

Review of the Governance Policy for Diocesan Organisations

(A report from the Standing Committee.)

Key Points

- In August 2021, the Standing Committee received a report entitled *Diocesan Organisations' Conformity with the Governance Policy (Conformity Report)* and published a version of the Conformity Report for the (subsequently cancelled) February 2022 session of the Synod.
- The Standing Committee also appointed a Governance Policy Review Committee (**GPRC**) to undertake a more thorough review of the Synod's *Governance Policy for Diocesan Organisations (Governance Policy)*.
- Following the cancellation of the February 2022 session of Synod, the Standing Committee amended the Governance Policy in accordance with one of the recommendations in the Conformity Report, being to amend the definition of a 'diocesan organisation' to clarify the organisations to which the Governance Policy applies. The Conformity Report was updated accordingly and the revised version is set out at **Appendix 1**.
- The GPRC has commenced its work and has received further submissions on the operation of the current Governance Policy. The GPRC will continue to consult with diocesan organisations regarding its review (including, in particular, with the Heads and Chairs of diocesan schools, and in relation to the form of the Statement of Personal Faith).
- The requirement for diocesan organisations to provide a further report in 2023 which assesses their conformance to the Governance Policy and explains any areas of non-conformity should be deferred, and a further report on the review of the Governance Policy be brought to Synod in 2023.

Purpose

1. To report to the Synod about a review of the *Governance Policy for Diocesan Organisations*.

Recommendations

2. Synod receive this report.
3. Synod, noting the report 'Review of the Governance Policy for Diocesan Organisations' and its attached updated form of the report 'Diocesan Organisations' Conformity with the Governance Policy' (**Conformity Report**) –
 - (a) notes in particular –
 - (i) the extent to which the constituting ordinances of diocesan organisations (including schools) conform to the Policy Guidelines in Appendix 2 to the *Governance Policy for Diocesan Organisations (Governance Policy)*, as outlined in the Conformity Report,
 - (ii) that the Standing Committee has amended the definition of a 'diocesan organisation' in clause 12 of the Governance Policy by omitting the previous version and inserting instead –

“diocesan organisation” means a body which has an Australian Business Number and –

 - (a) is constituted by ordinance or resolution of the Synod, or
 - (b) in respect of whose organisation or property the Synod may make ordinances,

but excludes –

 - (i) the Synod, the Standing Committee and any of their subcommittees,
 - (ii) parish councils,
 - (iii) the chapter of a cathedral, and

- (iv) entities that perform an administrative function under ordinance or resolution rather than conduct an enterprise in its own right.’
- (iii) that the Standing Committee has approved a suitable schedule of diocesan organisations that meet the definition adopted in the Governance Policy which has been appended to the Policy (and which will be maintained as up-to-date), and
- (iv) that, in consultation with each affected diocesan organisation, the constituting ordinances of diocesan organisations are progressively being updated to ensure greater conformity to the Policy Guidelines in Appendix 2 to the Governance Policy (including the inclusion or updating of the Statement of Personal Faith as set out in Appendix 3 to the Governance Policy),
- (b) requests the Standing Committee to provide opportunities for members of diocesan organisations to undertake governance training, where not otherwise provided, and consider the provision of suitable subsidies,
- (c) confirms that the Synod recognises that for some diocesan organisations it may not be appropriate to conform to all the Policy Guidelines (as stated in the opening paragraph in Appendix 2 to the Governance Policy),
- (d) notes that the Standing Committee –
 - (i) has appointed a Governance Policy Review Committee (**GPRC**) to undertake a more thorough review of the Governance Policy including -
 - (A) the relationship of the Governance Policy with other relevant Diocesan policies and guidelines, and
 - (B) a review of changes in law and regulation, and developments in not-for-profit governance policies and practices since the Governance Policy was first adopted in 2014, and
 - (ii) had requested comments from Synod members and diocesan organisations on the operation of the Governance Policy by no later than 30 June 2022, and that a significant number of the comments received related to the revised form of the Statement of Personal Faith, and that the GPRC is continuing to consult with diocesan organisations regarding the GPRC’s review of the Governance Policy (including, in particular, with the Heads and Chairs of diocesan schools, and in relation to the form of the Statement of Personal Faith),
- (e) since diocesan organisations are currently required to provide a further report which assesses their conformance to the Governance Policy and explains any areas of non-conformity in 2023, requests the Standing Committee to take any necessary steps (including the amendment of any ordinances) to defer the requirement for such a report until after any recommendations of the GPRC have been considered by the Standing Committee, and
- (f) requests a further report on the Governance Policy be brought to Synod in 2023.

Background

4. At its meeting on 9 August 2021, the Standing Committee –
 - (a) received the Conformity Report from the GPRC and approved the printing of a suitable form of the Conformity Report for the next ordinary session of the Synod. The Conformity Report was included in Book 1 *Annual Report of the Standing Committee and Other Reports and Papers* for the (cancelled) Second Ordinary Session of 52nd Synod (pages 91-137), and
 - (b) agreed to appoint a committee to review the Synod’s Governance Policy, including –
 - (i) the relationship of that policy with other relevant Diocesan Policies and policy guidelines,
 - (ii) the conclusions of the Conformity Report,
 - (iii) changes in charity law and regulation since 2014 (including changes to the ACNC Governance Standards and the introduction of the ACNC External Conduct Standards), and
 - (iv) any relevant issues arising from the current debate on religious freedom,
 and to report to the October 2022 Standing Committee meeting.
5. At its meeting on 6 September 2021, the Standing Committee appointed Bishop Chris Edwards (Chair), Mrs Stacey Chapman, Mr Greg Hammond OAM, the Rev Matt Heazlewood, Ms Anne Robinson AM, Dr Laurie Scandrett, Ms Nicola Warwick-Mayo and Mr Robert Wicks to the GPRC. The Standing Committee had regard to the need for the GPRC to have a balance between those previously involved in the development of the Governance Policy and those who could bring fresh insights based on their

experience in the governance of diocesan organisations, as well as knowledge of changes in relevant law and practice since the adoption of the Governance Policy in 2014.

6. In view of the cancellation of the February 2022 session of Synod and the establishment of the GPRC, at its meeting on 7 February 2022, the Standing Committee –
 - (a) decided to implement one of the recommendations of the Conformity Report, being to amend the definition of a 'diocesan organisation' in the Governance Policy to clarify the organisations to which the Governance Policy applies,
 - (b) agreed that a schedule of diocesan organisations which meet the new definition be appended to the policy. The schedule has been approved by the Standing Committee and will be maintained as up-to-date,
 - (c) requested the Conformity Report be updated to reflect these decisions having been taken by the Standing Committee. The revised Conformity Report is set out at **Appendix 1**, and
 - (d) requested the Diocesan Secretary to write to Synod members, diocesan organisations and schools to invite them to provide comments to the Diocesan Secretary on the operation of the current Governance Policy by no later than 30 June 2022.
7. The GPRC has met three (3) times (December 2021 to July 2022) and its work is ongoing. This report provides an update on the matters being considered by the GPRC.

