

Proposal

Strategic Realignment of Northern Presbytery

Governance and Staffing Structure

Presented by the Northern Presbytery Council to the meeting of the Northern Presbytery 25 March 2017.

Thank you for your feedback

The October 2016 Spring Presbytery meeting sent the Proposed Strategic Realignment of Northern Presbytery Governance and Staffing Structure to ministers and congregations of the presbytery for consultation and feedback to the Convenor of the Presbytery Council by 24 February 2017.

In that the proposal the Presbytery was to have three missional Regions: 3 Co Moderators; staffed by 1.5 FTE of Executive and Administration Officers with the disestablishment of the existing positions of Clerk and Administrative Assistant. It included the Full Presbytery to meet three times a year and Regions six times a year.

There have been three consultative evenings offered as an opportunity for feedback. Congregations and individuals have sent in submissions and people also took the opportunity to speak to members of the Council.

The March 2, 2017 meeting of the Council received the feedback and gave time to prayerfully consider all the responses, which had been circulated before the meeting.

The proposal before the Presbytery now is; two Full Presbytery meetings per year, five Regions, meeting five times a year locally, one Presbytery Moderator and five Regional Convenors. The Regions have been reorganised geographically with built in flexibility for some change of placement. It also now includes more details about the proposed staffing positions. The proposed new positions are significantly different from the existing positions of Clerk and Administrative Assistant necessitating the disestablishment of the current positions. The Council strongly emphasises that the proposed disestablishment of these two positions bears no reflection on the performance of the staff and any staff may apply for any of the proposed positions.

The Council gives formal notification of their appreciation of the work the Clerk, Mr Alex Robinson, and acknowledges that any proposed restructuring may create an environment of uncertainty and produce stress for all those involved. The Council thanks Alex for his perseverance and patience during this time. The Council also expresses appreciation for the work of Mrs Rosemary Smart, Mrs Emma Page, and Mr Geoff Foster over the last few months.

After careful deliberation, the Council recommends the following proposal.

Lorraine Francis,
Convenor,
Northern Presbytery Council

March 2017

Presbytery Structure:

Northern Presbytery. Meets 2 times a year, on a Saturday. Elects Moderator.

Region South

Each Region Meets max 5 times a Year

Region East

Each Region can choose how they manage themselves

Region North

Each Region is responsible for Ministry and Mission

Region West

Each Region Pastorally cares for members

CTN + Presbyterian North

Each Region sends reps to Council etc.

Presbytery Council: Council is governance, it sets long term direction for the presbytery and ensures it happens. Meets 4 times a year. Made up of 2 from each region + Workgroup conveners and Observers. Employs all staff.

Property and Finance, Youth Coordinator, Candidates, Mission Funds, Resolution Workgroups.

These various groups are to resource the Presbytery for Mission.

Staff: Presbytery Executive Officer

Presbytery Youth Coordinator

Staff are to resource the Presbytery for Mission.

Presbytery Administration Officer

Treasurer

Northern Presbytery - Full meetings 2 times per year (Saturday meetings)

The Northern Presbytery's prime function is *to facilitate and resource the life, worship and spiritual nurture and mission of the congregations for which it has responsibility.* (Book of Order 8.3).

The primary way the Northern Presbytery will fulfil its BOO obligations will be through its Regions.

A Strategic Mission of the Presbytery is to resource the Regions for mission as wide a view as the world and as close a view as their own Region.

Northern Presbytery Regions [5 Presbytery Regions. About 15 – 20 congregations in each Region] A minimum of 5 local meetings per year (Regions to determine when - ie time / day, their own name...)

- each Region will be responsible for the mission, ministry and pastoral care of their Region [According to the relevant sections of the BOO 8.4.]
- each Region will determine the best management (organisational / committee) way to enable it to achieve this.
- each Region will have two people on the Presbytery Council – the Regional Convenor and one other (ensuring Minister / Lay balance).
- each Region will provide at least one member for the Youth Ministry Workgroup, and the Property and Finance Workgroup.
- each Region will be resourced by the PEO / AEO as needed.
- Membership - Ministers and Presbytery Elders from each congregation, all chaplains working within the Region, active retired ministers in Region [BOO], and other associated ministries eg youth leaders, PSN reps etc can be associated with Regions.
- each Region is responsible for the Pastoral Care of its members with the Convenors liaising with the Presbytery Moderator (and PEO) .

To fulfil its mission, each Region will appoint:-

A convenor [who will also attend Presbytery Council], a 2nd Presbytery Council attendee (ensuring Elder / Minister balance), a Secretary, and a Ministry and Pastoral Coordinator. Representatives for: the Youth Ministry, and the Property and Finance Workgroups

The Convenor would bring the Regional reports to the Council with other attendee.

