

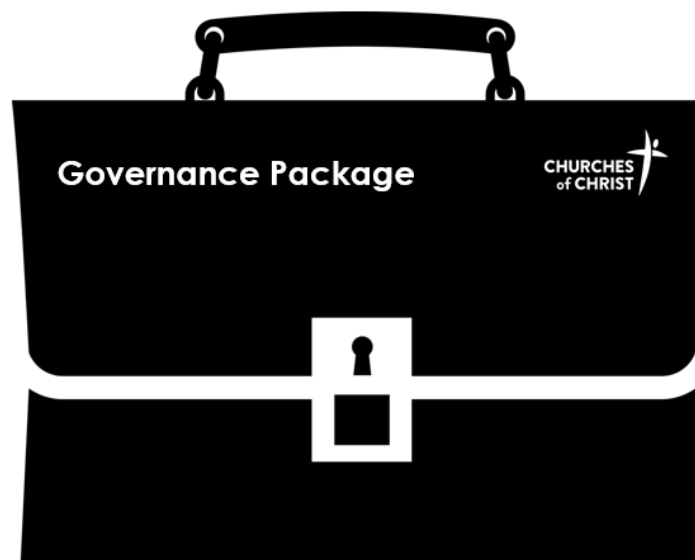


Governance Package

Version 1.0 as at 01/11/2022

*Please check for the latest version at
<https://www.cofc.com.au/churches/church-resources/eldership-and-church-governance>*

please send comments and suggestions to churchsupport@cofcqld.com.au



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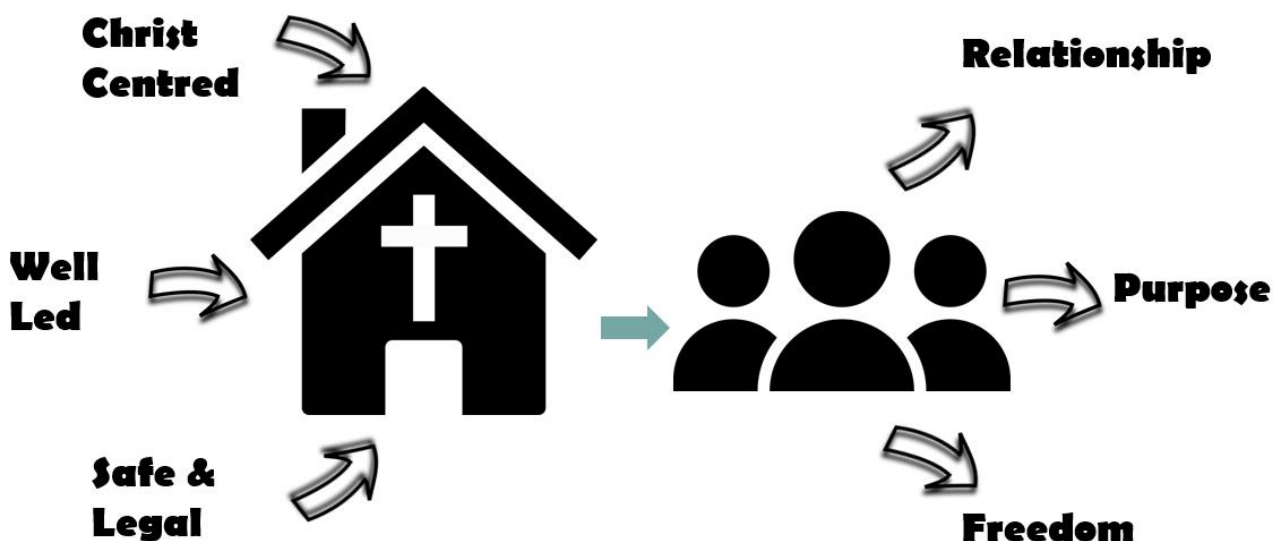
Introduction

Governance of churches is a complex role. The Governing Group of your church might be called the Eldership, Leadership Team, Board, Governance Team, Management Committee or a different name entirely, but in this document, the term Governing Group refers to the group which holds the ultimate responsibility for the affairs of the church.

Often, the Governing Group is made up of the Elders of the church. Elders were traditionally elected because of their love for God's people, their spiritual leadership, and displaying the Biblical characteristics of those chosen to lead and care for the church. Today, Governing Groups are also required to be responsible for the administration and governance of the church including complying with Australian regulations. Because of the various sizes and memberships of our churches, some churches might not have the benefit of members of their congregation with skills in governance, which means this often seems like an onerous task.

But take heart! With the support of your Regional Engagement Partner and Church Engagement Team, Churches of Christ in Queensland (CofC) is committed to serving the Governing Groups from our smallest to our largest churches, so that you may consider the elements of governance and leadership. We are available to host these conversations at your Governing Group meetings, and to provide resources and references where additional help is required.

Churches of Christ in Queensland provide *support, training and resources* so that our churches are **Christ-Centred** communities, **Well Led**, and **Safe & Legal** places where people are *disciplined* to grow in **intimacy** with God, find their **purpose** in his kingdom, and experience the **freedom** and **fruit** of the Spirit in their lives.



Churches of Christ aims to support our churches in these areas of Governance and Leadership so that they can flourish as Christ Centred communities of faith and are freed up to engage in the ministry and mission God has called them to.

As we become more and more like the communities of faith we are called to be, we align with God's ultimate purpose — as understood throughout Scripture; as purposed in the life, death, and resurrection of Christ; and as reflected in God's on-going engagement with humanity. This ultimate purpose is the re-formation by grace, of Christ-centred community, characterised by absolute love for God, and love for neighbours, outworked in relationship.¹

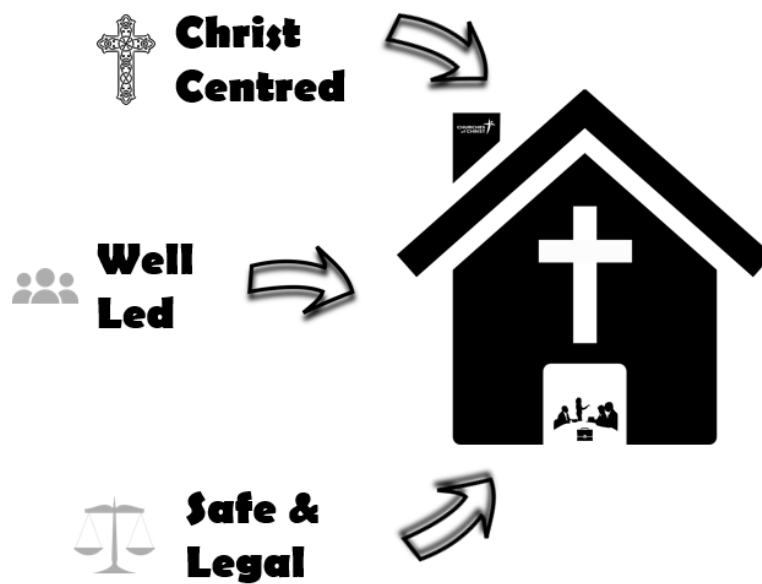
And then out of that people experience the 5 elements of the Churches of Christ Way: Welcome, Wellbeing, Home, Community and Hope.

