

Northgate has adopted a framework called policy based governance, which is outlined in three sets of guidelines:

Our mission principles - these define the guidelines that direct Northgate towards fulfilling its mission and vision,

Our boundary principles - these policies outline the framework within which we choose to operate,

Our accountability principles - these outline the lines of responsibility between Northgate's congregation, pastorate and elder board.

Mission principles

What changes are we trying to make?

Equipping: Northgate shall actively seek to resource, train, fund, mentor and support its membership and congregation to embark upon externally-facing discipleship initiatives.

Demonstrating: Northgate will become known in its community for its visible works, bridge building programmes, and tangible faith-based outcomes.

Living proof: The Northgate membership and congregation shall be seen to be engaging in real-life Christian acts.

To what extent are we trying effect these changes?

Discipleship: Northgate shall remain focused on making disciples as its core reason for existence,

Bridge builders: Northgate shall embark upon community bridge building programmes and seek to recruit and equip a team of externally focused, mission leaders(bridge builders),

Fund allocation: Northgate will strive to ensure its resources and funding are allocated in such as fashion as to stimulate a strong and stable church foundation yet promote and support activities with externally facing aims,

Engage membership: Northgate shall strive to ensure that it's membership are actively engaged in activities with externally facing mission goals.

For whom are we trying to effect the change?

Geographic focus: The residents of Hibiscus Coast, primarily, but also the wider community when the opportunity arises.

Boundary principles

“The senior pastor shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, unethical, or unbiblical”

Biblical boundary principles

Seek God’s approval: The senior pastor shall ensure that no decisions or actions are made without first consulting the word of God and seeking God’s approval.

Bible centric teaching: The senior pastor shall not allow any teaching or practice to subvert the word of God as found in the bible.

Principle vision caster: The senior pastor shall ensure he remains the principle vision caster.

Spiritual nourishment: The senior pastor shall ensure that he does not jeopardize his spiritual nourishment.

Budget and financial management boundary principles

Stay on mission focus: The senior pastor shall not deviate from the agreed annual strategic plan without prior consultation with, and approval from the Elders. With respect to the actual, ongoing financial condition and activities, the senior pastor shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the board priorities established in the mission principles.

Mission precedence: The availability of funds shall not take precedence over the mission principles.

Work within budget: The senior pastor shall not cause, or allow, Northgate’s expenditure to exceed the annual budget. Accordingly, the Senior Pastor shall not:

- Expend more funds than have been received in the financial year to date,
- Indebit the church to an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty days,
- Conduct inter-fund shifting in amounts that deviate materially from the Board’s mission principle priorities,
- Fail to settle payroll and debts in a timely manner,
- Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed,
- Fail to inform the Board before any decision is made to use unexpected and undesignated income over NZ\$10,000,
- Acquire, encumber, or dispose of real property,
- Fail to appropriately pursue unpaid pledges after a reasonable amount of time,
- Fail to aggressively pursue unpaid non-pledge receivables after and reasonable amount of time.

Work according to established processes: The senior pastor shall not cause or allow behaviours or practices that violate Northgate’s expense approval processes.

Congregational boundary principles

Buy-in to the vision: Members shall not be accepted without committing to Northgate's mission and vision.

Members' pledge: Members shall not be accepted without adhering to the Northgate membership pledge.

Safe church practice: The senior pastor shall not cause, or allow, any Northgate practice to violate Northgate's Safe Church policies.

Staffing (including volunteers) boundary principles

Safe hiring: Staff shall not be retained without first adhering to the guidelines as outlined in Northgate's Safe Church policies.

Fair compensation: Staff shall not be compensated outside the guidelines outlined in Northgate's compensation plan. With respect to employment, compensation, and benefits to employees, consultants, and contract workers, the Senior Pastor shall not cause or allow jeopardy to fiscal integrity or public image. Accordingly, the Senior Pastor shall not:

- Change his or her compensation and benefits.
- Promise or imply permanent or guaranteed employment.
- Plan and/or execute compensation and benefits plans and/or obligations that exceed available funding.
- Commit to compensation obligations that exceed one year.
- Establish current compensation and benefits that deviate materially:
 - From the Baptist Union guidelines for a church of Northgate's size, geographic and economic area.
 - From the local market for the skills employed.
- Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - Incur unfunded liabilities.
 - Provide less than some basic level of benefits to all full-time employees.
 - Allow any employee to lose benefits already accrued.

Emergency Senior Pastor Succession: In order to protect the board from sudden loss of Senior Pastor services, the Senior Pastor must not fail to designate, as an interim successor, at least one other executive familiar with board and Senior Pastor issues and processes.

