

# City South transition plan

Updated August 2020

## 1. Background

The City South congregation of Living Church celebrated its 6<sup>th</sup> birthday in 2020. These six years have been filled with joys and challenges; joys as new relationships have formed and deepened around the gospel, as we've watched children grow, as we've welcomed people into our church family, and as we've seen people come home to God putting their trust in Jesus. We're thankful for the support and partnership we've shared with the Creek Road and Springfield congregations.

During this time we've also experienced challenges as we've farewelled people for various reasons, experienced the ups and downs of life, navigated being part of a multisite church with changes in budgets and systems, and lived as nomads and wanderers, changing venues and times without the certainty and stability other churches enjoy.

The City South (then Southbank) congregation began in 2014, using funding allocated by the denomination from the sale of the Norman Park church manse and building. Our congregation met in Queensland Theatre Company from 2014 to 2016, then had a series of moves and spent the last 18 months meeting at 4pm at Life Place church in West End. We're now based at Annerley Church of Christ, although we've been meeting online during COVID-19.

As a Southbank/West End based church, we found a niche reaching 'inner city creatives' and also the multicultural communities of the area, particularly (for a period) the Iranian community. More recently, we've been encouraged by the move back to a morning timeslot at Annerley and the opportunities that has created to work with the other churches who meet there. Our average attendance has fluctuated over the years, peaking at around 120 in 2016, and currently sitting at around 60 adults and children.

## 2. Transition to independence

Over the last 12 months, the City South congregation has come to the view that it is time to move towards being an independent Presbyterian church in its own right.

In many ways, this is a logical extension of the Living Church multisite model i.e. that as a congregation's ministries develop and mature they should become more locally-driven. We also see that moving to independence will help free up resources and focus for the Creek Road congregation, especially as a new Senior Pastor is brought on board in 2021. We also see some risks for City South associated with continuing the current congregation model with a new Senior Pastor coming on board. For much of the successful collaboration for the preaching ministry at City South over the past six years has been built on the trust and the shared ministry approach between our congregation pastor and the then Senior Pastor.

God willing, we expect City South to be an independent Charge by the start of 2021.

The City South Leadership Team has prepared this plan which outlines a transition process for the City South congregation to become a mature, healthy, and self-sustaining church within the Presbyterian Church of Queensland (PCQ).