It is anticipated that the Presbytery will reimburse Regional Convenors for presbytery incurred expenses.

A Convenor or a Region can ask for more direct resourcing from the PEO / AEO with administrative tasks of the Regional management.

Existing Ministry Workgroup will offer a transitional period to help each Region establish its ministry processes.

Northern Presbytery Council Meets four times a year

Primary Role of the Presbytery Council:

- In partnership with the Presbytery Executive Officer, to formulate the strategic direction and to ensure mission and ministry is taking place in the Presbytery.
- To oversee supervision, education & training of ministers and elders (with the Mission Regions).
- Dissolution of pastoral ties and reporting a case to the General Assembly.
- Recognise and dissolve congregations (with Full Presbytery)
- Ensure the commissioning of ministers and elders to the General Assembly (with the Mission Regions).
- Maintain ties with ecumenical partners (with the Mission Regions)
- Recognise new forms of mission and ministry.
- Maintain the roll of ministers in the Northern Presbytery area.
- Hear and determine appeals from a decision of a church Council.
- Undertake duties of Coordinating Partner for Cooperative Ventures (with the Mission Regions).
- To monitor that the Book of Order regulations are observed across the Northern Presbytery.

The membership of Presbytery Council will be as follows:

- The Moderator elected by Northern Presbytery
- A Council Convenor elected by the Council
- The Convenor's of the Regions and one other (if the convenor is a minister, then an elder and vice versa).
- The Property and Finance, Resolution and Youth Workgroup Convenors
- Observers Asian ministries and Pacific Islander ministries
- Observers for Te Aka Puaho and PISynod Presbyteries

Northern Presbytery Workgroups.

- **The Property and Finance Workgroup.** Must include a member from each Region.
- **Youth Coordinator Workgroup.** Must include a member from each Region.
- **The Candidates' Workgroup**
- **The Mission Funds Workgroup**
- **Resolution Workgroup** - This Workgroup's role will be exclusively for negotiating resolution in parish issues and disputes, and recommending solutions directly to the Presbytery Council.

Staff roles to resource the work of the Northern Presbytery.

The work of the Northern Presbytery, the Council and the work of its Regions and workgroups will be resourced by the following staff.

Presbytery Executive Officer

Presbytery Administrative Officer

Presbytery Youth Coordinator

Treasurer [honorarium]

Proposed position descriptions for PEO and PAO are attached.

Financial Costing and Impact for the Structure

The Presbytery Treasurer advises that the structure is estimated to have an increased requirement of between \$20,000 and \$30,000 in the 2017/18 budget year over the requirements provided for in the current 2016/17 year.

This increase is required to fund the full-time roles of the Presbytery Executive Officer (PEO) and the Presbytery Administration Officer (PAO) and provision for reimbursement of related expenses for the Regional Convenors (5) roles and the Workgroup Convenors. It should be noted that the Job descriptions (JD's) for the two staff roles – PEO and PAO – require finalisation re their remuneration package.

The costs for the Youth Co-ordinator and the Treasurer's honorarium remain the same. The additional requirement would come from a levy increase of approx. 18% or an additional grant from the Northern Presbytery Mission Fund (Operations), or a combination of these options. Note that grants of \$105,600 were made from the Mission Fund in both 2015/16 and 2016/17 to offset budget expenditure requirements (and levy requirements).

Budget considerations for the 2017/18 year will be drafted after this meeting for approval by the Property and Finance Workgroup and Presbytery Council with adoption by full Presbytery at the end of June 2017.

1. That the proposed strategic realignment of Northern Presbytery Governance and Staffing structure be adopted.
2. That the Council of the Northern Presbytery be tasked with establishing the proposed new structure by 1 July 2017.

