring, ethical, professional and lawful.

Accordingly, Members

1. Must give unconflicted loyalty to the interests of Christian City Church Hepburn Heights.
2. Must avoid conflict of interest with respect to their fiduciary responsibility.
 - a) There must be no self-dealing or any conduct of private business or personal services between any Board member and the organisation except as procedurally controlled to assure openness, and competitive opportunity.
 - b) When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
3. May not attempt to exercise individual authority over the organisation except as explicitly set forth in Board policies.
 - a) Members' interaction with the Senior Minister or with staff must recognise the lack of authority vested in individuals except when explicitly Board authorised.
 - b) Members' interactions with public, press or other entities must recognise the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c) Members will give no heed or voice to individual judgments of Senior Minister or staff performance.
4. Will respect the confidentiality appropriate to issues of a sensitive nature.

POLICY TYPE:
POLICY TITLE:

BOARD PROCESS
BOARD TASKFORCE PRINCIPLES

Board taskforces, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Senior Minister.

Accordingly, Board taskforces

1. Are to help the Board do its job, never to help, advise or exercise authority over the staff.
2. Will assist the Board by preparing policy alternatives and implications for Board deliberation.
3. May not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Senior Minister.
4. Are to avoid over-identification with organisational parts rather than the whole. Therefore a Board committee that has helped the Board create policy on some topic will not be used to monitor organisational performance on that same topic.
5. Will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether or not it is called a taskforce and regardless of whether the group includes Board members. It does not apply to taskforces formed under the authority of the Senior Minister.

POLICY TYPE:
POLICY TITLE:

BOARD PROCESS
COST OF GOVERNANCE

Because poor Governance costs more than learning to govern well, the Board will invest in the professional development of Board members.

Accordingly,

1. Board skills and methods will be sufficient to ensure governing with excellence.
 - a) Training and retraining will be used regularly to orient new members, as well as to maintain and increase existing member skills and understandings.
 - b) Outside monitoring assistance will be arranged so that the Board can exercise confident control over organisational performance. This includes but is not limited to a fiscal auditor.

POLICY TYPE:	BOARD-SENIOR MINISTER RELATIONSHIP
POLICY TITLE:	GLOBAL BOARD-SENIOR MINISTER RELATIONSHIP
<i>The Board's sole official connection to the operational organisation, its achievements, and conduct will be through a Senior Minister.</i>	

POLICY TYPE:	BOARD-SENIOR MINISTER RELATIONSHIP
POLICY TITLE:	UNITY OF CONTROL
<i>Only decisions of the Board acting as a body are binding on the Senior Minister.</i>	

Accordingly,

1. Decisions or instructions of individual Board members, officers, or task forces are not binding on the Senior Minister except in rare instances when the Board has specifically authorised such exercise of authority.
2. In the case of Board members or taskforces requesting information or assistance without Board authorisation, the Senior Minister can refuse such requests that require, in the Senior Minister's opinion, a material amount of staff time or funds, or are disruptive.

POLICY TYPE:	BOARD-SENIOR MINISTER RELATIONSHIP
POLICY TITLE:	ACCOUNTABILITY OF THE SENIOR MINISTER
<i>The Senior Minister is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Senior Minister.</i>	

Accordingly, the Board will, with the exception of the requirements of the constitution:

1. Never give instructions to persons who report directly or indirectly to the Senior Minister.
2. Refrain from evaluating, either formally or informally, any staff other than the Senior Minister.

POLICY TYPE:	BOARD-SENIOR MINISTER RELATIONSHIP
POLICY TITLE:	DELEGATION TO THE SENIOR MINISTER
<i>The Board will instruct the Senior Minister through written policies that prescribe the organisational Ends to be achieved, and describe organisational situations and actions to be avoided, allowing the Senior Minister to use any reasonable interpretation of these policies.</i>	

Accordingly,

1. The Board will develop policies instructing the Senior Minister to achieve certain results, for certain recipients. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called *Ends policies*.
2. The Board will develop policies that limit the latitude the Senior Minister may exercise in choosing the organisational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called *Senior Minister Limitations policies*.
3. As long as the Senior Minister uses any reasonable interpretation of the Board's Ends and Executive Limitations policies, the Senior Minister is authorised to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Senior Minister domains. By doing so, the Board changes the latitude of choice given to the Senior Minister. But as long as any particular delegation is in place, the Board will respect and support the Senior Minister's choices.

POLICY TYPE:	BOARD-SENIOR MINISTER RELATIONSHIP
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POLICY TITLE:**MONITORING SENIOR MINISTER PERFORMANCE**

Systematic and rigorous monitoring of Senior Minister job performance will be solely against the expected Senior Minister job outputs; (organisational accomplishment of Ends policies and organisational operation within the boundaries established by Senior Minister Limitations policies.)

Accordingly,

1. Monitoring is simply to determine the degree to which Board policies are being met.
2. The Board will acquire monitoring data by:
 - (a) internal report, in which the Senior Minister discloses compliance information to the Board; and/or
 - (b) external report; and/or
 - (c) direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the standard for compliance shall be any reasonable Senior Minister interpretation of the Board policy being monitored.
4. All policies that instruct the Senior Minister will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any methods, but will ordinarily depend on a routine schedule.

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>	<u>Month</u>
Financial Condition & activities	Internal	Monthly	
	External	Annually	April
Financial Planning & budgeting	Internal	Annually	February
Treatment of church community	Internal	Annually	April
Treatment of staff	Internal	Annually	April
Emergency Senior Minister Succession	Internal	Annually	April
Compensation and Benefits	Internal	Annually	June
Asset protection	Internal	Annually	June
Communication and support	Direct Inspection	Annually	June