



# City to City Australia AND Northern Presbytery

## PARTNERSHIP AGREEMENT

This Agreement is dated the 31<sup>st</sup> of October, 2023

### 1. The Parties

This Partnership Agreement is between the following two parties:

- a) The Northern Presbytery, a regional presbytery of the Presbyterian Church of Aotearoa New Zealand. It's head office is at 111 Great Sth Rd, Epsom, Auckland.
- b) City to City Australia, which is a church planting and ministry training organisation based in Sydney, Australia

### 2. The Parties

#### 2.1 City to City Australia (CTCA)

City to City Australia (CTCA) has a vision to see major city and rural centres in Australia and New Zealand worshipping Jesus Christ as Lord. We seek to realise this vision by championing and resourcing the local church to catalyse new church plants, by strengthening and renewing existing churches, and by building collaborative gospel movements across Australia and New Zealand.

**Team:** City to City has 20+ men and women across Australia and New Zealand who have deep professional and ministry expertise won over decades. The team is denominationally diverse, with a heart for gospel movements in churches of all contexts.

**Content:** Developed by Tim Keller and contextualized over a decade in Australian churches, our content is tried and tested, and has been delivered to hundreds of men and women church leaders in Australia and New Zealand.

**Program:** As part of our bespoke program, we deliver deep, sustained engagement alongside church leaders and their leadership team. This program, involving 90+ hours of sustained, face-to-face consultancy, with CTC working alongside each church leader and their team, enables a more intense **engagement than coaching or training typically can.**

**Framework:** CTCA utilises an evidence-based Revitalisation Framework as opposed to a prescribed church model. The framework allows the lead consultant to work with any church and respond to

its unique context. Within the life of the church, we are called to bear fruit (John 15:16). This relies on the work of the Holy Spirit (John 15:5)

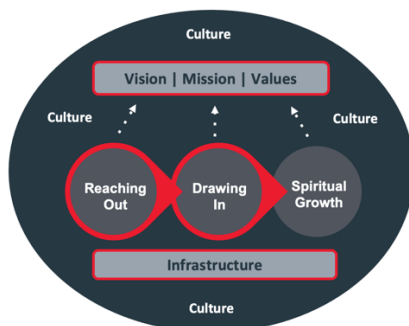
Within the life of the church, there is:

- Faithfulness – the practical things we are called to do faithfully, such as ministry.
- Fruitfulness – The outcomes - the things that happen as a consequence of the work of the Holy Spirit and the things we are faithful to.

### CTCA's revitalisation framework - Fruitfulness



### CTCA's revitalisation framework - Faithfulness



City to City Australia has the experience of revitalization and church planting and is currently working with over 120 churches and several denominations across Australia and Aotearoa/New Zealand in many different contexts with many different types of churches and church leaders.

## 2.2 Northern Presbytery (NP)

The Northern Presbytery, one of five regional presbyteries of the Presbyterian Church of Aotearoa New Zealand (PCANZ), was established in 2011 from the amalgamation of four presbyteries (North Shore, Auckland, South Auckland, Northland – part of Churches Together in Northland) to have a mission focus which supports, encourages, resources and inspires mission in its churches and other forms of ministry (e.g. chaplains). To do this more effectively the Northern Presbytery was restructured in mid-2017, which resulted in the establishment of five regions (South Auckland, West Auckland, East Central Auckland, Coastal, and Northland).

The primary function of a presbytery is to facilitate and resource the life, worship, spiritual nurture and mission of the churches for which it has responsibility.

In terms of structure, there is a Presbytery Council providing governance, which meets quarterly, Regions meet at least 4 times per year, plus several workgroups with assigned responsibilities. These

include: Property & Finance; Mission Fund; Conflict Advisory; Learning and Development; Candidate co-convenors; Intercultural Workgroup. Staff, as 30 June 2023, are: Executive Officer (part-time); Administrator (fulltime); Church Enabler (full time); Youth Coordinator / Intercultural Facilitator (full time); Ministry Enabler (half time seconded from a church for 3 years). The full presbytery (active ministers and a designated Elder from each church) meets twice per year (February and June).