In all this, our prayer for you echoes Paul's prayer for the Ephesian Church:

"For this reason, ever since I heard about your faith in the Lord Jesus and your love for all God's people, I have not stopped giving thanks for you, remembering you in my prayers. I keep asking that the God of our Lord Jesus Christ, the glorious Father, may give you the Spirit of wisdom and revelation, so that you may know him better. I pray that the eyes of your heart may be enlightened in order that you may know the hope to which he has called you, the riches of his glorious inheritance in his holy people, and his incomparably great power for us who believe." Eph 1:15-19

¹ Wendy Turner – need to complete this reference.

Governance Framework



In each of the three Governance Areas, there are 4 topics.

Christ Centred

1. Spiritual Oversight
2. Prayer and Discernment
3. Formation, Discipleship and Evangelism
4. Mission and Ministry

Well Led

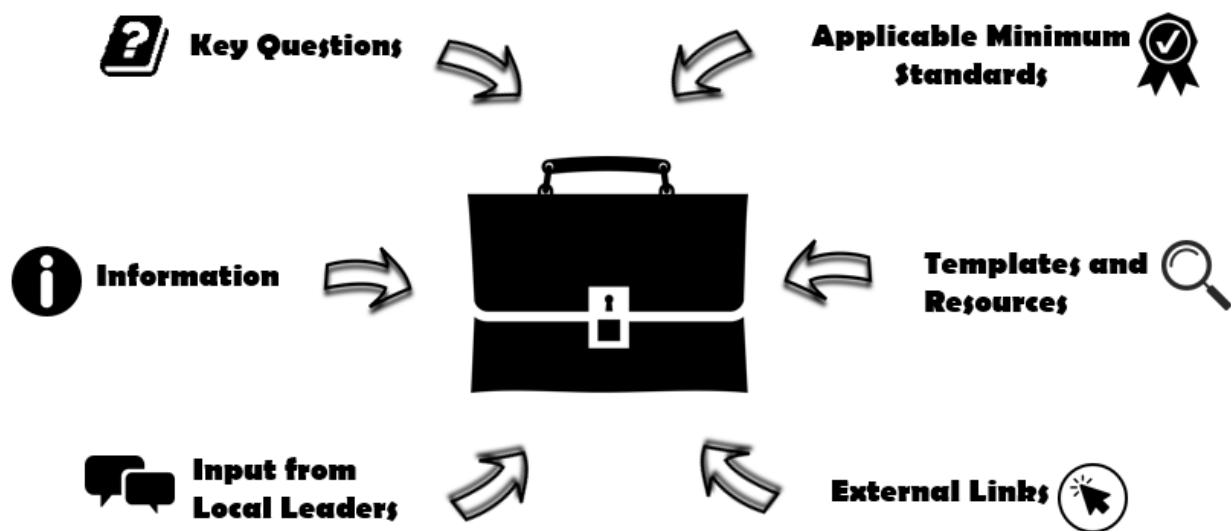
5. Culture
6. Governance
7. Leadership
8. Finance

Safe and Legal

9. People
10. Places
11. Programs
12. Compliance

Each topic contains the following elements

- Key Questions
- Information
- Input from local leaders
- Applicable Minimum Standards
- Templates and resources
- External links



Key Questions are provided so that you can have these discussions in your Governing Group.

Information is provided, not as the comprehensive resource on the topic, but simply a one-page summary to get you started.

Input from local leaders brings an extra level of connection and focus, so you can see what others have found helpful.

Applicable Minimum Standards shows you which of the Minimum Governance Standards apply to that Governance area. Minimum Governance Standards are CofC’s best practice in terms of Governance and Church Leadership.

Templates and Resources are found at the end of each section where you can access for reference or for creating your own documents. This will be regularly updated as new resources are created.

External Links are also included as many wise people have gone before us and provide resources and services which help equip you in each area.

This is intended to be a living document, regularly updated with relevant information, input from local leaders, and any new templates and resources developed, as well as helpful links. Please check on our website for the latest version, or email churchsupport@cofcqld.com.au or call 1800 193 438 to request the latest version of this document, to suggest changes or additions, or to request support.

1. Spiritual Oversight



Key Questions

What is the role of the Governing Group and what roles are delegated?

Are we having conversations about the future of the church and identifying future leaders?

Are our conversations and our decision making in line with God's heart and the mission he has called us to in this season?



Information

In our churches, the Governing Group is generally the Elders of the church, but this is not always the case. Some churches have a Governing Group which may include a combination of Elders and people like the treasurer or other administrative roles. Whatever structure and framework you use, consider these practical governing principles as best practice:

- Ministry and Mission are always the end goal
- Each church should have only one Governing Group and be clear about the membership and role of that group
- Governance discussions are identified and separated from operational discussions
- Continuous improvement is vital (and this Governance Package will help you do that!)

Constitutional Leadership

Your constitution should detail who makes up the Governing Group in your church, what criteria is used to select individuals, and how and how often they are elected or recalled. Unfortunately, it is often not until a time of disagreement or conflict that churches realise the need for a well worded constitution, with leadership that has been duly elected and reappointed as per the directions in the constitution. You can use the constitution template in the resources list to help review your constitution, or you can do that when you get to Section 6 – Governance. By ensuring your constitution accurately reflects your structure and is clear about how your church exists and makes decisions, when challenges do occur conflict will be reduced, or at the very least you will have an agreed document which provides you with the way forward.

Roles and Responsibilities

It is the responsibility of the Governing Group to provide spiritual leadership and oversight to the church community, and to ensure that the administration and governance of the church is in good order, including compliance with Australian regulations. Many of these roles may be delegated to others, but the Governing Group holds the ultimate accountability for these areas and so it is their responsibility to ensure each responsibility is undertaken and that each person or team is functioning as it should. Roles that might be delegated include a Pastor, Administrator, Treasurer, Safe Church Contact, and Ministry Leaders like pastoral care, youth, worship, outreach etc.

Two Boards?

Historically, some of our churches have had two boards, both with different (and sometimes conflicting or overlapping) levels of governance responsibility. Sometimes these were grouped as Elders and Deacons. The Biblical roles of Elders and Deacons are important in the church today, but there should be only one group responsible for the governance of the church. Usually, this group is made up of the Elders (with or without others). Whatever structure you have as a church, you need to be clear about which single group is responsible and accountable for the governance of the church.

Many churches have moved away from voted positions of deacons. Instead the Governing Group recognises and releases people to serve in ministry areas who have a heart for serving the church, often a gifting in a particular ministry area, and fulfil the qualifications of 1 Timothy for leaders in the church. If a church makes a change in their governance structure, effectively removing the 'deacons board', they would likely need to change their constitution, so would enter a process of consultation with members, vote on the change and help navigate the change, ensuring that those ministry leaders are equipped and encouraged to serve in their ministry area. Someone who served on a board of deacons could remain serving in their ministry area, including being responsible for leading a ministry area or an administrative role, but would not make governing or business decisions as a part of a separate group.

The Role of Governing Group Members

As each person sits down to a meeting of the Governance Group, they figuratively remove the hats they wear outside of the group in terms of their other roles as volunteer, or leader of a certain ministry, and other preferences and interests. A good leadership practice is to remember that the team/group that you are part of (in this meeting, at this time), needs to take preference over the team/ministry that you lead or serve on, to avoid silos and to prioritise the needs of the wider church over the preferences of specific interest groups. At other times it is appropriate to share and advocate for specific interests but be aware of any bias operating in themselves that may create a conflict of interest or imbalance.