Communication and Support to the Board: The Senior Pastor shall not permit the board to be uninformed or unsupported in its work. Accordingly, the Senior Pastor shall not:

- Fail to submit monitoring data required by the board in a timely, accurate, and understandable fashion, directly addressing provisions of board policies.
- Fail to inform the board of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy or principle has previously been established.
- Fail to advise the board if, in the Senior Pastor's opinion, the board is not in compliance with its own policies on Governance Process and Board-Senior Pastor Linkage, particularly in the case of board behaviour that is detrimental to the work relationship between the board and the Senior Pastor.
- Fail to gather for the board as many staff and external points of view, issues, and options as

needed for fully informed board choices.

- Fail to provide a mechanism for official board or committee communications.
- Fail to deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.
- Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the board.
- Fail to limit public statements about the official position of the congregation or board on controversial social, political, and/or congregational issues to what the congregation or board has formally and explicitly adopted as positions of record. Nothing in this policy shall be construed to infringe upon the fundamental principle of freedom of the pulpit.
- Fail to supply for the consent agenda all items delegated to the Senior Pastor yet required by law or contract to be board-approved, along with the monitoring assurance pertaining thereto.

Accountability principles

"The responsibility of Northgate's eldership board to God, its community, congregation and members, through the leadership of the Senior Pastor, is to;

- promote the accomplishment of the mission,
- avoid violation of its boundary principles."

Vision

Vision: Northgate's senior pastor is the key and principle vision caster. The Senior Pastor will ensure that Vision is promulgated throughout the congregation and is an accepted vision for all existing and new congregational members.

Elder board accountability

Process: Northgate's Elders shall appoint a board chairman who will be responsible to ensure that Northgate's eldership board and accountability processes are implemented.

Governance focus: Northgate's Eldership board shall remain focused on issues of governance, accountability and performance.

Governance style: The board will govern with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of board and Senior Pastor roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactively rather than reactively. Accordingly;

The board will cultivate a sense of group responsibility. The board, not the staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body rather than to substitute individual judgments for the board's collective values. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.

The board will direct, control, and inspire Northgate through the careful establishment of broad written policies reflecting the board's collective values and perspectives about the mission principles (ends) to be achieved and boundary principles (means) to be avoided. The board's major policy focus will be on the Northgate's mission principles, not on the administrative or programmatic means of attaining those effects, whilst not foregoing attention to the needs of the Northgate staff, congregation and membership in reaching for those long-term effects.

The board will enforce upon itself the discipline needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and ensuring continuance of governance capability. Continued board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvements.

The board will monitor and regularly discuss the board's own processes and performance.

Board job description: The job of the board is to represent the stakeholders of Northgate in determining and demanding appropriate organizational performance. Accordingly;

- The board is the link between the Pastors and staff and the membership. As such the board will exercise itself as individuals and collectively (including the senior pastor) in this link role to

ensure that the congregation:-

- Suffers no injustice,
 - Receives appropriate pastoral care and shepherding,
 - Receives prayer and laying on of hands for the sick and needful when called for and as seen fit.
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- The board will produce written governing policies that, at the broadest levels, address each category of organizational decision.
 - *Mission Principles*: The organizational goals, products, effects, benefits, outcomes, recipients, and their relative worth. Describing what good is to be achieved, for which recipients and at what cost.
 - *Boundary Principles*: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decision must take place.
 - *Governance Process*: Specification of how the board conceives, carries out, and monitors its own tasks.
 - *Board-Senior Pastor Linkage*: How power is delegated and its proper use monitored; in other words the Senior Pastor's role, authority, and accountability.

The board will assure Senior Pastor performance (against policies in ii)a and ii)b).

Board code of conduct: The board commits itself and its members to ethical, churchlike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members. Accordingly;

- Elders must represent unconflicting loyalty to the interests of the Northgate stakeholders. This accountability supercedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards of staffs. It also supercedes the personal interest of any board member acting as a consumer of the church's services.
- Elders must avoid conflict of interest with respect to their fiduciary responsibility.
- There must be no self dealing or any conduct of private business or personal services between any board member and the church staff except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
- When the board is to decide upon an issue about which a board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
- Elders must not use their positions to obtain Northgate employment for themselves, family members, or close associates. Should a member of the board desire employment, he or she must resign from the board first.
- Elders will disclose their involvement: with other organizations, with vendors, or with and other associations that might produce a conflict.
- Elders may not attempt to exercise individual authority over the church except as explicitly set forth in the board policies.
- Elders' interaction with the Senior Pastor or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
- Elders' interactions with public, press or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
- Elders will give no consequence or voice to individual judgments of the Senior Pastor or staff performance.
- Elders will respect the confidentiality appropriate to issues of a sensitive nature.

Board agenda planning: The board will follow an annual agenda that (1) completes re-exploration of the mission principles (Ends) annually and (2) continually improves board performance through

board education and enriched input and deliberations.