Discussion

Consultation

8. The Diocesan Secretary wrote to Synod members, diocesan organisations and schools on 13 April 2022 to invite them to provide comments on the operation of the current Governance Policy.
9. As at 5 July 2022, ten (10) submissions have been received: four (4) from individual Synod members and six (6) from organisations. Some of the submissions are expressed to be confidential.
10. The original deadline for submissions was 30 June 2022, but two (2) organisations have requested an extension to this timeframe.
11. In addition to the submissions received in 2022, comments about the operation of the current Governance Policy were contained in some of the 38 statements from diocesan organisations reporting to Synod under the *Accounts, Audits and Annual Reports Ordinance 1995* in 2020 and/or in the ten (10) subsequent submissions made to the Governance Gap Analysis Committee.
12. A significant number of the submissions in 2020 raised concerns with the requirement for various persons to sign, and content of, the Statement of Personal Faith (**SoPF**) including, in particular, a lack of consultation with diocesan organisations prior to Synod approving changes to the SoPF in 2019. In this context, the GPRC notes that the proposal to amend the SoPF was set out in a report included in *Book 3 Supplementary Report of the Standing Committee and Other Reports and Papers* for the 2019 Session of Synod (pages 433-439).
13. In the context of the recruitment for a new Head of St Catherine's School, in May and June 2022, media attention was given to the requirement that Heads and Council members of diocesan schools sign the SoPF, as revised in 2019, and this media attention has been referred to in some 2022 submissions (not just those from diocesan schools).
14. The GPRC intends to –
 - (a) consider the comments about the operation of the current Governance Policy unrelated to the SoPF separately from the comments related to the SoPF; and
 - (b) liaise with the Archbishop with a view to convening a suitable forum with the Heads and Chairs of diocesan schools to discuss the comments related to concerning the SoPF.

Matters for consideration

15. The GPRC is giving consideration to re-framing the Governance Policy to better –
- (a) reflect the identity of the Diocese as a fellowship of approximately 270 parishes, the Synod, incorporated diocesan organisations and schools, and the wide range of other unincorporated organisations, committees, boards and councils, all working in partnership to further the mission of the Diocese by promoting and proclaiming the gospel of the Lord Jesus Christ, and
 - (b) represent the Synod's expectations that diocesan organisations be empowered to achieve their purpose and be good stewards of their assets, have appropriate standards of governance and enabled to further the mission of the Diocese (with a lesser focus on how Synod intends exercising its powers).
16. As part of such a re-framing, the GPRC is considering the following matters unrelated to the SoPF –
- (a) Is a corporate governance model still the best approach? What would a stakeholder governance model require (e.g., Anglicare consumer engagement, Moore College student engagement)?
 - (b) Is the Governance Policy simply about core, minimum requirements? To what extent is the Policy aspirational versus a minimum standard?
 - (c) Is it appropriate to continue to have a 'one-size-fits-all' Governance Policy that applies equally to all diocesan organisations? For example, is it clear and appropriate that Appendix 2 only applies to bodies corporate, and should a tiered approach be adopted for different types of diocesan organisations (including those not currently covered by the Governance Policy)?
 - (d) Does the definition of 'diocesan organisation' in the Governance Policy include and exclude the appropriate entities? Should Anglican organisations in the Diocese also be included?
 - (e) Setting aside comments related to the SoPF, should the Governance Policy say more about the character and competence of Board members (e.g., integrity, diversity, commitment etc.)?
 - (f) Should the primary focus of the Governance Policy shift to be about supporting diocesan organisations and the development / adoption of processes, activities and relationships that make sure a diocesan organisation is effectively and properly run, and contributing to the mission of the Diocese?
 - (g) Is it still necessary and/or desirable to re-state the ACNC Governance Standards (as opposed to including a statement of expectation of compliance with the ACNC Governance Standards and, now, the ACNC External Conduct Standards if applicable)?
 - (h) What are the unique aspects of the governance of diocesan organisations (e.g., the role of the Archbishop, possibly as a Visitor)?
 - (i) Should the Governance Policy be expanded to cover what policies should the board of a diocesan organisation be expected to adopt (without the Governance Policy being prescriptive) – for example, a Code of Conduct (*Faithfulness in Service*), Board skills matrix, conflicts of interest, complaints management, whistle-blower policies, remuneration of staff etc?
 - (j) Are some of the guidelines a matter for Board policy rather than required content for an Ordinance?
 - (k) How should conflicts of interest be managed in a diocesan context?
 - (l) What governance standards are applicable to parishes, the Synod, Standing Committee and their subcommittees? Should any aspects of the Governance Policy apply in this context?
 - (m) What role does the Synod wish to take with respect to the governance of diocesan organisations? How can a culture of collaboration between the Synod and diocesan organisations and schools be fostered? Does the membership of Synod reflect the role of diocesan organisations in the life of the Diocese?
 - (n) What changes are required to the Governance Policy in light of developments in external governance standards or community expectations since the Governance Policy was adopted, such as in relation to the ACNC External Conduct Standards, or participation in the National Redress Scheme?
 - (o) Are there any efficiencies to be achieved within the suite of Synod policies and policy guidelines?
 - (p) Are any changes required in view of the current debate on religious freedom?
17. The scope of the Committee's further work in relation to matters related to the SoPF is yet to be determined in consultation with the Archbishop, and the Heads and Chairs of diocesan schools.

For and on behalf of the Standing Committee.

DANIEL GLYNN
Diocesan Secretary

25 July 2022

Diocesan Organisations' Conformity with the Governance Policy

(A report from the Standing Committee.)

Key Points

- In 2020, diocesan organisations and schools that report to Synod under the *Accounts, Audits and Annual Reports Ordinance 1995* were required to report a statement which assesses their conformity with the *Governance Policy for Diocesan Organisations* and explains any areas of non-conformity. A Committee was established to review these statements and independently review the relevant constituting ordinances.
- As at 29 July 2021, twenty two (22) of thirty eight (38) diocesan organisations and schools had indicated that they intend to amend their ordinance to achieve greater alignment with the Governance Policy.
- In particular, attention was given to the Statement of Personal Faith at Appendix 3 of the Governance Policy, and its implementation in diocesan organisations and schools.
- The Committee's gap analysis also highlighted the need for clarity in the definition of a diocesan organisation, and governance training for board and council members.
- The Standing Committee initially prepared a version of this report for consideration by the Synod at its session planned for February 2022. Following the cancellation of that session, the Standing Committee decided to implement one of the recommendations of that report, being to amend the definition of a 'diocesan organisation' to clarify the organisations to which the Governance Policy applies. **Accordingly, this version of the report replaces the version circulated in December 2021 as part of Synod Book 1.** Please note –
 - Paragraph 3 of the previous report was omitted, and paragraphs 50 and 67 of this report were updated.
 - In order to reduce printing, the (unchanged) Attachments A and B to this report have not been reproduced here; but are set out at pages 100 – 137 of Synod Book 1.

Purpose

1. The purpose of this report is to inform the Synod on diocesan organisations' and schools' conformance with the *Governance Policy for Diocesan Organisations* (**Governance Policy**).