As at 30 June 2023 there are 80 churches, within the bounds of the Northern Presbytery, comprising: including: 18 Cooperating Ventures; 1 Chinese Church; 1 Taiwanese Church; 4 Pacific Churches; and 3 Korean Churches. Also as at 30 June 2023, Northern Presbytery had 73 active church ministers, nine chaplains and 16 Other Recognised Ministers.

Strategically, the Northern Presbytery's vision is "Working together for a better future". The strategic intent is to be a network of vibrant churches and other forms of ministries, that truly reflect the gospel of Christ. Such churches and ministries are vibrant, life-giving, growing and making disciples, culturally adapted to their setting and reaching across generations and ethnicity. The Strategic Goals are: Extend working together and leader development; Churches becoming more intentional and engaged with their communities; Presbytery culture, decision making, resource allocation and operations support achieving our vision for the future.

Founded upon a 'case for change' document completed in early 2020, the Northern Presbytery has begun a journey of growth and development. One main aspect of this has been the Presbytery taking a far more proactive approach in initiating, or working with a church to initiate new developments. This includes new church plants, investigations to studies to determine the best option for rebuilding a particular church (e.g. feasibility studies). It also needs to include how to rejuvenate churches, for a number are struggling and/or are 'stuck', with potentially bleak prospects. Therefore, the Northern Presbytery is seeking to grow its capacity to revitalize current churches and to plant new ministries for the growth of God's kingdom and the long-term health of ministry for the denomination.

### **3. Background**

The Northern Presbytery representatives (Dr Rod Watts and Rev Dr Emma Keown) invited Andrew Katay (CEO of City to City) and Jamie Bester (Director of Revitalization and Denominational Consulting) to discuss the possibilities of forming a partnership focused on revitalizing presbyterian churches within the Northern Presbytery, whilst helping to build capabilities within the latter.

A positive meeting led to further discussions and considerations as to how City to City Australia could assist the Northern Presbytery and its churches and other forms of ministry. It was also noted that the Northern Presbytery has recently begun to initiate church planting projects, which City to City Australia could also assist with. These discussions also aligned with relatively new developments for City to City Australia (CTC) helping to establish a New Zealand / City to City movement, which was conveyed at a gathering of church leaders on 7 September, in Auckland. It is envisaged that from this meeting and associated involvements of CTC thus far in New Zealand that a NZ Leaders group would be formed as the beginnings of a Learning Community. This might also be the basis of setting up a "City to City" New Zealand base.

### **4. Purpose of The Agreement**

The purpose of this Agreement is to describe the respective responsibilities of each of the parties and the agreements between them.

The parties have reached an agreement with respect to undertaking a Joint Venture Project to revitalise designated churches over an initial three-year period, as outlined in Appendix A.

## **5. Partnership Agreement Term**

The parties agree to enter into this Partnership for an initial period of four years, upon signing this Agreement. The Partnership shall be deemed to have commenced on 31 October 2023. The Partnership shall be deemed to have ceased on 31 October, 2027.

The parties agree to review, in good faith, the Partnership before the end of October 2027 in order to determine whether it will continue beyond this initial period of four years.

## **6. Objectives of the Partnership Agreement**

1. CTC to equip the NP through provision of resources, training and consultative services to revitalise its churches and other forms of ministry
2. CTC to assist NP in its strategy of planting new churches and/or worshipping communities
3. Make provision to undertake, through a Joint Venture Revitalization Project, the revitalisation of a designated number of presbyterian churches within the bounds of NP
4. NP to contribute to the New Zealand / City to City movement in Aotearoa NZ
5. The parties to utilise this Partnership Agreement to enable CTC to undertake the revitalisation of Presbyterian Churches in other Presbyteries of PCANZ

## **7. Partnership Principles**

The parties hereto acknowledge that the following principles of the Partnership are to provide a guide for how the parties will operate the Joint Venture together and in relationship to each other:

- each party will continue to pursue fulfilling their own vision and mission, whilst taking into consideration and being supportive of the other party's vision and mission;
- the parties and their staff will treat each other with respect and integrity, demonstrating good will and trust by communicating with one another clearly and honestly;
- each party will acknowledge and highly regard the other party's staff, services, organisational commitments and sector relationships;
- any issues that may occur between the parties shall be identified as soon as possible, with the focus being on their timely and full resolution.