Appendix 1 Draft Mission Regions				
South	East	North	West	*CTN plus Presbyterian North
Conifer Grove	St Davids K P	Albany	Avondale Union	* Bay of Islands
Clevedon	Newton PIPC	Northcote St Aidans	Blockhouse Bay Iona	Dargaville
Drury	St Andrews	Belmont	Hillsborough	* Hikurangi
Lord's Church Mangere	St James	Birkenhead	Mt Albert	*Kaeo Kerikeri
Mangatangi	Auckland Chinese	Browns Bay	St Johns Mt Roskill	*Kaikohe
Mangere PI	St Peters Ellerslie M/W	Forrest Hill	St Giles Mt Roskill	*Kaitaia
Mangere East	Epsom Eden	Glenfield	New Lynn St Austell's	*Kamo
Mangere Presbyterian	God's Garden Church	Henderson St Andrews	Owairaka	*Onerahi
St Andrews Manurewa	Glendowie	Good Neighbour Church	Massey Riverhead	*Otamatea
St Pauls Manurewa	Greenlane	Hibiscus Orewa	Sth Kaipara	*St Johns Whangerei
Onehunga CV	Kohimarama	Korean Pres Church of Auckland	Kaipara	Ruawai
Samoan Onehunga	Orakei	Mahurangi St Columba's	Waimauku	*Tikipunga
Otahuhu	Somervell	Mairangi/Castor Bay	St Giles Te Atatu	* Tutukaka
Papakura First	St Lukes Community	St Georges Takapuna	Te Atatu Union	*Wellsford
Papakura PIC	St Heliers		Titirangi	Whangarei St Andrews
Papakura East	Bucklands Beach CV		Pt Chevalier	Waipu
Papatoetoe St Johns	St Columba Botany		St Stephens/Ponsonby	
Papatoetoe St Martins	Auckland Taiwanese			
Pohutukawa Coast	Howick			
Pukekohe St James	Waiheke			
Te Kawhata	Splice			
Tuakau	Chaplain St Kentigern			
Waiuku	St Cuthberts College Chaplain			
Chaplains	Chaplains	Chaplains	Chaplains	Chaplains

Names of regions can be changed in year one and congregations on the margins can elect to transfer to a neighbouring region.

Apologies if there are any omissions.

APPENDIX TWO JOB DESCRIPTION PRESBYTERY EXECUTIVE OFFICER	
Job Title:	Presbytery Executive Officer
Reports To:	Council of the Presbytery through the Council Convenor
Direct Reports:	Presbytery Administrator Officer Presbytery Youth Co-ordinator Treasurer Contract HR Advisor
Relationships:	Ministers Presbytery Elders Congregations Presbytery regional groups Presbytery Workgroups or Committees Council of Northern Presbytery KCML UCANZ PCANZ

Purpose	
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To provide inspirational leadership and operational excellence to Northern Presbytery in the delivery of the Presbytery's missional goals.	
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Key Responsibility	Expected Results
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Strategy	<ul style="list-style-type: none"> • Missional goals of Northern Presbytery are developed in collaboration with Missional Regions / Council / Presbytery. • Strategic and Operational (Business) plans are developed with the Regions. • A system which informs Regions / Presbytery of current and emergent matters which are relevant to Presbytery's mission is established and maintained. • Co-ordinated and Co-operative activities are established within and between Regions which achieve the outcomes required by Presbytery. • Appropriate regular reporting systems to inform Presbytery Council of progress are developed.
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<p>Operations and Management</p>	<ul style="list-style-type: none"> • The Strategic Plan is operationalized and monitored through annual operational plans and regular review. • Recommendations are made to the Regions / Presbytery of appropriate actions and policies in response to information gathering and analysis. • The needs of ministers, elders and congregations for training and education are assessed and appropriate learning events organized. • All policies and documentation required for best practice management and operational delivery are developed and maintained. • In conjunction with appropriate external HR advise, appropriate HR policies are developed, and used, within the Presbytery, including HR policies specific to the Book of Order and its requirements. Presbytery acts as a good employer at all times. • Complaints and parish issues are dealt with in accordance with the Book of Order and other best practice processes and in a manner that ensures such matters do not unnecessarily impede the progress of the Presbytery’s missional goals. • Issues, grievance, complaints, disputes and litigation are referred to the appropriate workgroup, committee or person for resolution.
<p>Leadership</p>	<ul style="list-style-type: none"> • A high performing and values based team culture is built and sustained within the Presbytery staff team. • Presbytery staff understand the goals of the Presbytery and contribute to their achievement.
<p>Financial Management</p>	<ul style="list-style-type: none"> • In collaboration with the Treasurer and the Finance Workgroup, ensure that the financial management and stewardship of Presbytery assets is robust, according to best practice and supports sustainability. • Presbytery budget is managed according to agreed financial guidelines and delegations. • Regular reports are prepared for Council to track performance and manage risk.
<p>Communication</p>	<ul style="list-style-type: none"> • A system for establishing and maintaining dialogue between Council, Regions and Ministers is established • The regions understand and accept the roles and outcomes for them to achieve the overall outcomes of the Presbytery. • A feedback and monitoring system is developed and implemented to assist progress towards goals.
<p>Administration</p>	<ul style="list-style-type: none"> • Required databases, records, accounts and other data including cultural are developed, maintained, accessible and understandable. • In formal situations the Presbytery Executive Officer will act as the Clerk and ensure that Presbytery is compliant with the Book of Order.