Recommendations

2. Synod receive this report.

Background

The Standing Committee initially prepared a version of this report for consideration by the Synod at its session planned for February 2022. Following the cancellation of that session, the Standing Committee decided to implement one of the recommendations of that report, being to amend the definition of a 'diocesan organisation' to clarify the organisations to which the Governance Policy applies. Accordingly, this version of the report replaces the version circulated in December 2021.

3. Subclause 14(e) of the *Accounts, Audits and Annual Reports Ordinance 1995* requires that –

“Within 6 months after the end of a Financial Year, each Organisation must submit to the Standing Committee for tabling at the next ordinary session of the Synod a report on that Financial Year signed by 2 duly authorised members of the Organisation which contains –

 - (e) if the report is being submitted for tabling at the first ordinary session of a Synod, a statement which –
 - (i) assesses the extent to which the Organisation’s governance arrangements conform with the standards and guidelines in the Governance Policy for Diocesan Organisations passed by the Synod on 20 October 2014 as amended from time to time, and
 - (ii) explains any areas of non-conformity.”
4. 2020 was the first year in which organisations were required to assess their conformity with the Governance Policy and include an explanatory statement in their annual reports.
5. The Standing Committee, recognising that it would have a consolidated view across organisations, established a committee to consider the reports.

Terms of reference

6. At its meeting on 24 August 2020, the Standing Committee constituted a Governance Gap Analysis Committee and asked it to –
 - (a) consider the report of the Finance Committee [summarising the conformity (or otherwise) of Diocesan Organisations with the Governance Policy, as reported in the organisations’ annual reports to Synod in 2020] along with the reports received from diocesan organisations and schools in accordance with subclause 14(e) of the *Accounts, Audits and Annual Reports Ordinance 1995*,
 - (b) perform a gap analysis of each organisation against the Governance Policy, and
 - (c) provide a report to Standing Committee on their findings.
7. At the same meeting, the Standing Committee constituted a Governance Policy Compliance Committee and asked it to –
 - (a) consider what action, if any, should be taken in the event that any organisation or school governed by an ordinance of the Synod does not comply with the relevant Diocesan Policies and policy guidelines (and any other related document), and bring recommendations to a future meeting of the Standing Committee, and
 - (b) consider the proposed motion referred by the Standing Committee: “Standing Committee requests the Diocesan Secretary to bring a draft ordinance to a future meeting of the Standing Committee that would make changes to the current ordinances for each of the seven Diocesan schools that have members of their school councils elected by the school’s alumni association such that the right of the alumni associations to so elect or appoint such persons is removed and instead allow specifically for a number of former students of the school to be elected by the Synod.”
8. The two committees met separately at first; however, given their largely shared membership and similar areas of focus, the committees later agreed to meet jointly and combine functions. The following report is from the joint Governance Policy Conformity Review Committee (the **Committee**).

How the Committee responded to the terms of reference

9. The Committee’s terms of reference were to consider ‘diocesan organisations and schools’. The Committee adopted the definition of a diocesan organisation included in the Governance Policy –

“diocesan organisation” means a body –

 - (a) constituted by ordinance or resolution of the Synod, or
 - (b) in respect of whose organisation or property the Synod may make ordinances, but excludes the Synod, the Standing Committee and any of their subcommittees.’

10. The Committee further limited itself to diocesan organisations which report to Synod under the *Accounts, Audits and Annual Reports Ordinance 1995*, because these organisations had reported their self-assessed conformity with the Governance Policy.
11. The terms of reference also broadly refer to 'relevant Diocesan Policies and policy guidelines'. Conceivably, this could include the Property Use policy, Gender Identity Policy, among others.
12. Given the potential breadth of this task, the Committee did not consider it feasible to investigate all relevant policies, but rather focussed on the Governance Policy, which was understood to be the primary goal of the Standing Committee in establishing the Committee.

Discussion

13. The Committee considered the statements provided by diocesan organisations and schools, as reported to the Synod in 2020 in relation to their conformity (or otherwise) with the Governance Policy. This included –
 - (a) 11 bodies corporate,
 - (b) 13 unincorporated entities,¹ and
 - (c) 14 diocesan schools².
14. For ease of reference, the entities reviewed by the Committee are hereafter referred to in this report as "diocesan organisations and schools", notwithstanding that this is not an exhaustive list of all possible diocesan organisations.

Gap analysis

15. The Committee undertook a gap analysis of diocesan organisations and schools with the Governance Policy in order to test the self-assessments.
16. The principles governing that analysis are set out at **Attachment A**, which is included in Synod Book 1 at page 100.
17. In most cases there was a substantial divergence between diocesan organisations' and schools' self-assessments and the Committee's gap analysis.
18. The Governance Policy contemplates a consultation process as follows –

'Where it is proposed to amend the constituting ordinance of a diocesan organisation to conform with the Policy Guidelines, a full consultation process will be undertaken with the board of the organisation before any such amendments are made. Where a board of a diocesan organisation believes that a particular Policy Guideline should not apply, it would usually be appropriate for the board to provide a brief explanation of its position as part of the consultation process.'
19. The Committee Chair wrote to all diocesan organisations and schools on 23 October 2020, outlining the results of the Committee's gap analysis and inviting comment.

¹ The five Regional Councils, which are all governed by the same ordinance, are counted as separate entities for these purposes due to the range of responses received from the Councils.

² For the purposes of this analysis, a 'diocesan school' is one that is constituted by an ordinance of the Synod. This definition excludes –

- (a) schools under the auspices of the Anglican Schools Corporation, which is itself a diocesan organisation,
- (b) schools that are companies limited by guarantee, such as SCEGGS Darlington, and
- (c) other Anglican and affiliated schools, such as Meriden.

See also paragraphs 45-50 regarding the list of organisations and schools to which the Governance Policy applies.

20. Every diocesan organisation and school was invited to nominate any areas of divergence with the Governance Policy which they wished to rectify by way of an omnibus ordinance amendment. This omnibus amendment is expected to be considered by the Standing Committee in October 2021.

Results of gap analysis

21. The results of the gap analysis are provided at **Attachment B**, which is included in Synod Book 1 at pages 101 – 137. In summary –

n=38	Self-assessments				Committee's gap analysis			
	All	Bodies corp	Unincorp	Dio School	All	Bodies corp	Unincorp	Dio School
Nil areas of divergence identified	15	5	7	3	0	-	-	-
Fewer than 5 areas of divergence identified	19	5	5	9	0	-	-	-
5 - 9 areas of divergence identified	4	1	1	2	4	3	-	1
10 or more areas of divergence identified	0	-	-	-	34	8	13	13

22. The responses from diocesan organisations and schools to the Committee's gap analysis were –

n=38	All	Bodies corp	Unincorp	Dio School
Pursuing an amendment to their constituting ordinance independently	11	3	3	5
Agreed to participate in an omnibus ordinance amendment	11	4	3	4
No action deemed necessary by the organisation	7	3	2	2
Nil response / being considered further	9	1	5	3

Matters arising from the gap analysis

Statement of personal faith

23. It is evident from the feedback received by the Committee that changes by the Synod to the Statement of Personal Faith (**SOPF**) at Appendix 3 of the Governance Policy have resulted in some board and council members feeling the need to resign from their positions rather than sign the new form of the SOPF. This was not necessarily because the members disagreed with the content of the clause added by the Synod, but because they felt it changed the nature of the statement from being a SOPF to being something else.
24. At the time of conducting the gap analysis, 10 out of 11 bodies corporate, 6 out of 13 unincorporated entities, and 8 out of 14 diocesan schools required a SOPF under their constituting ordinance for newly elected or appointed members –

	SOPF prescribed by ordinance			SOPF not prescribed by ordinance
	Total	2019 form of SOPF	Previous form of SOPF	
Bodies corporate	10	3	7	1
Unincorporated entities	6	0	6	7
Diocesan schools	8	0	8	6

25. A key question is whether all the members of boards and/or councils of diocesan organisations and school should be required to sign a SOPF.