## **8. Responsibilities of the parties**

1. City to City Australia
  - Always act in good faith and collaboratively with NP
  - Designate a primary consultant to be the key contact for NP for the duration of the Partnership Agreement
  - Collaboratively share resources, processes, tools, templates and the expertise and skills of its consultants to equip NP personnel and organisationally to effectively rejuvenate its churches into the future
  - Assist NP's strategy of planting new churches and/or worshipping congregations

- Include three NP appointed personnel to be part of the group of New Zealand leaders to undertake the designated 26-day training programme from March 2024 to May 2025
- Provide NP with any relevant new resources, tools, templates throughout the term of the Partnership

## 8.2 Northern Presbytery

- Always act in good faith and collaboratively with CTC
- Contribute to the development of a NZ / City to City movement focused on revitalisation of churches and planting of new churches in Aotearoa NZ.
- Provide three designated personnel to be part of the NZ Leaders Group to undertake the training programme from March 2024 to May 2025
- To make payments, as per agreed schedule, to CTC for work undertaken
- In conjunction with CTC, appoint churches to participate in the three cohorts
- Establish a Results Based Accountability Framework, with CTC, and use this to evaluate the Revitalisation Project (each church, each cohort, whole project)
- Keep the members of NP updated throughout the term of the Partnership
- Promote, and where practicable, facilitate opportunities for CTC to work with presbyterian churches in the bounds of other PCANZ presbyteries

## 9. Partnership Governance Group

A Partnership Governance Group, representing the parties, will be established to oversee and support the management of the Partnership between the parties. This will comprise:

- the Chief Executive of CTC
- the Director of Revitalisation from CTC
- the Executive Officer of NP
- the Church Enabler of the NP

Decisions made by the Governance Group will be by consensus, or failing that, a simple majority of all members. Meetings will be six monthly, via zoom, and chaired by either the CE of CTC or EO of the NP. Responsibilities of the Partnership Governance Group shall include: Additional meetings can be scheduled if required.

- ensure that the Partnership is conducted in the spirit of good faith between both parties.
- oversee the undertaking of the Joint Venture project (refer Appendix) for the duration of the Partnership Agreement.
- address any issues that are not able to be resolved operationally in a timely fashion

## 10. Issues and Risk Management and Insurance

The parties acknowledge that the risks and benefits of the Partnership shall be shared equally, subject to each party's compliance to the terms of this Agreement.

## 11. Organisational Independence

- i) Nothing contained in this Agreement shall be deemed to constitute either party as the agent or legal representative of the other.
- ii) Neither party shall have any authority to act, or assume any obligation, or liability on behalf of the other party, except as expressly agreed to by each party.
- iii) No statement in this Agreement precludes either party working independently or in a joint venture with other parties.
- iv) Both parties are bound by their theological and missiological affirmations that mutually recognise the importance of Scripture. After cohort one, the Northern Presbytery retains

- organisational independence regarding theological, ethical and missiological position nuances.
- v) After cohort one, all Northern Presbytery churches, without necessarily aligning to any external body's code of ethics, theological statements, or missional methodologies (five faces of mission) other than those of the PCANZ, are invited to apply to participate in the CTCA's program of rejuvenation. The only abiding criteria are those already agreed by the PCANZ.
  - vi) The CTCA rejuvenation program is open to all churches within the Northern Presbytery that align with the theology, ethics, and missional perspective of the PCANZ.