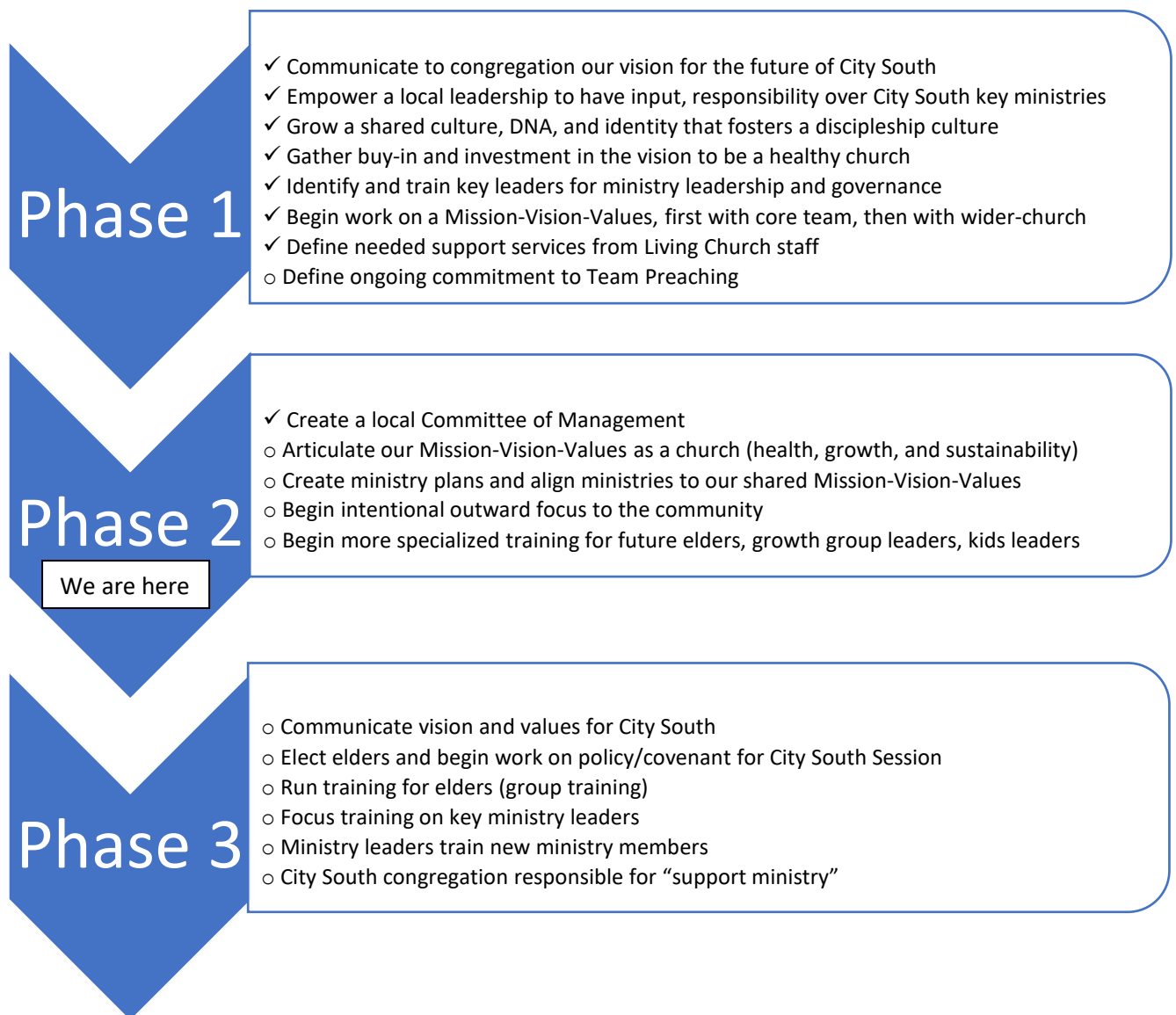
### 3. Desired outcomes<sup>1</sup>

The desired outcome for City South can be summarised as follows:

- 1) A gospel-centred ministry that makes and grows disciples of Christ
- 2) A financially sustainable ministry
- 3) A healthy leadership – both at the governance level and ministry leadership level

### 4. Transition phases

The key milestones for our congregation can be grouped under three phases. City South is in Phase 2 and heading towards Phase 3, focussing on expressing an identity and presence in the community.



<sup>1</sup> The desired outcomes and transition phases are based on the ‘Indicators and measures’ paper presented to the Living Church Board (i.e. COM and Session) in March 2020.

## 5. Local leadership

Developing local leadership to have input in and responsibility for City South's ministry is a critical step in moving to independence.

As a first step, City South appointed a Committee of Management (COM) in early 2020. The COM has met four times to date and is leading the implementation of this transition plan.

The Living Church Board has also appointed a sub-committee (the City South Leadership Team) which has had input into the development of this transition plan.

Potential elders are also being identified, with the aim of having a full functioning Session and COM in place by the end of 2020 (or as soon as the creation of a new Charge allows), with Nathan and any current City South Elders who are able to serve in this way forming the starting point for the new Session.

## 6. Ministry vision and values

Building on the distinctive ministry focus that has emerged over the last six years (outlined in the introduction), over the last 12 months City South has engaged the congregation to help define its ministry vision and values, in anticipation of an eventual move to independence.

While this process has been interrupted by COVID-19, it is being re-invigorated in the second half of 2020 as part of this transition plan.

Key milestones in this process have included:

1. A paper entitled 'Future options for City South' was developed and provided to the congregation in October 2019 to stimulate thinking about the underlying ethos and potential future model of City South.
2. A detailed survey was completed by congregation members in October 2019. This survey asked for responses to a range of questions about the vision and ministry focus of City South, as well as the practicalities of meeting times and places.
3. A congregational meeting was held in November 2019 to discuss the future of City South and approve a budget for 2020. A collective decision was made to move to Annerley in 2020.
4. A paper entitled 'New Eden Project Manifesto' has been completed to describe a potential vision and mission / ministry model for City South. The New Eden Project is described as:

*"The New Eden Project is our project as a community of people gathered by Jesus and called to 'go into the world' to make disciples; to invite people to be transformed into the image of Jesus as they receive the Holy Spirit and become citizens of the New Eden. We go knowing that "Jesus is with us always, even to the end of the age" — our exile from God's presence is over."*

This New Eden paper has been circulated to the City South Leadership Team and will form the basis for developing a vision and values document over the next three months, through engagement with the congregation. This will include a process to develop an appropriate name for the congregation.

A vision and values update will be presented to the Living Church Board as part of reporting back on Phase 2 activities in August 2020.

## 7. Financial sustainability

Future budget considerations for City South must factor in a proportion of what is currently included in 'indirect costs' — especially partnership contributions, and denominational assessments. In 2021 it is likely that our staffing at City South will be reduced from Campus Pastor, MTN, and two QTC students to a Campus Pastor and one QTC student; however, a potential future pathway to sustainable ministry for the City South congregation could involve appointing a part time children's worker.

To support City South's move to independence, in August 2020 the Living Church Board (Committee of Management and Session) approved<sup>2</sup>:

- a. That \$140,711 be paid as settlement to City South as follows.