Should a Statement of personal faith be a requirement, and how can this be achieved?

26. One purpose of the Governance Policy is to maximise the extent to which a diocesan organisation meets the object for which it is constituted. The object of any diocesan organisation is to advance one purpose or another of the Diocese. Ultimately such purposes seek to promote the kingdom of Christ and give glory to God.

27. It was noted that the introduction to the Policy Guidelines at Appendix 2 of the Governance Policy states:

‘The Synod considers that the constituting ordinances of diocesan organisations which are bodies corporate should usually conform to the following Policy Guidelines. However the Synod recognises that for some diocesan organisations it may not be appropriate to conform to all these Policy Guidelines. This will be the case particularly for those Policy Guidelines which go beyond the Governance Standards.’

28. It was also noted that Clause 12 of the Policy Guidelines at Appendix 2 of the Governance Policy states:

‘Any person who wishes to be elected, appointed or to remain as a board member must sign a statement of personal faith in a form determined by the Synod.’

29. There is a strong consensus within the Standing Committee that all the members of boards and/or councils of diocesan organisations and schools must be required to sign a SOPF.

30. The Committee’s analysis was based on an organisation’s constituting ordinance and did not consider other governance documents. Many, if not all, of the diocesan organisations and schools whose ordinances do not prescribe a SOPF have nonetheless adopted a policy or practice that requires a SOPF.

31. There are also mechanisms in place that require a SOPF to be signed at the time of a member’s election, even if it is not required by an organisation’s constituting ordinance. The *Synod Elections Ordinance 2000* requires that any nomination for a vacancy for a Synod-elected member of a body corporate must include a certification that the nominee is willing to sign the SOPF in the Governance Policy.

32. Additionally, the Standing Committee has adopted a policy that, notwithstanding an organisation’s ordinance, requires that any nomination for a vacancy for a Standing Committee-elected member of a body corporate must include a certification that the nominee is willing to sign the SOPF in the form set out in Appendix 3 of the Policy as amended from time to time.

33. The effect of this policy is to require a SOPF to be signed even if the organisation does not require it in its constituting ordinance. However, this does not apply to non-Synod/Standing Committee appointments, such as alumni representatives for a school council or Archbishop’s appointments.

34. It was considered whether the Governance Policy is the appropriate place for the SOPF. Other options considered included extracting the SOPF to a separate policy or ordinance.

35. Ultimately, the only way for the Synod to ensure that the members of a diocesan organisation or school are required to sign a SOPF is for it to be included in the relevant constituting ordinance.

Should all members of diocesan and Anglican entities (beyond Synod-elected members of diocesan organisations and schools) sign a Statement of personal faith?

36. It is noted that that members of the Synod, the Standing Committee and their subcommittees, parish councillors and wardens are not required to sign a SOPF. Whilst these office-bearers are not subject to the Governance Policy as a whole (and no assessment is offered as to whether this may or may not be appropriate), some members of diocesan organisations and schools have expressed that this appears to be an inconsistent standard.
37. The question of whether alumni-appointed members on the boards of diocesan schools should be required to sign a SOPF was debated and decided by the Synod in 2014.
38. By resolution 23/14 (d) and (e), the Synod determined that an alternative form of statement, a Statement of support for the organisation's Christian ethos, would be an option for alumni members until 1 July 2020 and thereafter, any person appointed as an alumni representative on the governing board or council of a diocesan school must sign the SOPF instead.
39. Whilst the period allowing an alternative statement has now ceased, this does not affect existing alumni-appointed members until they reach their next end of term. It may therefore become an issue over the coming years as these existing members retire and seek reappointment.

What form should a Statement of personal faith take?

40. There is a view that a SOPF is a document that should not be updated, since we believe the word of God is unchanging and presented once for all. The tradition of our church is to hold to a statement of faith in the triune God. Conversely, there is a view that it is appropriate to update a SOPF since the church needs to be explicit about matters that were assumed or unsaid in the past.
41. In 2019, the Synod amended the Statement of Personal Faith in the Governance Policy to include –
- 'In particular, I believe ... (d) that this faith produces obedience in accordance with God's word, including sexual faithfulness in marriage between a man and a woman, and abstinence in all other circumstances.'
42. Of the diocesan organisations and schools whose ordinances require a SOPF, only three (3) organisations at the time of the gap analysis had updated their ordinances to align with the form of SOPF adopted by the Synod in 2019.
43. The amendment in 2019 has created an undesirable situation whereby there are multiple forms of SOPF in circulation. That is, when the SOPF in the Governance Policy was amended, the SOPF in the schedule of many constituting ordinances became out of date. Having multiple forms of SOPF in circulation appears to have led to a number of challenges –
- (a) Some existing members of diocesan organisations and schools expressed that it seemed that the 'goalposts had moved' while they were already members;
 - (b) Following the 2019 amendment, the onus was upon diocesan organisations and schools to implement the revised form of SOPF by amending their ordinance, leaving it open for them to decline to do so;
 - (c) It is administratively challenging for the Standing Committee to maintain multiple forms of SOPF for diocesan organisations and schools to which it elects members.
44. The Standing Committee has attempted to consolidate the versions of SOPF by, when the constituting ordinance of a diocesan organisation or school is amended, revising the relevant clause(s) to cross reference to the Governance Policy rather than include the SOPF as a schedule to the ordinance. However, this does not address the concern of some members that the Synod may further amend the SOPF and thereby 'move the goalposts' yet again.

List of organisations

45. In the course of the Committee's work, it was identified that no single consolidated list of organisations to which the Governance Policy applies exists.
46. At the time the Governance Policy was introduced, there were about 60 diocesan organisations constituted by the Synod. There were also a number of bodies not constituted by the Synod in respect of whose organisation or property the Synod is nonetheless empowered to make ordinances. About 20 of these were incorporated by or under legislation including the *Anglican Church of Australia Trust Property Act 1917* or the *Anglican Church of Australia (Bodies Corporate) Act 1938*.
47. The Gap Analysis was undertaken on entities that report to Synod via their annual reports. However, this does not include all possible entities which could be considered as diocesan organisations (for example, the Anglican National Superannuation Board or the Sydney Anglican Pre-School Council).
48. The Gap Analysis highlighted that the definition in the Governance Policy of a 'diocesan organisation' would benefit from further parameters. For example, the definition should exclude –
 - (a) parish councils,
 - (b) the chapter of a cathedral, and
 - (c) entities that perform an administrative function under ordinance or resolution rather than conduct an enterprise in its own right.
49. Another threshold question could be whether the entity has an Australian Business Number (**ABN**). If it does not, this indicates it is not conducting an enterprise and is merely fulfilling an administrative function on behalf of another. Unincorporated bodies are not subject to the Policy Guidelines in Appendix 2 of the Governance Policy and Appendix 1 is geared towards compliance with the Australian Charities and Not-for-profits Commission's Governance Standards which, but for the Basic Religious Charities exemption, apply to charities that have ABNs. Therefore it would make sense to exclude bodies without ABNs.
50. The Standing Committee has agreed to amend the definition of a 'diocesan organisation' in clause 12 of the Governance Policy, and to maintain a schedule of diocesan organisations based on this expanded definition, to avoid misinterpretation.