## **12. Termination**

Either party may terminate this Agreement, at any time by giving six months' notice in writing to the other party.

## **13. Dispute Resolution**

If a party considers that there is a dispute in respect of any matters arising out of, or in connection with this Agreement, then that party shall immediately give notice to the other party setting out details of the dispute. The parties will endeavour in good faith to resolve the dispute between themselves within seven (7) working days of the receipt of the notice as follows:

- the Operational Management Group will endeavour to resolve any disagreement or dispute between the parties to the satisfaction of both parties within five (5) working days of the receipt of the notice.
- should this not be achieved then the matter will be referred to the Partnership Governance Group, which will endeavour to discern a resolution within a further fourteen (14) working days.
- if the Partnership Governance Group is unable to resolve the matter, either party may submit the matter as specified below.

### Mediation:

If the parties fail to resolve the dispute as set out above, then the parties will endeavour in good faith within a further ten (10) working days to appoint a mediator to resolve the dispute by mediation. If the parties cannot agree on a mediator, then a mediator shall be appointed by the chairperson of the NZ Chapter of Lawyers Engaged in Alternative Dispute Resolution (LEADR).

## **14. Variation**

No modification, alteration of or addition to this Partnership Agreement shall be binding on the parties unless in writing and signed or acknowledged by both parties.

## **15. Conflict of Interest**

The parties each warrant that, at the date of signing this Agreement, no conflict of interest exists which might affect their respective abilities to meet their respective obligations under this Agreement.

The parties will give to each other immediate written notice of any situation which arises during the term of this Agreement which might lead to a conflict of interest affecting the parties ability to meet their respective obligations under this Agreement.

**Signatures**

**Date**

*Andrew Katay*

**30 October 2023**

.....

**Rev Dr Andrew Katay, Chief Executive of City to City Australia**



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**30 October 2023**

**Dr Rod Watts, Executive Officer of Northern Presbytery**

## **APPENDIX: JOINT VENTURE CHURCH REVITALIZE PROJECT**

### **1. Introduction**

City to City Australia has developed considerable expertise, resources and processes in revitalizing and planting churches. The CTC process to revitalize individual churches operates in three phases. Phases 1 & 2 encompass a review with findings and recommendations and Re-Visioning while phase 3 consists of implementation, coaching and training to deliver the outcomes from the report.

For denominations an initial “Denominational Review” is added to serve the denominational impact for churches to be revitalized within its system. This also serves to highlight key areas of support within the system that area available in the project.

For this partnership between NP and CTCA it is proposed to have three stages of the project.

**PROJECT STAGE 1 – CTCA LED: Denominational review and pilot revitalize NZ projects for 4-6 churches (including training of NP leadership in the process)**

**PROJECT STAGE 2 – JOINT VENTURE: CTCA/NP CO-LED: Revitalize projects of 6-8 churches to train and equip Key NP personnel in this work.**

**PROJECT STAGE 3 – JOINT VENTURE: NP LED: Revitalize projects of 8-12 churches with supervision from CTCA lead consultant.**

### **Joint Venture Church Revitalization Project**

#### 2.1 Purpose

The parties have agreed that through undertaking this joint venture church revitalization project:

- i) a designated number of presbyterian churches within the bounds of the Northern Presbytery will undergo a rejuvenation process.
- ii) a Results Based Accountability Framework, developed by the NP in conjunction with CTC, will be used to evaluate the rejuvenation process undertaken by each Presbyterian church in this project.
- iii) CTC, over a three-year period, will help equip the NP undertake church rejuvenation by transferring its resources, processes and the skills and experiences of its consultants (to the NP).

#### **PROJECT STAGE 1 – CTC LED - Denominational Review & phases 1,2 & 3 of the revitalization process (led by CTCA)**

Led by City to City, in addition to engaging with key stakeholders of the Presbytery and denomination overview, will involve a chosen 4-6 presbyterian churches to be the first cohort that will undertake the rejuvenation process. This involves assessment, visioning, being provided with a report, and implementation over 12 months. Additionally, the NP will continue to provide encouragement and support for a further 24 months beyond the 12 months implementation. An RBA evaluation will be completed towards the end of the 12 months implementation and towards the end of the additional 24 months support by Presbytery.