The Senior Pastor or Ministry Team Leader is most often a voting member of the Governing Group by virtue of the position. This should be detailed in the constitution.

It is helpful to have a role description for elders. The role description will change depending on the size of the church. For churches who are smaller, with less staff, the Governing Group need to be more hands on in oversight and the running of the church. This will have a heavy pastoral function. As churches grow in size and staff that they can afford to employ, a lot of the day to day pastoral work and other ministry tasks can be delegated to others. As churches grow larger still, the Governing Group will focus on the big picture and governance responsibilities, with all of the day to day operations and ministry delegated to others.

A guide to the size of a Governing Group is a maximum of 5-6 including the ministry team leader or senior pastor. A group of more than 8 or 9 becomes unhelpful for decision making and fruitful discussions.

Future Leaders

Are there younger leaders in your congregation that might be the future leaders of your church? Have you identified them? Are they already leading in a small way? When might they be ready to take on extra responsibilities or have a conversation about future leadership? How can you invest into them? What can you invite them into to prepare them and help them get to know your heart as a Governing Group and as leaders of your church. A great idea is for each Governing Group member to be mentoring/discipling someone in whom they see leadership qualities. This will develop your people and may well be raising up the next generation of leadership in your church.

"..be strong in the grace that is in Christ Jesus. And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others."
2 Tim 2:1

Mission

It can be difficult for a Governing Group to focus on the high-level issues without being distracted or burdened by ministry tasks like who is doing communion on Sunday or that the Youth Group broke a light on Friday night. Governing Groups should be freed up to focus on the 12 elements listed in this document, and the many and varied other conversations that come from these, but an even greater calling for the Governing Group is to individually and corporately be Centred on Jesus and seek his heart and direction for the group of people they are entrusted to lead and care for.

Section 7– Leadership refers to the setting of mission, vision and values, but in this section – Spiritual Oversight, the key is that the Governing Group has the opportunity and responsibility to consider each of the other 11 areas through the lens of being Christ Centred, and aligning with the vision and mission of the church for this season.

If you can do this well as a Governing Group, you will focus on *prayer and discernment*², you will prioritise *formation, discipleship and evangelism*³, you will be clear about the areas you are called to focus on in *ministry* and in *mission*⁴. You will have a *culture*⁵, *governance framework*⁶, *leadership*⁷ and *financial practices*⁸ which have integrity and serve your mission. Your *legal responsibilities*¹² will be taken care of and you will have *safe people*⁹, *places*¹⁰ and *programs*¹¹ for all attendees of and visitors to your church. All of these will come together to free you up to focus on the ministry and mission God has called you to.



Input From Local Leaders

"I love this quote from Renovation of a Church "...it was important to maintain the interconnectedness between spiritual formation, mission & evangelism- keeping a rhythm between cultivating the inward life and giving ourselves away in outward service." - I find this is the challenge to keep the mission focus while working on ourselves." Julie Baldwin – Whitehill CofC.

"Our governance team has tried to stay aware of the tension in keeping the ourselves focussed on the right level of oversight (not too detailed and not too detached) and being Christ-centred (not too organisationally oriented and not too organisationally unaware).

We have had a variety of approaches over the years to try and keep this tension. Sometimes that has been times of worship, prayer or sharing a devotion together at a set time in each meeting. Other times it has been reading a book together and discussing it. Other times it has been intentionally stopping to commit an issue to God in prayer." Geoff Snook

"Christ-centered" means different things to different people: That leadership

1) Is focussed on keeping Christ (plus His guidance and help) as the focus of all activity;

2) Is about prioritising the things Christ would be about.

3) Is doing them in the way Christ would.

In that sense the 4 elements find validity: Spiritual Oversight; Prayer and Discernment; Formation; Mission and Ministry." Pat Hegarty – Kenmore Church



Minimum Standards

- 3.1 A church must have members of a Governing Group who are nominated and approved in accordance with the church's constitution. The members must embody the characteristic of biblical leadership as stipulated in their constitution.
- 3.2 Conversations about the future of the church are happening at the Governing Group level and in alignment with the Kingdom of God and the agenda of Christ.
- 3.3 Mission, Vision and Values are in place and communicated to the church membership.



Resources

[Defining Church Mission, Vision and Values Statements](#)

[Constitution template](#)

[Eldership and Governance Framework](#)



External Links

[Center Church](#) by Tim Keller

[Christian Ministry Australia \(CMA\)](#)

[Church from the Paddock](#)

[CMA Standards Council 9 Principles of Ministry](#)

[Rethinking Eldership](#) by Mark Dainton

[Running Meetings](#) by Harvard Business School

[The Australian Charities and Not-for-Profits Commission \(ACNC\)](#)

[The Heart of an Elder](#) by Stephen Parker

2. Prayer and Discernment



Key Questions

Are we spending time in prayer and retreat personally and corporately?

Is this a priority for us?

How could we explore other models of prayer together (praying through a Psalm, etc)?

Do we have a discernment process to guide our decision making?

Do we have/need a statement of faith or discussion around significant doctrinal or theological issues?

Is there an area of doctrine that we are under or over-emphasising?



Information

Any effective ministry, any transformation in your people, any fruit of the spirit shown in your congregation, any stories of what God is doing in people's lives, only comes about by the work of God. And he graciously allows and invites us to partner with him in that work. The primary way is through prayer: not merely asking that these things will occur, but intentional time to be with Jesus, to rest in his presence, to hear from him, to see what he sees in you and in your community, to be filled by him and allow his Spirit in you to overflow and bless others. It is the high call of leadership, to start our day on our knees before our King, then rise and walk in relationship with him.

Some suggestions for incorporating prayer include:

- Setting aside time in your meeting for focused prayer
- Setting aside a whole meeting where there is just prayer and no business
- Organising a retreat for the leadership to spend time with God individually and together
- Inviting others to come and pray with the leadership
- Joining with other churches in your area to pray together
- Holding prayer and worship nights
- Training up prayer ministers and offering prayer ministry to your people
- Having a month of prayer where you invite people to pray daily, maybe attend a weekly prayer time, and journey together as a church to pray for your community or seek God more, or seek discernment around a matter.

If you don't already have a discernment process, or are interested to know more, some churches have found 'Pursuing God's Will Together' by Ruth Hailey Barton helpful.

"May the God of hope fill you with all joy and peace as you trust in him, so that you may overflow with hope by the power of the Holy Spirit." Rom 15:13

"Blessed is the one
who does not walk in step with the wicked
or stand in the way that sinners take
or sit in the company of mockers,
but whose delight is in the law of the Lord,
and who meditates on his law day and night.
That person is like a tree planted by streams of water,
which yields its fruit in season
and whose leaf does not wither—
whatever they do prospers." Psalm 1:1-3



Input From Local Leaders

"It is so important to prioritise prayer as it is the engine room of the church. Set aside time for intentional, focused prayer with time to discern what God is saying." Colin Christian



Minimum Standards

N/A



Resources

[Transformation Trek](#)
[40 Days of Prayer Guide](#)



External Links

[Lectio 365 App](#)
[One Minute Pause App](#)
[Prayer Ministry Training](#) online training from Kenmore Church
[Pursuing God's Will Together: A Discernment Practice for Leadership Groups](#) by Ruth Haley Barton
[Sunrise Prayer Relay](#)
[Transformation Trek](#)

3. Formation, Discipleship and Evangelism



Key Questions

How do people grow in their faith and use their gifts?