Director skills and qualifications

51. The Synod has a responsibility to facilitate proper and effective governance as part of its oversight of all diocesan organisations. It seeks to discharge this responsibility by, among other things, electing board members and by articulating its governance expectations in the Governance Policy.
52. The Governance Policy requires the board of a diocesan organisation to 'develop effective processes to ensure... the induction of new members and the ongoing training and development of existing members.'
53. Whilst it is appropriate for each board or council to provide a suitable induction as well as continuing development for its members, the Synod could do more to ensure that the members it elects are properly equipped to serve as members.
54. For example, members of a diocesan organisation providing services in highly regulated industries such as aged care and education are exposed to significant personal liability and risk. Such members are not currently remunerated nor do they receive any training from the Diocese for their important role.
55. It is recognised that members of diocesan schools are subject to minimum professional learning requirements by the NSW Education Standards Authority, and so diocesan schools will already have processes in place to ensure their members are appropriately trained.
56. Nonetheless, the Synod should consider how it can support directors of diocesan organisations and schools, including through relevant and appropriate governance training.

Actions to be taken in response to divergence

57. The Committee's terms of reference include consideration of ' what action, if any, should be taken in the event that any organisation or school governed by an ordinance of the Synod does not comply' with the Governance Policy.
58. In response, it was noted that, if conversation and conferencing prove fruitless in finding an agreed remedy, Synod has wide legal powers available. Those powers are located in the provisions of the *Anglican Church of Australia Constitutions Act 1902*, the *Anglican Church of Australia Trust Property Act 1917* and the *Anglican Church of Australia (Bodies Corporate) Act 1938*. In short: Synod can require a full accounting of the management of an organisation; board or council members can be removed and replaced; the constituting ordinance of the organisation can be amended; and, the purpose trusts on which the organisation operates can be varied to other purposes.
59. While the Synod has the power to amend the constituting ordinance of a diocesan school or organisation unilaterally, the convention has been to work collaboratively, or at least obtain consent for such amendments. Consent however is not a necessity.
60. In the case of a school or organisation that is incorporated under the *Anglican Church of Australia (Bodies Corporate) Act 1938 (the Act)*, the Synod's ongoing power to control the constitution of the body is expressly recognised in section 10 of the Act. That a school or organisation has been incorporated under the Act does not in any way take away from the Synod's power to determine its constitution.
61. Notwithstanding the Synod's power to amend a constituting ordinance unilaterally, the Governance Policy contemplates that, where a board of a diocesan organisation believes that a particular Policy Guideline should not apply, it would usually be appropriate for the board to provide a brief explanation of its position. Attachment B ('3. Organisation's response') indicates which diocesan organisations and schools provided an explanation of their position.
62. There may be further, untested implications of the Synod forming a view about the appropriateness of an organisation's governance arrangements. However, this is not considered to be a significant issue.

Conclusion

63. The Governance Policy, adopted by the Synod in 2014, has now been in place for seven (7) years. In that time, contemporary governance thinking and practice has evolved and new 'best practice' guidelines have been released, such as the AICD's updated *Not For Profit Principles* and the ASX Corporate Governance Council's 4th Edition *Corporate Governance Principles and Recommendations*. It is timely for the Synod to consider if the Governance Policy is still appropriate and working as intended.
64. As at 29 July 2021, twenty two (22) of the thirty eight (38) diocesan organisations and schools included in the Committee's gap analysis had agreed to take further action to improve the alignment of their constituting ordinance with the Governance Policy.
65. It is recommended that the Synod continue to monitor diocesan organisations and schools' alignment with the Governance Policy. The next appropriate opportunity will be at the first ordinary session of the 53rd Synod (in 2023), when diocesan organisations and schools submit their annual reports and again assess the extent to which they align with the Governance Policy.
66. The Synod should also continue to monitor the implementation of the SOPF in the Governance Policy. In the Committee's view, all members of diocesan organisations and schools should be required to sign a SOPF. Synod should ask diocesan organisations and schools that do not already require a SOPF in their constituting ordinance to amend their ordinance accordingly.
67. For the sake of clarity, the definition of a 'diocesan organisation' in the Governance Policy has been updated and a schedule of diocesan organisations and schools will be appended to the Policy.

68. To assist members of diocesan organisations and schools to exercise the governance responsibilities with which they have been entrusted, it is recommended that the Synod commit to providing governance training, where not already provided.

For and on behalf of the Standing Committee.

DANIEL GLYNN
Diocesan Secretary

29 July 2021

Amended 25 July 2022

Principles adopted in the Gap Analysis

1. The analysis related to an organisation's conformance with the Policy Guidelines (Appendix 2 of the *Governance Policy for Diocesan Organisations*) rather than the Governance Standards (Appendix 1 of the *Governance Policy for Diocesan Organisations*). In taking this approach, the Committee acknowledged that –
 - (a) conformance with the Governance Standards was expected for all diocesan organisations and schools,
 - (b) the Synod considers that the constituting ordinances of diocesan organisations should usually conform to the Policy Guidelines. However, the Synod recognises that for some diocesan organisations it may not be appropriate to conform to all the Policy Guidelines, particularly for those Policy Guidelines which go beyond the Governance Standards,
 - (c) the Policy Guidelines were primarily applicable to diocesan organisations which are bodies corporate.
2. The analysis was based on an organisation's constituting ordinance and did not consider other governance documents that may have existed, such as a board policy or charter, or complementary ordinances such as the *Synod Elections Ordinance 2000*. The Committee acknowledged that an organisation's governance arrangements were broader than its constituting ordinance, however, the ordinance was the only mechanism by which the Synod can enforce certain provisions.
3. The analysis was based on documented requirements rather than accepted practices. While some organisations referred to current practices in their report about conformance with the Governance Policy, the Committee agreed that its analysis would focus on matters contained in an ordinance. This was because it is not possible to independently verify these practices, and ultimately practices that are not hard-wired into an ordinance may be lost over time.
4. Noting there may be varying degrees of conformance within an ordinance, the analysis differentiated between ordinance clauses that fully conformed to the Policy Guidelines and those that only partly conformed.
5. The Committee acknowledged that the policy guidelines were not necessarily equally weighted and some areas may be more significant than others. A particular area of importance is the Statement of Personal Faith in Appendix 3 to the Governance Policy, which was last amended at Synod in 2019.
6. No judgement was made about the appropriateness of any non-conformance(s). As noted in the Policy Guidelines, 'the Synod recognises that for some diocesan organisations it may not be appropriate to conform to all these Policy Guidelines.' It is a matter for each organisation to form a view on the appropriateness of each gap and provide an explanation of why they believe that a certain provision should not apply. The Synod or Standing Committee may also form a view from time to time about the Policy Guidelines with which it expects or requires organisations to conform.