The engagement of key stakeholders will include CTC presenting a keynote address at the NP's Leaders conference in February 2024 and conducting a workshop the day before on key aspects of revitalizing churches.

**Please Note:** For this initial phase of the project City to City would ask initial (Pilot) churches to agree with our statements of beliefs. In stages two and three of this joint venture this responsibility would be with the Northern Presbytery.

## **PROJECT STAGE 1 Consists of the following:**

### **LAUNCHING PROJECT AT NP LEADERS CONFERENCE**

CTC presenting a keynote address at the NP's Leaders conference in February 2024 and conducting a workshop the day before on key aspects of revitalizing churches.

### **DENOMINATIONAL REVIEW**

*An overview of the denominational situation*

This will focus on:

- CTC engaging with key stakeholders within NP
- CTC undertaking a denominational overview of the NP
- NP informing and promoting the opportunities for churches to participate in the project.
- CTC, with the NP, identify and then confirm the 4 to 6 churches that will be participating in the project in year one (commencing early 2024)
- NP, in conjunction with CTC, to develop a Results Based Accountability Framework for the project.

The overview seeks to understand the context for ministry in the denomination and the cultural context of its mission. It would further seek to identify key churches to work with in undertaking the rejuvenation process. The lead consultant would seek to run a workshop-based review of the denomination with its representatives using the smart segmentation framework to look at church health and identify churches that would significantly benefit from the pilot project phase.

This workshop and visit would also seek to identify internal strengths and weaknesses, as well as external opportunities and threats to assist in the continued development of the program. This would bring a contextualized understanding into the project and provide opportunity for information sharing across the denomination. The CTC consultant would make themselves available for gathered information sessions and/or meetings with potential for undergoing the process of rejuvenation.

This overview would also look at the systems, structures, and strategy of the denomination. This would provide a clear overview of the internal systems to be leveraged and identify what areas CTC can support. This overview would incorporate information from previous reviews and have a core focus to look at the overall health of churches, therefore highlighting the overall health of the denomination. This would be done by:

- i) Complete "Health check" using the L1-L5 church review toolkit on every church in the denomination to develop a targeted approach to Revitalisation pilot project.
- ii) Clarity of overall vision and direction of the Denomination
- iii) Health and fruitfulness of local mission through congregations.
- iv) Structures and processes for supporting ministry growth.
- v) The financial support of the denomination for new ministry.
- vi) Pathways for training internally and external specific training needs.

The CTC experience is that this light, independent overview will not only provide great insights prior to progressing the revitalization work, but also bring together the gathered wisdom of the denomination, thus gathering internal information and exploring external supports to develop a clear pathway forward. This initial step on the ground will be extremely beneficial for the revitalize work overall. This overview would also be planned at an appropriate time to provide the lead consultant, on the ground to do an information workshop for potential pilot project churches.

**Content of the Overview:**

- 2-4 hours of context setting in conversation with key leaders about context, structure, dynamics, and key stakeholders.
- 24 hours of research including a survey of key demographics, churches, leaders, and significant face to face interviews with key representatives.
- Half day strategic workshop with key stakeholders
- 8-12 hours to produce a report with recommendations based on the data collated, analyzed, and synthesized; and
- 2 hours consulting with and presenting to the denomination, or its representatives (with possible further consultation if required)

**PHASES 1 & 2 OF REVITALIZE NZ**

*Phases 1 & 2 of the church revitalization process: Assessment and reporting of a church(s)*

This comprises research, analysis & Strategic Vision (3 months), including:

- Collection of key metrics through 360 leadership reviews, whole church survey, financial health, SWOT analysis, church visit, key stakeholder interviews, collation of existing documentation and leadership self-study.
- Analysis of data, identifying key themes, challenges, and opportunities.
- Delivery of a comprehensive report outlining findings, conclusions, and key recommendations.
- A ReVision workshop to build both a quantitative and qualitative strategic vision for the church moving forward.

