

Proposal for the establishment of the Anglican Church Growth Trust

(A report from a Working Group of ENC, MPC and NCNC.)

Key Points

- The Diocesan Mission, in particular Priorities 1 and 4, seeks to reach the lost in the Diocese and to do so in a changing and growing city
- To date the work of church growth has been largely undertaken through Evangelism and New Churches (“ENC”), the Mission Property Committee (“MPC”) and New Churches for New Communities (“NCNC”)
- While the work of each body has been effective, there is a clear need for greater co-ordination

Purpose

1. The purpose of this report is to present findings and recommendations for co-ordinated Diocesan outreach and church growth.

Recommendations

2. The Synod receive this report.
3. The Synod consider the following motion to be moved “by request of the Standing Committee” –
- “Synod, noting –
- (i) the report *Proposal for the Establishment of the Anglican Church Growth Trust*,
 - (ii) the report *Review of the Mission Property Committee* in response to Synod resolution 21/16 and 33/16 (the ‘MPC Report’),
- requests the Standing Committee to consider –
- (a) ways to facilitate appropriate coordination between the Mission Property Committee, Evangelism and New Churches, and New Churches for New Communities in supporting church planting and revitalisation throughout the diocese, and
 - (a) amending the *Mission Property Ordinance 2002* to implement the recommendations in the MPC Report in relation to the composition of the Mission Property Committee,
- and notes with gratitude the long-standing efforts of the retiring Chair of the Mission Property Committee, Mr Geoff Kyngdon.”

Background

4. Sydney’s population is expected to grow by 860,000 by 2026 and by a further 880,000 in the following 10 years. There is anticipated growth in new areas, as well as increased density in existing parts of the city.
5. The Diocesan Mission expressed in *Mission 2020* prioritises the desire to reach all the lost in our Diocese with the life-changing gospel of Jesus and the need to respond to the changing face of our society.
6. There are three diocesan organisations charged with advancing and supporting evangelism, church and community growth.
- (a) ENC is responsible for evangelism and church planting across both greenfield and brownfield situations, with a particular emphasis on ministry personnel.
 - (b) MPC is responsible for acquisition of new sites and building of new buildings, principally in greenfield sites.
 - (c) NCNC is responsible for the promotion of new church communities and the raising of funds for these new facilities.
7. A summary of these three organisations is contained in the table attached (Appendix 1).
8. The respective constituting documents for these three organisations are –
- (a) ENC – *Evangelism and New Churches Ordinance 2010*,
 - (b) MPC – *Mission Property Ordinance 2012*, and
 - (c) NCNC – Archbishop’s Terms of Reference 2014 and related Statement of Policies.
9. At its 28 August 2017 meeting, the Standing Committee received a report from the MPC Review Committee in response to the following resolutions of the 2016 Synod –

21/16 Membership structure of Mission Property Committee

Synod records its appreciation and thanks to God for the good work of all members of the Mission Property Committee in securing sites and buildings for new churches in greenfield areas, and for its advice and support of parishes in brownfield areas; and requests Standing Committee to review the membership structure of the Mission Property Committee in consultation with its chairman and deputy chairman.

33/16 Resourcing the management and development of parish property

Synod, noting the report "Funding for Urban Renewal" and noting in particular the recommendation contained in draft Synod motion 8.5(b)(vi), requests that Standing Committee establish an appropriate task-force or committee (made up of people with relevant expertise) to serve as a resource to parishes in managing and developing parish property for gospel benefit.

10. The recommendations of the MPC Review Committee were that –
 - (a) the governance arrangements of the MPC be changed, so that it comes under a smaller, dedicated body, instead of directly under the Standing Committee;
 - (b) an executive director should be appointed with authority to make decisions and to progress projects;
 - (c) the MPC composition should include a number of clergy; and
 - (d) the MPC skills matrix should be amended to include property development expertise as well as church planting experience.
11. The MPC Review Committee outlined a range of issues for the MPC which are considered in this report.
12. At its 18 September 2017 meeting, the Standing Committee considered the following recommendations from the Working Group of ENC, MPC and NCNC –
 - (a) the Standing Committee agree in principle to the creation of the Anglican Church Growth Trust as outlined in this report, subject to the availability of funds for the purpose of employing an executive director for the foreseeable future,
 - (b) the Standing Committee request that the following motion be moved at the forthcoming session of Synod "by request of the Standing Committee" –

‘Synod, noting the report Proposal for the Establishment of the Anglican Church Growth Trust from the Working Group of ENC, MPC and NCNC, requests the Standing Committee to –

 - (a) establish by Ordinance the Anglican Church Growth Trust ("ACGT") as a Body Corporate, with membership and objects reflecting the proposal in the report, and
 - (b) review the relevant ordinances for ENC and MPC and the Archbishop's Terms of Reference for NCNC in order to accommodate the establishment of the ACGT.’
13. Having considered the Working Group's recommendations, the Standing Committee determined to recommend that Synod consider the motion to be moved "by request of the Standing Committee" set out in paragraph 3 above.