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Organisation: Abbotsleigh School Council
Type: School
Ordinance: *Abbotsleigh Ordinance 1924* (last amended in 2016)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.
Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 1. Purpose
- 2. 9-14 members
- 10. 3 year term
- 11. Statement of Faith
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 20. CEO role CEO role
- 24. Quorum
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 34. Committee delegations
- 35. Security
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 14. Tenure limit
- 21. CEO - Statement of Faith
- 37. Compliance with policies

3. Organisation's response

Noted the concerns and will continue to review governance in light of these concerns.

Organisation:	Anglican Aid, the Archbishop of Sydney's
Type:	Organisation (body corporate)
Ordinance:	<i>The Archbishop of Sydney's Anglican Aid Ordinance 2011</i> (last amended 2019)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 16. Chair term
- 18. Chair family
- 27. Minutes
- 28. Minutes signed
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 38. Not-for-profit

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 9. Archbishop entitlements
- 13. Filling Casual vacancy
- 34. Committee Delegations
- 37. Compliance with policies
- 39. Winding up

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

4. Notes

The *Archbishop of Sydney's Anglican Aid Ordinance 2011* was amended in May 2021, including to address some of the identified gaps. The ordinance has not been re-assessed for conformance.

Organisation:	Anglican Church Growth Corporation
Type:	Organisation (body corporate)
Ordinance:	<i>Anglican Church Growth Corporation Ordinance 2018</i> (last amended 2020)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 3. Majority Synod

At the time of writing the report, an amendment ordinance was being prepared to address several minor areas of non-conformance with the Policy.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 3. Majority Synod
- 18. Chair family
- 26. CEO at Board meetings
- 30. Exercise powers
- 34. Committee Delegations
- 35. Security

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 9. Archbishop entitlements
- 10. 3 year term
- 12. Casual vacancy
- 33. Records
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Nil at 30 June 2021.

4. Notes

The amendment ordinance referenced in the organisation's self-assessment has not yet been passed by the Standing Committee.

Organisation:	Anglican Church Property Trust
Type:	Organisation (body corporate)
Ordinance:	<i>Anglican Church Property Trust Diocese of Sydney Ordinance 1965 (last amended 2014)</i>

1. Self-assessment provided with 2020 Annual Report

Advised that the board is seeking to adopt as many areas of the Governance Policy as pragmatically possible for a trustee.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 1. Purpose
- 10. 3 year term
- 11. Statement of Faith
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 24. Quorum
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 37. Compliance with policies
- 38. Not-for-profit
- 39. Winding up

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

Organisation:	Anglican Community Services
Type:	Organisation (body corporate)
Ordinance:	<i>Anglican Community Services Constitution Ordinance 1961</i> (last updated 2018)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 9. Archbishop entitlements
- 18. Chair family

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 18. Chair family
- 26. CEO at Board meetings
- 27. Minutes
- 28. Minutes signed
- 31. Duties
- 33. Records
- 34. Committee Delegations
- 38. Not-for-profit

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 2. 9-14 members
- 5. Clergy
- 9. Archbishop entitlements
- 13. Filling Casual vacancy
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Pursuing an amendment to its ordinance independently.

Organisation: Anglican Education Commission
Type: Organisation (unincorporated)
Ordinance: *Anglican Education Commission Ordinance 2006* (last updated 2016)

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 18. Chair family
- 30. Exercise powers
- 35. Security
- 36. Limit to liability

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 33. Records
- 34. Committee Delegations
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps, except –

- 35. Security (not deemed relevant)

Organisation: Anglican Media Council
Type: Organisation (unincorporated)
Ordinance: *Anglican Media Council Ordinance 1993* (last updated 2006)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Standards.

Areas of non-conformance identified –

- 4. CEO not a Board member

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 3. Majority Synod
- 4. CEO not a Board member
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 18. Chair family
- 21. CEO - Statement of Faith
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 37. Compliance with policies
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 12. Casual vacancy
- 26. CEO at Board meetings
- 34. Committee Delegations

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

No action deemed necessary by the organisation.

Organisation: Anglican Schools Corporation
Type: Organisation (body corporate)
Ordinance: *Anglican Schools Corporation Ordinance 1947* (last updated 2015)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 18. Chair family
- 30. Exercise powers
- 31. Duties
- 36. Limit to liability

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 13. Filling Casual vacancy
- 16. Chair term
- 33. Records
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

No action deemed necessary by the organisation. Brief explanation given for each gap.

Organisation:	Anglican Youthworks
Type:	Organisation (body corporate)
Ordinance:	<i>Anglican Youth and Education Diocese of Sydney Ordinance 1919</i> (last updated 2018)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified –

- 9. Archbishop entitlements

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 18. Chair family
- 31. Duties
- 34. Committee Delegations

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 2. 9-14 members
- 9. Archbishop entitlements
- 13. Filling Casual vacancy
- 33. Records
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

No action deemed necessary by the organisation. Brief explanation given for each gap.

4. Notes

The *Anglican Youth and Education Diocese of Sydney Ordinance 1919* was amended in July 2020, including to address some of the identified gaps. The ordinance has not been re-assessed for conformance.

Organisation: Arden Anglican School Council
Type: School
Ordinance: *Arden Anglican School Council Ordinance 2019* (last updated 2019)

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 20. CEO role
- 27. Minutes
- 28. Minutes signed
- 33. Records

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 34. Committee Delegations
- 35. Security

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Being considered further by the organisation.

Organisation: Arundel House Council
Type: Organisation (unincorporated)
Ordinance: *Arundel House Council Ordinance 1977* (last updated 2006)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 3. Majority Synod
- 5. Clergy
- 9. Archbishop entitlements
- 11. Statement of Faith
- 13. Filling Casual vacancy
- 14. Tenure limit
- 15. Remuneration
- 17. Chair - Statement of Faith
- 18. Chair family
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 34. Committee Delegations
- 35. Security
- 36. Limit to liability
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 2. 9-14 members
- 12. Casual vacancy
- 24. Quorum
- 37. Compliance with policies

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps, *except* –

- 2. 9-14 members
- 3. Majority Synod
- 5. Clergy
- 9. Archbishop entitlements
- 11. Statement of Faith
- 13. Filling Casual vacancy
- 14. Tenure limit
- 17. Chair - Statement of Faith
- 24. Quorum

Brief explanation given for each gap.

Organisation: Barker College
Type: School
Ordinance: *The Barker College Ordinance 1978* (last updated 2019)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 11. Statement of Faith
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 20. CEO role
- 22. Convene meetings
- 23. Electronic meetings
- 25. Circular resolutions
- 27. Minutes
- 28. Minutes signed
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 21. CEO - Statement of Faith
- 34. Committee Delegations
- 37. Compliance with policies

3. Organisation's response

Being considered further by the organisation.