**PHASE 3 OF REVITALIZE NZ**

*Implementation and Coaching (12 months)*

This comprises:

- Development of a roadmap/implementation plan for key recommendations.
- Supported specialist expertise to deliver the implementation plan.
- Delivery of coaching, training, and workshops appropriate to recommendations, including areas such as mission & evangelism, financial health, vision, church culture, ministry design, leadership pipelines & development, church planting and proactive conflict leadership
- Participation in CTCA Incubator Core training program for 2 leaders.

**Detailed Comments:**

- Each church participating in the first cohort will complete parts 1 & 2 of the CTC program – This would see the church go through a significant consultation with a specific consultant assigned to the church.
- Each church to go through the Re-Vision workshop, which will be led by a CTC consultant. This will involve developing a long-term strategic vision and short-term SMART goals to develop a clear pathway for revitalization.
- Each church will be provided with a report (16-20 hours to produce a report), with recommendations based on the data collated, analyzed, and synthesized; and

- 2 hours consulting with and presenting to the Church and the NP (with possible further consultation if required)
- Each church will be provided with coaching by City to City, through its consultant(s), to implement the findings and recommendations of the report and provide coaching over a twelve-month period. Toward the end of this 12 months an RBA report will be provided that will record what was done, how well was it done, and what changes are occurring in that particular church.
- The NP, through its designated personnel, will continue to encourage and support each church in the first cohort for a 24-month period following the twelve months of CTC supported implementation.
- An evaluation of each church and consolidated into a first cohort evaluation will be completed using the RBA Framework towards the end of the additional 24 months of support provided by Presbytery.

**PROJECT STAGE 2 – JOINT VENTURE: CTCA/NP CO-LED: Revitalize projects of 6-8 churches to train and equip Key NP personnel in this work.**

Informed by the RBA findings, the process for a second cohort of churches will follow the format as above but co-led by CTC consultant(s) and NP personnel, as an integral part of the equipping by CTC to the Presbytery to rejuvenate churches.

*Co-led by CTC and appointed Northern Presbytery personnel, will involve a chosen 6 – 8 presbyterian churches to be the second cohort that will undertake the revitalization process. This will also include NP providing encouragement and support for a further 24 months beyond the 12 months implementation. An RBA evaluation will be completed towards the end of the 12 months implementation and towards the end of the additional 24 months support by Presbytery.*

**PHASES 1 & 2 OF REVITALIZE NZ**

*Phases 1 & 2 of the church revitalization process: Assessment and reporting of a church(s)*

This comprises research, analysis & Strategic Vision (3 months), including:

- Collection of key metrics through 360 leadership reviews, whole church survey, financial health, SWOT analysis, church visit, key stakeholder interviews, collation of existing documentation and leadership self-study.
- Analysis of data, identifying key themes, challenges, and opportunities.
- Delivery of a comprehensive report outlining findings, conclusions, and key recommendations.
- A ReVision workshop to build both a quantitative and qualitative strategic vision for the church moving forward.

**PHASE 3 OF REVITALIZE NZ**

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This comprises:

- Development of a roadmap/implementation plan for key recommendations.
- Supported specialist expertise to deliver the implementation plan.
- Delivery of coaching, training, and workshops appropriate to recommendations, including areas such as mission & evangelism, financial health, vision, church culture, ministry design, leadership pipelines & development, church planting and proactive conflict leadership
- Participation in CTCA Incubator Core training program for 2 leaders.

**PROJECT STAGE 3 – JOINT VENTURE: NP LED: Revitalize projects of 8-12 churches with supervision from CTCA lead consultant.**

Led by appointed NP personnel and overseen / supervised by CTC, will involve a chosen 8-12 presbyterian churches to be the third cohort that will undertake the revitalization process. This will also include NP providing encouragement and support for a further 24 months beyond the 12 months implementation. An RBA evaluation will be completed towards the end of the 12 months implementation and towards the end of the additional 24 months support by Presbytery.