Health & Safety	<ul style="list-style-type: none"> • A safety first culture is actively promoted and demonstrated to ensure exposure to risk is identified and appropriately managed. • Health and Safety procedures are in place, adhered to and the Health and Safety legislation complied with. • Council is appropriately informed of Health and Safety matters and risk.
Other	<ul style="list-style-type: none"> • Other lawful duties as requested from time to time are carried out in a professional and efficient manner.

QUALIFICATIONS AND EDUCATION REQUIREMENTS

Desirable to have a tertiary qualification in disciplines conducive to business, analytical and critical thinking and communication.

SKILLS, EXPERIENCE, KNOWLEDGE

People and organizational management experience

Strategic planning and implementation

A dynamic, facilitative and collaborative leadership style with proven ability to lead teams

Excellent relationship building and stakeholder management capability

Experience of reporting to a Board desirable

Demonstrated ability to articulate the links between strategic goals and operational issues in a way that inspires staff and stakeholders

Experience of managing organizational risk including legal responsibilities around Health and Safety

Experience of managing a similar Non Profit/Values based organization desirable

Experience of managing cross-cultural relationships desirable

Knowledge of how the PCANZ functions desirable

Experience and use of IT solutions desirable

PERSONAL ATTRIBUTES

Commitment to Christian values and principles

Strong drive to achieve results and accept accountability for delivering results

Ability to positively influence others

Analytical thinker

Flexible and adaptable

Tenacity and personal resilience to achieve within a challenging environment

Ability to maintain an understanding of OSH requirements and report hazards accordingly.

APPENDIX THREE JOB DESCRIPTION PRESBYTERY ADMINISTRATIVE OFFICER	
Job Title:	Presbytery Administrative Officer
Reports To:	Presbytery Executive Officer
Direct Reports:	Nil
Relationships:	Presbytery, Council and Regions Presbytery Workgroups or Committees Presbytery Youth Coordinator Treasurer Ministers Presbytery Elders Congregations

Purpose	
To provide administrative support to support Presbytery staff, Workgroups, Ministers and Regions for the achievement of Presbytery's missional goals.	
Key Responsibility	Expected Results
Providing administrative support to the Presbytery Executive Officer, Council, Regions and workgroups as necessary.	<ul style="list-style-type: none"> The Executive Officer is freed from administrative detail concerning the record keeping of the regions. Records, including minutes of Regions, are kept in accordance with the Book of Order. Administrative requests for Presbytery staff, Ministers and Regions are dealt with in a timely and accurate manner.
Creating and maintaining databases, records, accounts and other data required to manage Presbytery's	<ul style="list-style-type: none"> Communication systems are established and maintained with Regions, Ministers and congregations for the maintaining of data

<p>activities and ensuring compliance with the Book of Order.</p>	<ul style="list-style-type: none"> Such databases, archives, spreadsheets and other electronic or print records as are necessary are available in a readily accessible and understandable form by all who may need it.
<p>Providing administrative support for the referral of issues, grievances, complaints, congregational disputes, litigation issues to the appropriate workgroup, committee, person or process for resolution.</p>	<ul style="list-style-type: none"> Complaints, congregational issues etc are dealt with by the best process and according to best practice and do not impede fulfilment of the missional direction of Presbytery.
<p>Implement effective communication of Presbytery business in collaboration with the Presbytery Executive Officer, and Moderator utilising the website and other social media platforms for Presbytery.</p>	<ul style="list-style-type: none"> Effective communication both to the general public and to Presbytery and congregations.
<p>Health & Safety</p>	<ul style="list-style-type: none"> A safety first culture is actively promoted and demonstrated to ensure exposure to risk is identified and appropriately managed. Health and Safety procedures are in place, adhered to and the Health and Safety legislation complied with. The PEO is appropriately informed of Health and Safety matters and risk.
<p>Other</p>	<ul style="list-style-type: none"> Other lawful duties as requested from time to time are carried out in a professional and efficient manner.

QUALIFICATIONS AND EDUCATION REQUIREMENTS

Qualifications or relevant equivalent experience in administration, including data bases and the Microsoft suite of programmes.

SKILLS, EXPERIENCE, KNOWLEDGE

Excellent computer skills

Clear communicator both verbally and in writing

Well organized and calm under pressure

Can prioritize and manage multiple deadlines

Attention to detail

Pleasant, front of house and phone manner

Able to work unsupervised as well as part of a team

Excellent relationship building and stakeholder management skills

Experience of working in a similar Non Profit/Values based organization desirable

PERSONAL ATTRIBUTES

Commitment to Christian values and principles

Strong drive to achieve results and accept accountability for delivering results

Flexible and adaptable

Tenacity and personal resilience

Take all practical steps to ensure their own safety while at work and that no action by them, while at work, causes harm to any other person.