Organisation: Campbelltown Anglican Schools Council
Type: School
Ordinance: *Campbelltown Anglican Schools Ordinance 1985* (last updated 2020)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified –

- 20. CEO role

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 28. Minutes signed

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 13. Filling Casual vacancy
- 33. Records

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps, subject to the outcome of a governance review of the school council by the Diocese.

Organisation:	Endowment of the See Corporation
Type:	Organisation (body corporate)
Ordinance:	<i>Endowment of the See Corporation Ordinance 2019 (last updated 2020)</i>

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 2. 9-14 members
- 16. Chair term
- 18. Chair family

At the time of writing this report an amendment ordinance was being prepared to address several other minor areas of non-conformity with the Policy.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 30. Exercise powers
- 34. Committee Delegations
- 35. Security

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 3. Majority Synod
- 16. Chair term
- 18. Chair family
- 33. Records
- 37. Compliance with policies

3. Organisation's response

No action deemed necessary by the organisation.

4. Notes

The amendment ordinance referenced in the organisation's self-assessment was already in effect by the time of the committee's gap analysis.

Organisation:	Evangelism and New Churches
Type:	Organisation (unincorporated)
Ordinance:	<i>Evangelism and New Churches Ordinance 2010</i> (last updated 2017)

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 14. Tenure limit
- 15. Remuneration
- 18. Chair family
- 21. CEO - Statement of Faith
- 23. Electronic meetings
- 25. Circular resolutions
- 26. CEO at Board meetings
- 27. Minutes
- 28. Minutes signed
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 34. Committee Delegations
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently, in conjunction with becoming incorporated.

Organisation:	Glebe Administration Board
Type:	Organisation (body corporate)
Ordinance:	<i>Glebe Administration Board Ordinance 1930</i> (last updated 2020)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 2. 9-14 members
- 5. Clergy

At the time of writing this report an amendment ordinance was being prepared to address several other minor areas of non-conformity with the Policy.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 30. Exercise powers

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 2. 9-14 members
- 33. Records
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps, except –

- 2. 9-14 members

Brief explanation given for the gap.

4. Notes

The amendment ordinance referenced in the organisation's self-assessment was already in effect by the time of the committee's gap analysis.

Organisation: Illawarra Grammar School
Type: School
Ordinance: *The Illawarra Grammar School Ordinance 1958* (last updated 2016)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified –

- 2. 9-14 members
- 10. 3 year term
- 11. Statement of Faith
- 14. Tenure limit
- 24. Quorum
- 37. Compliance with policies

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 1. Purpose
- 2. 9-14 members
- 10. 3 year term
- 11. Statement of Faith
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 20. CEO role
- 22. Convene meetings
- 23. Electronic meetings
- 24. Quorum
- 25. Circular resolutions
- 27. Minutes
- 28. Minutes signed
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 21. CEO - Statement of Faith
- 34. Committee Delegations
- 35. Security

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

4. Notes

As at 30 June 2021, *The Illawarra Grammar School Ordinance 1958* was in the process of being amended, including to address some of the identified gaps.

Organisation:	King's School Council
Type:	School
Ordinance:	<i>The King's School Council Constitution Ordinance 1922</i> (last updated 2001)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified –

- 11. Statement of Faith

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 1. Purpose
- 2. 9-14 members
- 4. CEO not a Board member
- 10. 3 year term
- 11. Statement of Faith
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 20. CEO role
- 21. CEO - Statement of Faith
- 29. Powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 37. Compliance with policies
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 19. CEO Appointment
- 34. Committee Delegations

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

Organisation: Macarthur Anglican School
Type: School
Ordinance: *Macarthur Anglican School Ordinance 1982 (last updated 2016)*

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified –

- 5. Clergy

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 20. CEO role
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 2. 9-14 members
- 5. Clergy
- 9. Archbishop entitlements
- 12. Casual vacancy
- 34. Committee Delegations
- 35. Security

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps.

Organisation: Ministry Training and Development
Type: Organisation (unincorporated)
Ordinance: *Ministry Training and Development Ordinance 1989* (last updated 2016)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 18. Chair family
- 19. CEO Appointment
- 21. CEO - Statement of Faith
- 22. Convene meetings
- 23. Electronic meetings
- 24. Quorum
- 25. Circular resolutions
- 27. Minutes
- 28. Minutes signed
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 34. Committee Delegations
- 35. Security
- 36. Limit to liability
- 37. Compliance with policies
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 3. Majority Synod
- 5. Clergy
- 12. Casual vacancy
- 16. Chair term

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

Organisation: Mission Property Committee
Type: Organisation (unincorporated)
Ordinance: *Mission Property Ordinance 2002* (last updated 2020)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified –

- 5. Clergy

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 5. Clergy
- 11. Statement of Faith
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 24. Quorum
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 36. Limit to liability
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 9. Archbishop entitlements
- 12. Casual vacancy
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

3. Organisation's response

Nil at 30 June 2021.

Organisation: Moore Theological College
Type: School
Ordinance: *Moore Theological College Ordinance 2009* (last updated 2018)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 10. 3 year term
- 14. Tenure limit
- 16. Chair term

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 2. 9-14 members
- 4. CEO not a Board member
- 15. Remuneration
- 18. Chair family
- 33. Records
- 35. Security
- 38. Not-for-profit

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 14. Tenure limit
- 16. Chair term
- 31. Duties
- 34. Committee Delegations

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

Organisation:	Regional Councils (Georges River, Northern, South Sydney, Western Sydney, Wollongong)
Type:	Organisation (unincorporated)
Ordinance:	<i>Regions Ordinance 1995</i> (last updated 2017)

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance by the Georges River Regional Council, Western Sydney Regional Council, and Wollongong Regional Council.

Areas of non-conformance identified by the Northern Regional Council –

- 6. Board appointments
- 9. Archbishop entitlements
- 11. Statement of Faith
- 14. Tenure limit
- 16. Chair term
- 17. Chair - Statement of Faith
- 24. Quorum
- 38. Not-for-profit
- 39. Winding up

Areas of non-conformance identified by the Western Sydney Regional Council –

- 9. Archbishop entitlements
- 11. Statement of Faith
- 16. Chair term
- 24. Quorum

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 9. Archbishop entitlements
- 11. Statement of Faith
- 13. Filling Casual vacancy
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 24. Quorum
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 6. Board appointments
- 12. Casual vacancy
- 34. Committee Delegations

3. Organisation's response

No action deemed necessary by the Western Sydney Regional Council.

The Wollongong Regional Council agreed to participate in an omnibus ordinance amendment to address the identified gaps.

Nil response from other Regional Councils.

Organisation: St Andrew's Cathedral Chapter
Type: Organisation (unincorporated)
Ordinance: *Cathedral Ordinance 1969* (last updated 2019)

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified –

- 3. Majority Synod
- 16. Chair term
- 17. Chair Statement of Faith

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 3. Majority Synod
- 15. Remuneration
- 16. Chair term
- 18. Chair family
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 14. Tenure limit
- 34. Committee Delegations
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Nil at 30 June 2021.