Are we making disciples who make disciples?

Are people coming to know Jesus?

What does a fully formed follower of Jesus look like at our church?

How are we being intentional about sharing the Gospel?

How are we seeing God at work in the lives of our people?

Do we have steps in place so that people can grow in their faith?

How easy or difficult is it for someone to begin serving as part of our church?



Information

The 2016-2021 NCLS Survey data from CofC Churches showed that 75% of church attendees surveyed said they would feel comfortable sharing the gospel with someone, yet only 20% looked for opportunities to do so. Imagine if we increased the number of people looking for opportunities to share the gospel, even just by 20% - we would double our efforts and possibly see exponentially more people coming to Christ! Your role as Governing Group members is to equip your people, and/or partner with others who can (Eph 4:12). So how can you have some of conversations using the questions above, or implement intentional encouragement, development, prayer and accountability to raise up your people and see God do his wonderful work of salvation and transformation in people's lives.

A more challenging version of the questions above is to ask "Am I" instead of "Are we". Am I sharing the gospel? Am I discipling someone? Am I seeing God at work in the lives of the people I am serving? Am I growing in my faith, and using my gifts? Am I growing in my relationship with God, Am I finding my purpose in his Kingdom, Am I experience freedom and the fruit of the Spirit in my life? Do I have a companion that I am checking in with who prays for, encourages and keeps me accountable?

Please look after yourself and each other also. Be encouraging one another, building one another up (1 Thes 5:11), praying for one another, spurring one another on (Heb 10:24).

"Therefore, brothers and sisters, since we have confidence to enter the Most Holy Place by the blood of Jesus, by a new and living way opened for us through the curtain, that is, his body, and since we have a great priest over the house of God, let us draw near to God with a sincere heart and with the full assurance that faith brings, having our hearts sprinkled to cleanse us from a guilty conscience and having our bodies washed with pure water. Let us hold unswervingly to the hope we profess, for he who promised is faithful. And let us consider how we may spur one another on toward love and good deeds, not giving up meeting together, as some are in the habit of doing, but encouraging one another—and all the more as you see

the Day approaching." Heb 10:19-25

"Above all else, guard your heart, for everything you do flows from it." Proverbs 4:23



Input From Local Leaders

"I love this quote from Renovation of a Church "...it was important to maintain the interconnectedness between spiritual formation, mission & evangelism- keeping a rhythm between cultivating the inward life and giving ourselves away in outward service." - I find this is the challenge to keep the mission focus while working on ourselves." Julie Baldwin

"Encouragement, development, prayer, and accountability. We have to be intentional about these as they don't always naturally happen in a congregational setting. For me the elements of being able to genuinely share our own story, listening to other stories, and forming friendships where deeper sharing was possible was key" Erik Liljegren



Minimum Standards

N/A



Resources

[Formation Resources](#)

[Wellbeing Plan](#)

FUSE App ([Apple](#), [Android](#))

[Transformation Trek](#)



External Links

[National Church Life Survey](#)

[Building a Discipleship Culture](#)

[Australian Christian Mentoring Network](#)

[ConneXa Formation and Leadership Courses](#)

[Personality Test by Red Bull – find your strengths](#)

4. Ministry and Mission



Key Questions

What is God calling us to as a church?

What does our church/wider community need?

What is our unique role as a church as distinct from the other churches in our suburb/town/region?

Are we commissioning/sending/going?

How are we serving our community?

Where are our people involved in serving our community?

How are we caring for our people?



Information

Are you clear as a church about what and who God is calling you to? You may wish to work through the mission and vision setting in section 7, but you will probably already have ministry and mission areas which you focus on and invest in. How did these come about? Are these the presenting needs in your community? Do they align with the gifts and passion of people in your church? Are you partnering with any key community organisations who share your concern and passion?

There are two similar questions above: 'how are we serving our community', and 'how are *our people* serving our community'. This is important distinction between what you as a church are doing collectively, and what your people are also doing in their own spheres of influence. Some individuals might be called and gifted and released to serve a particular group or meet a particular need that you can't as a church. However, you can support, encourage, commission, pray and celebrate with them as they use their gifts and sometimes serve in their areas of vocation in the wider community.

At different times of the year, you might commission and pray for:

- Teachers, people in education and child care workers
- People working in the medical field
- Tradies and Labourers
- Chaplains, Social Workers and Support Workers
- Grey nomads and others departing on trips around Australia
- And many many more

If you would like a more in-depth survey of what your people are passionate about, and how they think you are going as a church, we recommend the National Church Life Survey (NCLS). Our team can help you discern the findings, compare with trends from other years, and across our movement, and discern some ways forward.



Input From Local Leaders

"I'm a blessed recipient of a commissioning, and I can say that one of the highlights of my life-reel was a commissioning service held for me soon after I began a role in the C&CE team. There is tremendous power knowing that God's people united to celebrate my calling to work for His kingdom in a unique way AND that I am being 'sent' with my community of faith's blessing".
Justine Cadena



Minimum Standards

N/A



Resources

Pastoral Care Training (contact [Church Support](#))
[Suicide Intervention Steps and Support](#)



External Links

Census Data
[Sanctuary Mental Health Course](#)
[Tips on Pastoral Care](#) by Sally Sims

5. Culture



Key Questions

Are our values known and reflected in the culture of our church? What should we do if they aren't?

Are we seeing healthy relationships between our people, good communication, and resolution of conflicts?

How do we handle genuine differences of opinion?

What process are we using for conflict resolution?

What should I do when I receive a complaint?

Are we allowing unhealthy behaviours or culture that we should lovingly confront?

Are we celebrating healthy behaviours and culture in appropriate ways?

Are we connected to other CofC Churches?

Do we have connection with and are praying for and serving our local CofC care services?



Information

How do you go about a process of values and creating culture in a church? There are many great thinkers, wise scholars, and skilled practitioners who have written books on creating good culture, but it comes down to having eyes to see what is happening, ears to listen to what people are saying, and hearts willing to acknowledge, call out, and make change for a healthier future.

Peter Drucker coined the now famous quote – “Culture eats strategy for breakfast”. Even if you have the best strategy for growth, excellent teaching series, amazing pastor, comfy seats, great air conditioning, well balanced sound, wonderful worship team, if the culture in your church is not healthy, that's what will shine through every time.

Good culture creates a positive momentum that fuels good relationships, high trust levels, people feeling valued and safe, being willing to invest their time, gifts and finances, and fosters a higher level of all the 'one another' statements in the Bible including loving, bearing, encouraging, honouring, welcoming, agreeing, living at peace, being kind, forgiving, comforting, caring, and serving.

An unhealthy culture produces the opposite of these things, and it slowly hamstring your growth, your effectiveness in ministry, and the spiritual health and growth of your people.

A good church culture sees healthy relationships between our people, good communication, resolution of conflicts and connection to the wider CofC movement. I'm sure you can add many more qualities in here also!

Thankfully, there are some simple first steps you can take towards a healthier culture.