Process

Planning workshops

14. Two planning workshops were held with a Working Group made up of representatives from ENC, MPC and NCNC under the auspices of the Archbishop. These took place in October 2016 and July 2017, with a facilitator independent of the three bodies.
15. Supporting documentation for these workshops included –
 - *Mission 2020* Diocese of Sydney
 - Constituting documents for each organisation
 - Existing Strategic Direction for each organisation
 - Briefing paper prepared for a potential overarching body
 - External legal advice regarding the legal structure of the overarching body

Results of workshops

16. A number of general observations emerged from these workshops, including the following –
 - (a) there is a clear desire for outreach, growth and sustainability of ministries,
 - (b) there is a need for people, land and buildings towards any missional efforts, and
 - (c) the emphasis to date has focused on greenfield initiatives, but there is an increasing desire to promote brownfield opportunities.
17. With regard to greenfield initiatives, the workshops observed that –
 - (a) North West and South West sectors have previously been the principal focus of diocesan-led missional efforts,
 - (b) fixed buildings have been built to date, but the prospect of relocatable structures is being considered, and
 - (c) there is some frustration with the pace of progress, driven by issues of strategy, finance and resources.
18. With regard to brownfield opportunities, the workshops observed that a different set of issues applies here with –
 - (a) competing demands and priorities,
 - (b) advice being needed for parishes who are often under-resourced in this area, and
 - (c) the particular need for human resources.
19. In order to address the brownfield opportunity issues, a template was considered, with the following three levels –
 - (a) Hold – where the status quo is appropriate and no further development is intended,
 - (b) Invest – where land is considered satisfactory and there is an opportunity to upgrade the built facilities, and
 - (c) Harvest – where there is opportunity to develop the land, create an income stream and opportunities for joint ventures.
20. A number of other matters were identified as required for an efficient and comprehensive approach to the Diocesan Mission. These requirements are as follows –
 - (a) a diocesan scan of assets to ensure currency of the Diocesan Asset Register,
 - (b) A suitable narrative to the parishes, so that they can understand the broader Diocesan Vision,
 - (c) the need to prioritise sites strategically was agreed,
 - (d) the development of trust and co-ordination between Diocesan bodies including MPC, Anglicare, Anglican Schools Corporation and the parishes.
21. The planning meetings also identified the problem of the current disparate and limited funding arrangements for the three bodies and their work, as expressed in the following summary.
 - Parish Greenfield Levy only delivers \$2m annually for land acquisition
 - There is a general lack of appetite by parishes for additional levies
 - There is a limit to Synod funding
 - Donors present an opportunity for significant funding for land acquisitions and buildings

Proposed new structure

22. In response to these identified needs and issues, the Working Group proposed that an overarching body be established, being the corporate entity responsible for the coordination and support of the various divisions responsible for outreach, church and community growth.

Structure and Responsibilities

23. The overarching body would be called the Anglican Church Growth Trust (“ACGT”).
24. The AGCT would be constituted as a corporate entity by the Standing Committee and would have responsibility for –
 - (a) setting strategic direction for diocesan growth,
 - (b) establishment of new churches/communities and reinvigoration of existing churches,
 - (c) raising up and training of ministry personnel,
 - (d) purchase of land in growth areas,
 - (e) co-ordinating the design and construction of new facilities,

- (f) providing advice to existing parishes on development opportunities,
 - (g) co-ordinating a review of existing diocesan assets and ensuring the currency of the Diocesan Asset Register,
 - (h) raising funds for ministry staff involved in both greenfield and brownfield initiatives, and
 - (i) raising funds for new ministry facilities.
25. The ACGT, utilising the existing roles of ENC, MPC, NCNC, would have divisions with a broad remit –
- (a) evangelism and new ministries, with a particular emphasis on personnel (ENC),
 - (b) real property –
 - (i) greenfield and brownfield initiatives (MPC),
 - (ii) asset review and management, and
 - (c) fundraising function (NCNC).
26. The role of the Anglican Church Property Trust (“ACPT”) would be in parallel to that of the ACGT and the relationship defined.

Governance

27. The ACGT would have ultimate authority for the direction of each division, having regard for the objects set by Standing Committee, with the following governance arrangements –
- Each division would retain its own board to oversee its area of responsibility
 - Each division would report to the ACGT
 - The ACGT would report to the Standing Committee with an annual report to the Synod
 - Attached is the organisational chart developed by the Working Group consultants Prolegis (Appendix 2)
28. A suggested board composition would include –
- (a) size being commensurate with best governance practice,
 - (b) membership to include the Archbishop (as President) and representatives of the three divisions ENC, MPC and NCNC, and
 - (c) appointments to be made by –
 - (i) Standing Committee – 6 members,
 - (ii) Archbishop – 2 members, and
 - (iii) Board – up to 2 members.

ACGT Executive Director

29. The Working Group anticipated that the AGCT would appoint an Executive Director, initially part time, leading to full time. The Executive Director would work with the divisions and more widely with other Diocesan organisations to fulfil the strategic objectives of the ACGT.

For and on behalf of the Working Group of ENC, MPC and NCNC.

ROBERT MACKAY

20 September 2017

Appendix 1

Organisational Summary of ENC, MPC & NCNC

The three represented organisations presented their respective strategic purpose and areas of overlap and synergy were identified.

The following table summarises the three organisations and their current responsibilities.

Organisation	ENC	MPC	NCNC
Purpose/Objective	Evangelism Establishing new churches	Address property issues in support of the Diocesan Mission 2020	Promoting new church communities Raising funds focus for the building of new facilities
Roles	<ol style="list-style-type: none"> 1. Plant new churches <ul style="list-style-type: none"> • Existing churches plants • Additional to existing churches • Greenfield and Brownfield opportunities 2. Raise evangelists 3. Build Cross Cultural ministry 4. Regrow existing churches to be mission minded 	<ol style="list-style-type: none"> 1. Acquire greenfield sites 2. Build new church buildings 3. Support financially sustainable practices, including assisting NCNC in fundraising 4. Provide strategic advice 5. Engage with stakeholders 	<ol style="list-style-type: none"> 1. Emphasis on new communities, not buildings 2. Facilities not necessarily like church building 3. To meet gospel needs and service orientated needs 4. Fund raising to take advantage of tax incentives
Funding	Synod Parishes Donors	Synod – parish levy	Donors
Governance	Synod Ordinance	Synod Ordinance	Under the Archbishop