Note: The parties agree, that by agreement between them, the conveyed number of churches in each cohort below can be altered.

1.2. Milestones and Timeframes

<b>Milestone</b>	<b>Date</b>
Agreement and signing of Partnership Agreement	30 October, 2023
Context setting and initial visit by CTC	Nov – Dec 2023
Workshop and Information session	Feb 2024
First cohort selected and each church committed	End April 24
Phase 1 commences for all cohort one churches	End May 24
Phases 1 & 2 completed for first cohort of churches	End September 24
Phase 3 commences for first cohort of churches	October 24
Second cohort selected and each church committed	End November 24
Phase 1 commences for all cohort two churches	End February 25
Phase 1 & 2 completed for second cohort of churches	End June 25
Phase 3 commences for second cohort of churches	July 25
12 months implementation for cohort One churches completed	September 25
RBA evaluation for cohort one completed	September 25
Third cohort selected and each church committed	End November 25
Phase 1 commences for all cohort three churches	End February 26
Phase 1 & 2 completed for third cohort of churches	End June 26
Phase 3 commences for second cohort of churches	July 26
12 months implementation for cohort two churches completed	June 26
RBA evaluation for cohort two completed	July 26
12 months implementation for cohort three churches completed	June 27
Evaluation of Revitalization Project completed	August 27
Partnership Agreement reviewed and ongoing relationship between parties determined	October 27

## **Costs:**

City to City Australia costs are as follows:

### **PROJECT STAGE 1** (Led by CTC):

- Denominational Overview - \$4,500 AUD (inclusive of travel and Accommodation)
- Phases 1,2 & 3 of CTC Revitalisation process - \$15,000 AUD per church (Inclusive of travel and accommodation)

Please Note: This assumes at least 4 churches participate.

### **PROJECT STAGE 2** (CTC and NP partnering in revitalisation projects)

CTC costs would be identical to **PROJECT STAGE 1** (excluding costs of denominational overview) due to the same amount of time being needed on the ground and in consultation with NP.

- Phases 1,2 & 3 of CTC Revitalisation process - \$15,000 AUD per church (Inclusive of travel and accommodation)

Please Note: This assumes at least 4 churches participate.

### **PROJECT STAGE 3** (NP leads revitalisation projects with supervision from CTC)

- Phase 1,2 & 3 of the Revitalization process - \$7,000 AUD per church (Inclusive of travel and accommodation)

CTC would spend significant time supervising the process during this time and dedicate a lead consultant to be available for each project as NP manages its first round of churches. It's expected there would be significant planned and unplanned communication between NP and CTC consultants. This would also include a visit to prepare the projects with NP leadership and ongoing coaching throughout the project.

Please Note: This assumes at least 4 churches participate.

- For all **PROJECT STAGES**, pricing is structured in 3 parts:
  - An initial fee, invoiced on the date of the start date listed for each **PROJECT STAGE** of 40% of total cost.
  - A further fee would be invoiced at completion of phase 1 & 2 of 30% of total cost.
  - The final 30% invoice would be issued at completion of phase 3.

PLEASE NOTE: For the **FIRST PROJECT STAGE** this 40% would be invoiced upon the signing of this agreement.

Further to this proposal CTCA is pleased to offer a further 10% discount if NP decides to fully commit to all three stages of the project upfront. This is due to the ability for CTC to manage the project more efficiently and effectively.

CTCA would expect agreement upfront but would only invoice as per the triggers at start and end of each **PROJECT STAGE** listed above.