- **Communication:** Improved communication is a great first step towards a healthy culture. It helps people come on the journey with you, it reduces assumptions and alternate stories of what is happening and it gives you a regular opportunity to share what's important and the reason why you are doing things, and connects with people as you share what's on your heart as a governance group, or as a church.
 - For example, 'we are all doing the Safe Ministry Check training because we want to keep kids and vulnerable people safe, and we want this church to be a place of high integrity, and blessing in our community'. 'We are holding an AGM because its good process and so we can celebrate together all that God is doing, and be transparent with our finances which you have so faithfully given towards.' 'We are focusing on welcoming those who haven't connected in to our church yet, because helping people feel welcome is one of our values and we all remember what it was like to be welcomed and feel at home.'

In this day and age, where social media and technology easily disperses false information, it is especially critical that the church is pro-active and open (as appropriate) with information about the church.

- **Resolving Conflict:** The Conflict Resolution Guide is a customisable template you can use as a 1-page guide which sets out how you will deal with conflict and complaints as individuals and as a church. You can also use the Complaints Handling Procedure for a more in-depth process.
- **Surveys:** use the National Church Life Survey, other church health surveys, or create your own to see how your people rate your church (and your leadership if you're game!) according to the areas which are important to you.
- **CofC:** Reach out to the Church Engagement Team, your local Regional Engagement Partner, and other churches in your region. Sharing resources, information, encouragement and camaraderie brings value to you as a church, and the wider movement.



Input From Local Leaders

TBA



Minimum Standards

3.4 The church follows a written Conflict and Complaints Handling Procedure.



Resources

[Church Conflict Resolution Guide](#)

[Conflict and Complaints Handling Procedure](#)

[Safe Church Policy](#)



External Links

6. Governance



Key Questions

Does our constitution adequately provide for our governance and leadership model?

Do we have an appropriate Governing Group functioning?

What information should we provide to new Elders/Governing Group members?

How do we raise up new or future members of the Governing Group?

What if we don't have enough members of the Group?

How should we review our Governing Group?

Have we identified who is due for a sabbatical from the governing group?

Do we have a plan to honour them and help them take a break?

What is a conflict of interest?

What do we do if we have interests to declare or conflicts arising?

How often should we have a congregational meeting?

What should be covered in an AGM and what are the requirements?



Information

The Church Engagement Team love to provide training, resources, encouragement and support to help churches be vibrant, healthy and committed to mission, and on occasion we are called in to help when trouble has arisen. In every circumstance, extra trouble is avoided by a well worded constitution, which has been followed, and sets out clearly who you are, how you function, how decisions are made, and how challenges to leadership and governance are dealt with. And trouble is magnified when these things are not in place.

It's our desire that you are freed up to do the ministry and mission God has called you to do, both personally, as Governing Groups, and as Churches. Having a good constitution means you can address issues and conflicts without having your own leadership unnecessarily challenged. Of course, there will be times when that does happen, but a good constitution provides a healthy and agreed way for that to be processed.

A constitution is required by the Australian Charities and Not for Profit Commission (ACNC), and is a standard expectation for associations in our community.

If you are considering a re-write of your constitution, the Constitution Template is an excellent resource. It is updated every 6 months with relevant ACNC updates and incorporates feedback from our churches.

If you are simply checking that your current constitution still meets your needs, you can focus on the following points.

- Does the constitution reflect the model of leadership and governance we are operating with?
- Does the constitution stipulate who are members, and are we happy with those requirements?
- Have we reviewed the members list annually and taken off anyone no longer satisfying the conditions of membership.?
- Have we had the required meeting/s e.g. AGM in the past year?
- Is anyone up for election/re-election?
- Is there anything else from the template that we haven't addressed in our constitution?

Governing Group

Each member of your Governing Group should be elected/re-elected according to your constitution and should be registered with the ACNC on the Charity Portal as a Responsible Person. Governing Group members should have a Blue Card, and have completed the Safe Ministry Check training and screening. There should be at least 3 Governing Group members. If you have a Pastor, they are often included in the group and this is specified in the constitution.

Having integrity in your Governing Group goes without saying, and a great way to firm this up, and give confidence to others is that you have agreed ways of working through clear roles that you will work through in Section 7 – Leadership, but also that you have a way of declaring any potential conflicts of interest. The Conflict of Interest policy, guide and register is a simple process you can implement, whereby potential conflicts are listed, and the person agrees to step out when decisions are made involving that person/issue, or other mitigation strategies are in place. This should be noted in minutes of Governing Group meetings as they are reviewed (standing agenda in each meeting), or actioned if an interest arises, or mitigation is being implemented. Minutes should be taken at every meeting of the Governing Group.



Input From Local Leaders

TBA



Minimum Standards

- 3.5 The church has a constitution in place and is abiding by its constitution.
- 3.6 There is a functioning Governing Group with a minimum of 3 people, one of whom can be the pastor. It is also recognised, although not a minimum requirement, that a diversity of skills, experience and background in governance teams is best practice.
- 3.7 Members of a church's Governing Group must be eligible to be Responsible Persons as defined by the Australian Charities and Not-for-profits Commission (ACNC).

3.8 Any associated entities run by the church are registered with the ACNC and are endorsed by the CofCQ Board.



Resources

[Constitution Template](#)

[Conflict of Interest Policy](#)

[Conflict of Interest - Guidelines for Managing](#)

[Conflict of Interest - Register of Interests](#)

How to Run an AGM



External Links

[Election Buddy](#) secure online voting platform for churches

[Items to include in a Church Constitution](#) by 'Got Questions'

7. Leadership



Key Questions

What are our mission, vision and values and how do we go about setting them?

Do we have defined roles for Elders/Governing Group, Pastor, Ministry Teams, Volunteers?

How can we best support our ministry leaders?

Have we defined the relationship between key roles? i.e. how does our pastor relate to our governing group? Who gets to make which decisions?

Do we have time and funds set aside for Professional Development for us or our staff and are we encouraging them to learn and grow as ministry leaders?

Are we clear on how we appoint, support and review our staff and are we managing them well?

Are our ministry staff up to date in their endorsement process and have they attended the Launchpad induction program for ministering persons?

Do we have an internship program, or would we like to?

What is our succession plan for leadership of our church and in each ministry area?



Information

A leadership organisation that has supported and blessed CofC Leaders is Arrow Leadership who have the aspiration to 'be led more *by* Jesus, to lead more *like* Jesus, and to lead more *to* Jesus'. I trust that is the heart of each individual church leader and each Governing Group – to grow deeper in our relationship with Jesus, to find our place and use our gifts, and to experience the freedom and fruit of the Spirit in our lives...and then help others do the same.

There are plenty of books in the resources section that you might reference on leadership, but if you start by focusing on those three areas, and the questions above, while utilising the resources provided, we trust that you'll cover off on some of the must needed elements of leading a church, and managing staff, and that you'll see exponential growth in the leadership and ministry capacity of your Governing Group, your Pastor and staff, the ministry leaders and the younger leaders in your church.

Relationships, leadership styles, communication, remuneration, structure, resourcing, trust... the list of things that affect the health and longevity of teams and of ministers may be unending, but there are some very practical ways you can strengthen your leadership, your relationship with your Pastor/staff and reduce crisis and conflict down the track. Healthy leadership in all its facets is a pleasure to be a part of. And that's what we want to help you to work on - all towards our shared goal of your Governing Group and your church being freed up to do the mission and ministry God has called you to.