Role of board Chairman / Moderator: The Chairman assures the integrity of the board's process and, secondarily, occasionally represents the board to outside parties. Accordingly;

- It is the responsibility of the Chairman to ensure the board behaves consistently with its own rules and those legitimately imposed upon it from outside the church.
- Meeting discussion content will be only those issues which, according to board policy, clearly belong to the board to decide, not the Senior Pastor or other members of staff.
- Deliberations will be fair, open, and thorough but also timely, orderly, and kept to the point.
- The authority of the Chairman consists in making decisions that fall within topics covered by board policies in Governance Process and Board-Senior Pastor Linkage, except where the board specifically delegates portions of this authority to others. The Chairman is authorized to use any reasonable interpretation of the provisions in these policies.
- The Chairman, or his nominee, shall preside at all board meetings of the church.
- The Chairman is empowered to chair board meetings, with all the commonly accepted power of that position (for example, ruling, recognizing)
- The Chairman has no authority to make decisions about policies created by the board within mission and boundary principle areas. Therefore, the Chairman had no authority to supervise or direct the Senior Pastor.
- The Chairman may represent the board to outside parties in announcing board-stated positions and in stating Chairman decisions and interpretations within the area delegated to her or him.
- The Chairman may delegate this authority but remains accountable for its use.

Cost of Governance: The board will invest in its governance capacity. Accordingly;

- Board skills, methods, and support will be sufficient to assure governing with excellence.
- Training and retraining will be used to orient new board member and candidates for membership, as well as to maintain and increase existing member skills and understandings.
- Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to fiscal audit.
- Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
- For training, including attendance at conferences and workshops.
- For audit and other third-party monitoring of organizational performance.
- For surveys, focus groups, opinion analyses, and meeting costs.

Northgate performance

Delegation: The Northgate Eldership board delegates the responsibility of, and authority to, achieving the Northgate's mission principles to the senior pastor. The board will instruct the Senior Pastor through written policies that prescribe the mission principles (Ends) to be achieved and describe organizational situations and actions to be avoided, allowing the Senior Pastor to use any reasonable interpretation of these policies. Accordingly;

- The board will develop policies instructing the Senior Pastor to achieve certain results, for certain recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called mission principles.
- The board will develop policies that limit the latitude the Senior Pastor may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called boundary principles.
- As long as the Senior Pastor uses any reasonable interpretation of the board's mission and boundary principles, the Senior Pastor is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.

Accountability: The Northgate Eldership board shall hold the senior pastor accountable for achieving the agreed upon mission targets. The Senior Pastor is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the Senior Pastor. The board's sole official connection to the operational aspects of the church, its achievements and conduct will be through the Senior Pastor. Accordingly,

- The board will never give instructions to persons who report directly or indirectly to the Senior Pastor.
- The board will refrain from evaluating, either formally or informally, any staff other than the Senior Pastor.
- The board will view Senior Pastor's performance as identical to organizational performance, so that organizational accomplishment of board stated mission and boundary principles will be viewed as successful Senior Pastor performance.

Monitoring: Systematic and rigorous monitoring of Senior Pastor's performance will be solely against the organizational accomplishment of board policies on Northgate's mission principles and organizational operation within the boundary principles established. Accordingly;

Monitoring is simply to determine the degree to which board policies are being met. Data that does not do this will not be considered to be monitoring data.

The board will acquire monitoring data by one or more of three methods; (a) by internal report, in which the Senior Pastor discloses compliance information to the board, (b) by external report, in which a third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.

In every case, the standard for compliance shall be any reasonable Senior Pastor interpretation of the board policy being monitored.

All policies that instruct the Senior Pastor will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule

Note: As additional mission principles or policies are developed, they will be added to this

document.

Annual strategic plan and review: As part of achieving the long-term mission principles, the Northgate Eldership, together with the senior pastor, shall set an annual strategic plan for Northgate. The Northgate Eldership shall conduct an annual review of the progress made in achieving the goals set out in the strategic plan.

Connecting with Christ

Collectively the Northgate Eldership board shall ensure that Northgate remains devoted to Prayer and God's word. This is to be accomplished by regular board and individual intercession, discernment of the will of God, and preaching and teaching.

Connecting with the congregation and community

As part of the annual review feedback from the church and community shall be sought in the form of feedback, assessment and market research, including;

- Meeting with relevant secular and Christian bodies to achieve a clear understanding of local and regional opportunities to achieve the stated mission objectives,
- Accumulate mission-related data with which to measure the opportunities chosen to pursue and the success with which they are pursued,
- Statistics including, but not limited to, membership numbers, financial giving, % of membership involved in external mission programs, % of membership involved in ministry.