Remain on deposit in Capital Fund as CS Charge	\$ 100,000
Operational Expenses for 3 months (paid from LC Capital Fund), plus the first 12 months of mentoring by Dave Thurston (\$2,000)	\$ 37,000
Share of surplus (Estimate at August 2020)	\$ 3,711
<b>Total</b>	<b>\$140,711</b>

- b. The operational expenses and share of surplus be paid in monthly instalments in the first quarter of the first period of the new charge (expected January, February and March 2021) and be amended as final 2020 surplus of City South is determined. Should a deficit be made for the year by CS the amount will be absorbed by Living Church and no share passed to CS.

The financial sustainability of City South will be underpinned by a balanced budget. An indicative 2021 monthly budget for an independent City South is shown below.

---

<sup>2</sup> Subject to the approval of the 30 August 2020 congregational meetings and also subject to the subsequent approval of the presbytery.

<b>2021 monthly budget (indicative)</b>	
<b>Income:</b>	
Giving	11,858
<b>Total income:</b>	<b>11,858</b>
<b>Costs:</b>	
Wages	8,517
Facility hire	1,083
Partnerships (5%)	593
PCQ assessment contributions	1,192
Overheads	200
<b>Total costs:</b>	<b>11,585</b>
<b>Net surplus/deficit</b>	<b>273</b>
Cash balance=3 months of costs	34,756

Key assumptions underpinning this indicative budget include:

- giving remains at current levels
- facility hire remains static (\$250 per week)
- Nathan’s wage is incorporated
- Sam and Lucy Herd move to another Presbyterian congregation, and Matt Ventura moves from being an MTN trainee to being a QTC student
- Partnership contributions are budgeted at 5% of the budget but this will sought to be increased by seeking a reduced PCQ assessment contribution.

Future consideration will be given to the appointment of a part time (2 days per week, so 0.4) children’s ministry worker as giving growth and denominational support allow (0.4 of \$69,000 per year = \$27,600).

## 8. Support services

City South currently receives a number of services from Living Church in the finance, compliance, IT and administration areas. A list of these tasks has been provided by Tim Collard.

The City South COM has reviewed this list of tasks to determine how they will be carried out in 2021 (where applicable).

A summary of the tasks and proposed approach is in the table below. Where relevant, the City South COM and ministry team will liaise with the Living Church team to arrange handover of tasks, systems and processes.

Domain	Task	Responsibility in 2021
Finance	a. Establishment of Bank Account, BSB, name	City South COM Treasurer

	<ul style="list-style-type: none"> <li>b. Account reconciliation</li> <li>c. Payments</li> <li>d. Giving analysis</li> <li>e. Payroll – stipends to PCQ and EPFB direct to employees, leave etc</li> <li>f. Monthly reports – giving, cash flow, budget updates etc</li> <li>g. Quarterly – ATO compliance (BAS, IAS), transaction reconciliation with PCQ</li> <li>h. Yearly – PCQ Form F, FBT Liability, audit</li> </ul>	
Compliance	<ul style="list-style-type: none"> <li>a. Manage the Blue Cards and their updating</li> <li>b. Managing the PresSafe training requirements for staff and volunteers</li> <li>c. Report the song lyrics that have been printed and songs that have been projected to CCLI</li> </ul>	City South COM – compliance officer to be appointed
Other administration	<ul style="list-style-type: none"> <li>a. Run sheets for Sunday Services on Elvanto</li> <li>b. Prepare proresenter for Sunday Service</li> <li>c. Print out run sheets, talk hand out and Kid’s Activity Sheets for Sunday</li> <li>d. Series Companion printing</li> <li>e. Wedding documentation support (purchase of documentation, filling in forms and wedding register, posting to the registry)</li> <li>f. Managing baptism register</li> <li>g. P.O. Box rent and checking mail</li> <li>h. Ordering (office stuff, Lord’s Supper cups and juice etc.)</li> </ul>	City South Ministry team / roster
IT	<ul style="list-style-type: none"> <li>a. Computer purchase and support</li> <li>b. Maintaining office 365 environment (email, files, teams)</li> <li>c. Mobile phone services (easy to hand over now as in staff name)</li> <li>d. Online presence – web, app, vimeo, youtube, FB, Instagram, series promo – although CS have been and setting up own</li> </ul>	N/A / managed by Ministry team

## 9. Governance and milestones

### Key milestones:

- Endorsement of transition plan – Living Church Board (June 2020)
- Report to the Board on Phase 2 activities including vision and values update (August 2020)
- Presbytery process to establish a separate charge – TBC but expected by the end of 2020
- Completion of Phase 3 activities including appointment of elders – November 2020

The implementation of the transition plan will be overseen by the Living Church Board and the sub-committee (Living Church Leadership Team).

Monthly progress updates will be provided to meetings of the Living Church Board.