How do we ensure our Leadership is healthy?

- We are clear on our mission, vision and values and we come back to these when discerning the right way forward, where to invest our time and resources, and how to respond to requests, opportunities and challenges.
- We are clear on our roles, and the role of our Pastor and staff, as well as ministry leaders and other volunteers. Everyone knows what is expected of them.
- We have a culture of honour where we encourage and celebrate those who are serving and leading.
- We tell the truth in love, have the hard conversations, and try to work for mutually beneficial outcomes.
- We regularly review our Pastor/staff/ministries and Governing Group.
 - We celebrate where God is working and fruit is apparent
 - We invest in areas where we think God is working and more resources would be a blessing
 - We ensure everyone is flourishing (formation, leave taking, family, ...)
 - We manage performance if tasks or ministries are falling behind
 - We remunerate appropriately and bless our staff and volunteers by ensuring they have what they need to do their job, and feel supported and valued. (of course, value comes from much more than remuneration, but the feeling of being valued erodes very quickly without appropriate recognition and support)
 - Our goal is healthy leadership
- We build into the young leaders in our church through mentoring, discipleship, internship, investment, encouragement and prayer.

If you don't already have those things in place, we have people ready to help you on that journey and a suite of resources for you to draw on. As always, feel free to contact the Church Engagement Team or your local Regional Engagement Partner if you'd like to walk through this with someone or need other resources.

Let us see our leadership in the light of John 13 and Philippians 2

2 Therefore if you have any encouragement from being united with Christ, if any comfort from his love, if any common sharing in the Spirit, if any tenderness and compassion, ² then make my joy complete by being like-minded, having the same love, being one in spirit and of one mind. ³ Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, ⁴ not looking to your own interests but each of you to the interests of the others.

⁵ In your relationships with one another, have the same mindset as Christ Jesus:

⁶ Who, being in very nature God,
did not consider equality with God something to be used to his own advantage;

⁷ rather, he made himself nothing
by taking the very nature of a servant,
being made in human likeness.

⁸ And being found in appearance as a man,
he humbled himself

by becoming obedient to death—
even death on a cross!

- ⁹ Therefore God exalted him to the highest place
and gave him the name that is above every name,
¹⁰ that at the name of Jesus every knee should bow,
in heaven and on earth and under the earth,
¹¹ and every tongue acknowledge that Jesus Christ is Lord,
to the glory of God the Father.



Input From Local Leaders

TBA



Minimum Standards

- 3.16 All Ministering People are endorsed by the Endorsement and Ordination Committee and have signed the CofCQ Ministering Persons Code of Conduct.
- 3.17 All staff have a signed contract and are remunerated at or above the most current CofCQ Ministerial Appointment and Employment Guide (MAEG) or an applicable award.
- 3.18 All staff have a current National Police Check.
- 3.19 All staff have current role descriptions.
- 3.20 All staff reviews are conducted at least annually.



Resources

[Code of Conduct for Ministering Persons - CofCQ](#)
[Elders and Senior Pastor Relationship Review Guide](#)
[Interview Questions](#)
[Job Description Advertisement Wording](#)
[Letter of Confirmation of Employment](#)
[Ministry Team Leader Position Description](#)
[Recruitment Policy](#)
[Recruitment Procedure](#)
[Remuneration and Employment Policy](#)
[Staff Review and Development Process](#)
[Staff Review Documentation](#)



External Links

[Arrow Leadership](#)

8. Finance



Key Questions

Are we operating with a sustainable financial plan and processes with good stewardship and integrity?

What are our financial requirements?

How do we go about setting a budget and reviewing regularly?

Are all our invoices paid and financial obligations up to date?

Do we all understand, month by month, how we are travelling financially?

Do we need any training or external help?

At our current level of income and expenditure, what will our position be in 12 months' time?

Do we have a Financial Practices Guide or something similar which outlines the responsibilities of people who are authorised to make purchases?

Do we have any improvements, building or capital expenditure we need to plan for?

Are we paying our staff at their current award or in line with or above the Ministers Appointment and Employment Guide?

Have we had regular external reviews or audits of our finances?



Information

I wonder how you went answering the questions above. If you were able to easily answer them, or had someone in the room who could answer those, that's excellent! You might not always get a chance to thank your finance guru, or appreciate the time and effort that goes into good financial planning and reporting, but it is setting you up to be good stewards of what God has given you, and positioning you to be able to make informed, wise decisions which make decisions easier now and will become an investment into your sustainability and growth into the future.

If those questions were hard to answer, or seemingly impossible at the moment, fear not! You can invite someone to help you work through those, or you can use the tips and resources in this section to get you on track.

One of the tensions with the finance conversation is the posture of sound financial planning and spending what is in the budget vs living by faith and stepping out into what God is calling you to. How do you reconcile that as a Governing Group? There are a few ways. Firstly, do both! As you prayerfully consider your budget, and take it to your people if that's your normal procedure, you can discern together where God might want you to cut back, or spend with integrity, and where He is calling you to step out together in faith. Secondly, you have people on your Governing Group, or perhaps within your church, with different gifts. Some with the gift of faith, some with the gift of discernment, some with administration, some with leadership and so on, so each can bring their perspective and their talents in working together to discern the best way forward.

There are some sobering facts that are important as you consider what you need in the area of finance. Legally, you must not trade insolvent, which means you have to have provision for your liabilities if and when they fall due including your ministry, building and staffing expenses. Another aspect is that people will make decisions on giving somewhat based on your perceived stewardship and communication around your finances. And importantly, we want to see you thrive with good financial planning so that you are set up for the ministry and mission God has called you to, and not thwarted in your plans because you have run out of reserves.

The Church is like a household – we need income to, at the very least, equal expenses, and we need to live within our means. The balance of income (in) and expenses (out) determine what the church is able to fund in order to achieve its mission. You need to ensure that the budget reflects your strategic priorities. The vision of the church should inform this process. Your church can't do everything, so what are the few things you *must* do? What are your responsibilities, and opportunities?

Every line on the budget tells a story, and there is a particular philosophy behind choosing what will be spent (or what percentage of income will be spent) in each area. For example, are you seeking to be conservative on when to buy those new pews? Are you seeking to be aspirational or realistic in terms of your weekly giving? Are you going for broke in ministry by allocating extra funds to wages/ministry roles?

Income

Offerings are generally the largest component in terms of a church's income. This is particularly difficult in the current climate and even the shift from a physical offering bag to on-line giving has an impact on income. This is a discipleship opportunity for your people; it's not about coercion, but giving is an act of worship. If your church is a community of faith that people want to do life with, if people are on board with the vision and direction of the church, then we invite, gently encourage, hope and pray that people will support the ministries of the church financially. People are far more likely to give towards a vision rather than a debt.