- 1.3. Structure
  - i) Sponsor

Reporting to the Presbytery Council, the Presbytery's Executive Officer will be the sponsor for the Joint Venture Project. The Sponsor's responsibility is to oversee and ensure the Joint Venture Project proceeds as planned, any issues /risks are effectively managed, or mitigated, and outcomes are achieved within budget.

ii) Project Lead

Reporting to the Sponsor, the designated CTC consultant will be project lead through to the commencement of the third cohort of churches. At this time the Project Lead role will be transferred to the Presbytery's Church Enabler. At this time the CTC designated consultant will become an advisor to the Presbytery personnel who will be undertaking the revitalisation processes for the Cohort Three churches. The Project Lead's role is to lead the undertaking of the Joint Venture Project.

iii) Project Team

The Project Team will comprise the Project Lead and the Presbytery appointed personnel who will be assisting, initially: as learners through to the commencement of Cohort Two; then assisting the Project Lead in the revitalisation work for Cohort Three; then undertaking the revitalisation work supervised / overseen by the CTC designated consultant. The Presbytery appointed personnel will be undertaking the encouraging and supporting the participating churches for the additional two years that have been added to the typical CTC rejuvenation process. The work supporting the participating churches for these additional two years will be overseen by the Presbytery's Church Enabler.

1.4. Interface with congregation reviews & the Mission Fund Committee's processes

**Reviews:** Currently the NP reviews its churches on a 3-4 yearly basis. The review is undertaken by each church. A 20 minute survey is completed addressing 6 key areas; Worship, Culture, Next Generation (Chd/youth/young adults), Mission, Leadership and Trends. The information is collated and presented back to the church through a facilitated discussion. They are encouraged to use the information as they plan for the future. It is a good tool and has been received well across NP but there is nothing in place in terms of implementation. The approach and timing of undertaking congregation reviews may need to be revised to align with the commitments being made with CTC and the associated work with churches that will be undertaken.

**Mission Fund:** 2x a year the Mission Fund calls for applications from around the NP that are particularly missional and community focused. In the effort to encourage churches to be both Christ centred and Community focused this has worked well. Each year we allocate \$220 up to k to various projects. For example, during 2021/22 the Mission Fund Committee allocated a total of \$160k to a total of 13 churches. During 2022/23 the MFC allocated \$217k to a total of 15 churches to assist mission activities. The Mission Fund Committee will need to align its communications to the Presbytery and approach with the commitments being made with CTC and the associated work with churches that will be undertaken.

1.5. Evaluation

The Presbytery will lead the establishment of a Results Based Accountability (RBA) Framework to evaluate progress being made for each of the participating churches, each of the three cohorts of churches as a group, and the revitalisation project itself.

The purpose of a RBA framework is to assist the monitoring, reporting and evaluating initiatives, or projects. In outline, an RBA Framework, which was developed by Mark Friedman, consists of:

- i) Recording "what was done"?
- ii) Recording "how well was it undertaken / quality assurance?"
- iii) Recording "is anyone better off / what's changed / what are the outcomes?"

In conjunction with CTC, the Presbytery will lead the establishing RBA Framework for each church participating in the Joint Venture Rejuvenation Project. RBA evaluation results will be compiled and reported, for each church, at the end of the above described third phase of the revitalization process and at the end of the additional two years support provided by Presbytery. RBA evaluation results will also be compiled and reported:

- for each cohort, both at the end of the third phase of the revitalization process and at the end of the additional two years support.
- for the revitalization project when the third cohort completes the third phase of the revitalization process.

The evaluation results will inform the Presbytery's decision regarding further revitalization work with its churches and other forms of ministry.

#### 1.6. Risks and Issues

The Project Team will utilise the Presbytery Risk and Issues framework for recording, monitoring, managing and mitigating risks and issues throughout the Rejuvenation Project.

#### 1.7. Communications and reporting

The Presbytery's Church Enabler will be responsible for the regular communications to the presbytery about progress being made throughout the period of the Partnership Agreement. The existing mechanisms of communications will be utilised for this (e.g. monthly newsletter; reports to regions and full presbytery).

The Project Sponsor will provide reports about the progress being made in the Revitalization Project to the Presbytery Council at each of its quarterly meetings.