Organisation: St Andrew's Cathedral School
Type: School
Ordinance: *Cathedral Ordinance 1969* (last updated 2019)

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified –

- 3. Majority Synod
- 12. Casual vacancy
- 14. Tenure limit

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 3. Majority Synod
- 15. Remuneration
- 18. Chair family
- 20. CEO role
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 37. Compliance with policies

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 14. Tenure limit
- 34. Committee Delegations

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

4. Notes

The *Cathedral Ordinance 1969* was amended in June 2021, including to address some of the identified gaps. The ordinance has not been re-assessed for conformance.

Organisation: St Andrew's House Corporation
Type: Organisation (body corporate)
Ordinance: *St Andrew's House Corporation Ordinance 2018* (last updated 2018)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified – none, subject to a caveat that, at the time of writing this report, an amendment ordinance was being prepared to address several minor areas of non-conformance with the Policy.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 30. Exercise powers

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 9. Archbishop entitlements
- 12. Casual vacancy
- 16. Chair term
- 18. Chair family
- 33. Records
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps.

4. Notes

The *St Andrew's House Corporation Ordinance 2018* was amended in November 2020, including to address some of the identified gaps. The ordinance has not been re-assessed for conformance.

Organisation:	St Catherine's School Waverley
Type:	School
Ordinance:	<i>St Catherine's School Waverley Ordinance 1922</i> (last updated 2008)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 9. Archbishop entitlements
- 11. Statement of Faith
- 12. Casual vacancy
- 14. Tenure limit
- 16. Chair term
- 17. Chair Statement of Faith
- 18. Chair family
- 39. Winding up

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 20. CEO role
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 9. Archbishop entitlements
- 12. Casual vacancy
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

Organisation: Sydney Anglican Loans Board
Type: Organisation (unincorporated)
Ordinance: *Finance and Loans Board Ordinance 1957* (last updated 2017)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 2. 9-14 members

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 15. Remuneration
- 16. Chair term
- 18. Chair family
- 27. Minutes
- 28. Minutes signed
- 30. Exercise powers
- 31. Duties
- 36. Limit to liability

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 9. Archbishop entitlements
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 33. Records
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps.

Organisation:	Sydney Anglican (National Redress Scheme) Corporation
Type:	Organisation (body corporate)
Ordinance:	<i>Sydney Anglican (National Redress Scheme) Corporation Ordinance 2018</i> (last updated 2020)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 2. 9-14 members
- 3. Majority Synod
- 5. Clergy
- 12. Casual vacancy
- 16. Chair term

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 2. 9-14 members
- 3. Majority Synod
- 5. Clergy
- 18. Chair family
- 30. Exercise powers
- 34. Committee Delegations
- 35. Security

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 9. Archbishop entitlements
- 12. Casual vacancy
- 16. Chair term
- 33. Records

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps, except –

- 2. 9-14 members
- 3. Majority Synod
- 5. Clergy
- 18. Chair family
- 30. Exercise powers
- 34. Committee Delegations
- 35. Security

Organisation:	Sydney Church of England Grammar School (SHORE)
Type:	School
Ordinance:	<i>The Sydney Church of England Grammar School Constitution Consolidation and Amendment Ordinance 1923 (last updated 2001)</i>

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified –

- 2. 9-14 members

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 1. Purpose
- 2. 9-14 members
- 8. Archbishop chair
- 11. Statement of Faith
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 17. Chair - Statement of Faith
- 18. Chair family
- 20. CEO role
- 21. CEO - Statement of Faith
- 24. Quorum
- 29. Powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 37. Compliance with policies
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 19. CEO Appointment
- 34. Committee Delegations

3. Organisation's response

No action deemed necessary by the organisation.

Organisation:	Sydney Diocesan Services
Type:	Organisation (body corporate)
Ordinance:	<i>Sydney Diocesan Services Ordinance 2017</i> (last updated 2020)

1. Self-assessment provided with 2020 Annual Report

Advised that the governance arrangements were consistent with the Governance Policy.

Areas of non-conformance identified – none.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 30. Exercise powers

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 33. Records
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

3. Organisation's response

Pursuing an amendment to its constituting ordinance independently.

4. Notes

The *Sydney Diocesan Services Ordinance 2017* was amended in March 2021, including to address some of the identified gaps. The ordinance has not been re-assessed for conformance.

Organisation: Tara Anglican Girls' School
Type: School
Ordinance: *Tara Anglican Girls' School Ordinance 1956* (last updated 2012)

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified –

- 14. Tenure limit
- 39. Winding up

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 1. Purpose
- 14. Tenure limit
- 15. Remuneration
- 16. Chair term
- 18. Chair family
- 20. CEO role
- 30. Exercise powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 35. Security
- 36. Limit to liability
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 13. Filling Casual vacancy
- 34. Committee Delegations
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Commentary provided – willing to address 39. Winding up. No other action deemed necessary by the organisation.

Organisation:	Trinity Grammar School
Type:	School
Ordinance:	<i>Trinity Grammar School Constitution Ordinance 1928 (last updated 2016)</i>

1. Self-assessment provided with 2020 Annual Report

Commentary provided about areas of conformance.

Areas of non-conformance identified –

- 2. 9-14 members
- 11. Statement of Faith
- 14. Tenure limit

Reasons were provided for these gaps.

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 1. Purpose
- 2. 9-14 members
- 11. Statement of Faith
- 12. Casual vacancy
- 14. Tenure limit
- 15. Remuneration
- 17. Chair - Statement of Faith
- 18. Chair family
- 19. CEO Appointment
- 20. CEO role
- 21. CEO - Statement of Faith
- 24. Quorum
- 29. Powers
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 37. Compliance with policies
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 13. Filling Casual vacancy
- 16. Chair term
- 34. Committee Delegations
- 35. Security

3. Organisation's response

Being considered further by the organisation.

Organisation:	William Branwhite Clarke College
Type:	School
Ordinance:	<i>The William Branwhite Clarke College Ordinance 1987</i> (last updated 2016)

1. Self-assessment provided with 2020 Annual Report

Areas of non-conformance identified –

- 6. Board appointments

2. Gap Analysis conducted by Governance Gap Analysis Committee

Not included in governing ordinance or does not meet requirements of policy –

- 3. Majority Synod
- 6. Board appointments
- 8. Archbishop Chair
- 14. Tenure limit
- 15. Remuneration
- 27. Minutes
- 28. Minutes signed
- 31. Duties
- 32. Conflict of interest
- 33. Records
- 38. Not-for-profit
- 39. Winding up

Partly included in governing ordinance (e.g. incomplete list, or membership that is a range) –

- 5. Clergy
- 12. Casual vacancy
- 16. Chair term
- 34. Committee Delegations
- 35. Security
- 37. Compliance with policies

Statement of Faith is required, but the form is a superseded version in an attached schedule rather than the new version approved by Synod in 2019.

3. Organisation's response

Agreed to participate in an omnibus ordinance amendment to address the identified gaps, except –

- 3. Majority Synod
- 6. Board appointments
- 14. Tenure limit
- 16. Chair term
- 35. Security

Brief explanation given for each gap.