Being good stewards, you are:

- Communicating well to our people about how budgets are prepared and how spending is tracking, but more importantly the mission and vision behind why we chose to invest in these areas as a church
- Being genuinely thankful for people's partnership
- Celebrating both generosity in general but also when great fruit is seen
- Continuing to invite people to invest in the mission and ministry of the church

Other means of income might include:

- Hiring of the church building/rooms and renting of the manse or commercial kitchen if you have one
- hosting local weddings and funerals,
- considering the viability of an op shop
- government grants
- bequests

- one off events like markets or even the old chocolate drive

Expenses

If you have staff, wages will often be your largest operating expense. For smaller churches, this may be as high as 75% of your operating expenses; for larger churches, this may be around 60%. How wages are allocated demonstrates clearly how the vision of the church is being supported, with the relative proportions of funds allocated to ministries inside the church and ministries reaching the community. Typically, our investment in the internal ministries and services is greater, but it is important to ask whether this is helping us achieve our mission.

Plan for any large purchases, or investment such as renovation. You can create a separate capital budget, and consider whether funds may need to be raised from an 'over and above' fundraising drive.

Plan ahead - What will you do if the roof falls in? Or when the carpets need replacing or when you need to upgrade your sound system. Good leadership will provide for this in advance, so that the church and the ministry isn't put under strain by having to raise a lot of funds in a short timeframe.

Budgeting

A very very rough estimate is that if each person in your church was either a pensioner or earning minimum wage, and chose to give 10%, then it's likely you could afford a general budget including one day of wages for a pastor, for every 10 adults who give. Please disregard that if you already know your income and expenditure, but if you don't, or you are starting small and trying to plan for growth, that figure may help you plan. Of course, both income and expenditure will vary greatly from church to church and town to town.

A draft budget can be prepared by the most skilled group which might include the treasurer and pastor or elders; then may be reviewed by a finance team if you have that capacity. The next step is for that budget to go to the Governing Group for their review; then to the wider church for their approval. Good practice is to hold information session/s for the congregation first before voting, to allow for explanation of how the budget was formed, any plans around staffing, purchases etc, where people can ask questions and seek clarification. Use the Church Budget Template if you are creating a budget from scratch.

Other Financial Considerations

- Yearly review
 - Yearly auditing or reviewing of church accounts is a must-have. A yearly review is part of good stewardship, accountability, being diligent, and above reproach. It also complies with CofC's minimum standards for churches.
- External Conduct Standards
 - It is important to abide by the ACNC requirements regarding not sending money or goods overseas except through an Australian Charity registered with the ACNC External Conduct Standards.
- MAEG

- Each year, The Ministers Appointment and Employment Guide (MAEG) is released which includes wage increases and updated employment information for Pastors. Churches should plan for wage increases equal to or greater than CPI. Communication will be sent to churches by April each year, for a July 1 increase.
- Long Service Leave
 - The MAEG allows for CofC Ministers to be offered a 6-month grace period between CofC Church Appointments where their Long Service Leave accrual can be held before being transferred to their new CofC Employer within Queensland. Whether it is for this transition, or a payout of a staff members Long Service Leave or Long-Service-Like Leave, it is critical that a church has funds set aside. CofC recommends every church with staff open an account with **The Churches of Christ Foundation** (formerly CDF) for Long Service Leave Provision.



Input From Local Leaders

TBA



Minimum Standards

- 3.9 The church manages its financial risks and has strategies to ensure it has a financially viable future.
- 3.10 CofCQ invoices are paid annually (insurance and affiliation fees) and The CofC Foundation commitments are upheld (for example, loan repayments).
- 3.11 The church financial accounts are reviewed annually.
- 3.12 There are funds available to meet Long Service Leave and other liabilities.
- 3.13 There is a working annual budget.
- 3.14 The church is financially solvent:
 - The budgeted annual expenses are at or below predicted annual income.
 - there are other funds available to meet a predicted income shortfall (for example an approved church grant, investment income, savings) and the Governing Group has agreed to meet a shortfall this way.
- 3.15 The church can meet its minimum ongoing financial commitments and complies with its employment contracts.



Resources

[Church Financial Practices Guidelines](#)

Construction or Renovation Work Information Sheet – contact [Church Support](#)

[Example Church Budget](#)

How to set and review a budget

[The Foundation – Long Service Leave Provision Information Sheet](#)



External Links

[ACNC External Conduct Standards](#)

[External Conduct Standards – ACNC Online Learning](#)

[Faith and Giving in Australia](#) (McCrindle Report)

9. Safe People



Key Questions

How are we keeping people safe in our church, particularly children and vulnerable people?
Do we have a culture which prioritises the safety of children and vulnerable people?
Is each member of the Governing Group up to date with our screening and training through Safe Ministry Check?
Are all of our volunteers screened and trained according to their role and ministry area?
Do we have any Persons of Concern and have we followed the Persons of Concern Procedure?
Do our people know how to report a concern, incident or disclosure?



Information

The theme of diligence and good stewardship in governance runs throughout our Governance Package. The reason is that diligence in these areas, and good stewardship over what God has entrusted to you, helps our churches be places where people grow in their relationship with God, find their purpose in his Kingdom and experience his freedom in their lives. And the lack of diligence and good stewardship endangers this, particularly in the area of keeping kids and vulnerable people safe. When abuse occurs, particularly where there is an association with a church, people's very faith in God can be eroded and they may choose to turn away from him. This is the last thing we want as shepherds of his flock.

And while God holds us accountable for our actions, so does society, and with the changes to the Queensland criminal code in 2021 (Section 229BB and s229BC), Governing Group members are personally and criminally liable if child sexual abuse occurs and they were deemed to have failed in their duty to report or prevent the abuse.

CofC is working hard behind the scenes to ensure that you have all you need to keep children and vulnerable people safe, to prevent abuse, to be good stewards of the people and ministries entrusted to you, and therefore to keep doing the ministry and mission you are called to. Your role is to ensure that culture is embedded in your church. That you make keeping kids safe something that everyone cares about.

It means that as a Governing Group member you do the Safe Ministry Check screening and training, and you keep up to date with this each year. It is an hour of your time if you do all four courses, but could save a lifetime of hurt for a child or vulnerable person, or indeed for you and your family. It also means that you have appointed someone to manage Safe Ministry Check and ensure your staff and volunteers are screened and trained. If you have a Person of Concern in your church, you partner with the CofC Safeguarding Group to have an appropriate response or management plan to keep that person and kids and vulnerable

people safe. And you report to appropriate authorities when you see, hear about, or receive a disclosure of abuse.

Refer to the Safe Church Policy you have adopted for details, and the Safe Church Implementation Guide for the nuts and bolts including the following reporting procedure.

If you have a concern or receive a disclosure

- Is someone in immediate danger? Call 000
- Is a child at risk? Call 131 444 (policelink)
- Do you have other concerns relating to children? Call 1800 177 135
<https://secure.communities.qld.gov.au/cbir/PrescribedEntityChildSafetyReport>
- Is an adult in need of help?
 - PoliceLink 131 444
 - Lifeline 13 11 14
 - Suicide Callback Service 1300 659 467
 - Headspace: 1800 650 890
 - Beyond Blue: 1300 22 4636
 - SANE Help Centre 1800 18 SANE (7263)
- If you are aware of a Person of Concern or receive a disclosure of abuse involving a child, email safeguarding@cofcqld.com.au and call 131 444 stating that you wish to report a historical offence or allegation. You may refer to the Safe Church Guide for more information.



Input From Local Leaders

TBA



Minimum Standards

- 3.21 The Governing Group have adopted and implemented a Safe Church Policy.
- 3.22 The church is registered with and committed to using Safe Ministry Check (or equivalent program offered by CofCQ) and have at least two nominated Safe Ministry Contacts.
- 3.23 All staff and Governing Group members are screened and trained via Safe Ministry Check (or equivalent program offered by CofCQ).
- 3.24 All volunteers and leaders are screened and trained via Safe Ministry Check (or equivalent program).
- 3.25 All staff, leaders and volunteers who work with or make decisions relating to children will have valid Blue Cards and be linked to the church via the Blue Card Services Organisational Portal. Where staff, leaders and volunteers work with children, they will not commence that work until they have a valid Blue Card.
- 3.26 Person of Concern issues are appropriately addressed in accordance with current CofCQ Persons of Concern Policy.

- 3.27 All concerns relating to Abuse are reported to Queensland Police Service in accordance with the Queensland Criminal Code and to CofCQ's Safeguarding Response Group.
- 3.28 Complaints are promptly addressed according to a written Conflict and Complaints Handling Procedure.



Resources

[Code of Conduct for Ministering Persons - CofCQ](#)

[Concern Reporting Form](#)

[Conflict and Complaints Handling Procedure](#)

Person of Concern Policy – contact [Church Support](#)

[Safe Church Implementation Guide](#)

[Safe Church Policy](#)

[Safe Ministry Check Screening – for use off line](#)



External Links

[Blue Card Services \(Korean\)](#)

[Blue Card Services \(Vietnamese\)](#)

[Blue Card Services Useful References](#)

[Code of Conduct for staff, office bearers and volunteers](#) (if you aren't using Safe Ministry Check Code of Conduct)

[National Principles for Child Safe Organisations](#)

[Safe Ministry Check](#)

For help with Blue Card Services in other languages, call Language Loop on 1800 512 451 and ask to speak to Blue Card Services.

10. Places



Key Questions

Are there any areas of our church that present hazards for people coming on site?

Is there someone with an eye for detail and for creativity who can walk through our site and give us suggestions?

When was the last time we asked a new person for feedback on how they experienced our places?

What are our Workplace Health and Safety Requirements and when was the last time our WHS was reviewed?

Are there any repairs, improvements or safeguards we need to plan for or budget for?

If money was no object, what would we like to do to improve our site?



Information

Sometimes we no longer notice things when they have been around for a while. We become accustomed to things being the way they are around our homes and our churches. We get used to the uneven path, or the loose wires, or the lack of railings, or slippery surface, and it's not until someone new comes, or heaven forbid, an accident occurs, that we see the hazards that we have been living with.

Have a look around your church with fresh eyes. Are there hazards that you've become accustomed to, that might be a danger to someone?

Use the Annual Maintenance Checklist as a prompt to check these different areas and assess whether there are any hazards or maintenance required. Depending on the number of people coming through your church, you might decide that a monthly or quarterly use of the checklist is best practice for you.

Ensure you have stocked, in date, First Aid Kits available and the Emergency Procedures Flip Chart handy for quick reference when there is an emergency.

You may choose to engage a local company to come and do a Workplace Health and Safety Audit of your church.



Input From Local Leaders

TBA



Minimum Standards

3.29 Workplace Health and Safety Procedures meet legislative requirements and are being followed.



Resources

[Annual Property Maintenance Checklist](#)

[Emergency Procedures Flip Chart](#)

[Incident Report Form](#) – (accidents, injuries and property damage or hazards)



External Links

[QFES Fire Safety Management Tool](#) [Checklist]

[QFES Evacuation Sign](#) [Template]

[QFES Occupiers Statement](#) [Reference]

[Atho Goup](#) Julie can help you with WHS for Churches

11. Programs



Key Questions

Have we informed CofC Insurance of the general nature of the activities we undertake each year?

What is our process for undertaking annual Risk Assessments, and Special Risk Assessments on High Risk Activities?

Are our leaders appropriately trained and resourced to lead the programs each are responsible for?



Information

We do not wish to add to the burden of making your programs safe, and so we have some simple minimum standards, and procedures and a support team to help you in the ministry and mission you are planning each year.

There are some high-risk activities you are simply not covered for under our insurance, so we can help you look for alternative activities, or alternative partnerships where you can run an activity in association with another organisation.

In the online insurance survey each year, we ask what your annual activities are so we can ensure you are covered, and you don't have to think about that aspect of an event every single time you run something. We also ask that you have an annual risk assessment of these programs so you ensure that someone has thought through the possible risks and mitigated any of these. You only have to fill out a specific risk assessment for an event if it is a [high risk](#) activity.

The Safe Church Implementation Guide is a rich resource for you as it contains many practical suggestions and recommendations to ensure your programs are safe.



Input From Local Leaders

TBA



Minimum Standards

N/A



Resources

[Annual Program Risk Assessment](#)

[Driver information form](#)

[Insurance Team](#)

[Letter of appointment](#)

[Role Descriptions](#)

[Safe Church Policy](#)

[Safe Church Policy Implementation Guide](#)

[Volunteer Application Form](#)



External Links

[Risk Management Template for High Risk Activity or Special Events](#)

12. Compliance



Key Questions

Has the Safe Church Policy been adopted, and reviewed this year?

Is our insurance current?

Are we abiding by Fair Work Requirements in employing and paying our staff?

Are we up to date with our reporting to the Australian Taxation Office (ATO) and Australian Charities and Not-For-Profit Commission (ACNC)?

Do we have a constitution that has been reviewed in the last 5 years and does it satisfy ACNC guidelines for a constitution?

Are our Responsible People up to date on the ACNC portal?

Is our Blue Card Organisational Portal functioning and all our volunteers linked to our church?

Are the appropriate people (staff, leaders, volunteers) clear about our privacy and confidentiality requirements?

Are we maintaining appropriate records?



Information

Most of those questions above are self-explanatory, but the reminder again is that these things are important because they satisfy legal requirements now, provide rigour when we need it later on, and lessen unnecessary trouble when there is a crisis or conflict.

CofC covers your insurance from April to March unless you have a separate insurance policy. Invoicing for this insurance often occurs in July/August. Feel free to contact our insurance team if you have any questions (insurance@cofcqld.com.au).

CofC Constitution Template is an excellent resource, updated every 6 months in line with ACNC recommendations, best practice in governance, and feedback from churches. Your local Regional Engagement Partner and Church Support Team can help you with your constitution review.



Input From Local Leaders

TBA



Minimum Standards

- 3.30 The church is compliant with ACNC requirements including:
- registration with ACNC
 - current constitution submitted
 - annual returns and responsible people up-to-date
- 3.31 Constitution aligns with the ACNC Rules and has been reviewed within the last 5 years.
- 3.32 Records Management is adequate and Privacy requirements are met.



Resources

Church Incorporation Information Sheet – contact [Church Support](#)
[Constitution Template](#)
[Privacy Policy](#)
[Email CofC Church Support](#)
[Email CofC Insurance Team](#)
How to Run an AGM
[Record Keeping for Churches](#)



External Links

[ACNC Charity Portal Login](#)
[ACNC Guidelines](#)
[Protection Against Ransomware Attacks](#)

Appendix 1

Acronyms and Meanings	
Acronym	Meaning
CCE	Church and Community Engagement team of CofC
CofC	Churches of Christ
ACNC	Australian Charities and Not-for-profits Commission
REP	Regional Engagement Partner

