



Parish of St Marys  
**DIOCESES OF PRETORIA**  
**(Anglican Church of Southern Africa)**

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# *Policy Manual*

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## **ABSTRACT**

Church leaders can better lead when good, up-to-date policies are in place and utilized, as such free them to focus on the critical rather than the mundane issues of leadership. Without them our leaders are sure to waste time, possibly make mistakes, or fail to focus on what is important.

When no or too few guiding policies are in place, leadership's efficient and effective function is significantly impaired by the need to address each instance of decision-making on a stand-alone basis. When a subject is dealt with more than two or three times, a well thought through policy should be developed and implemented so the church's needs can be met in a consistent way and the leaders' skills may be more productively applied.

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# POLICY MANUAL

Approved on: \_\_\_\_\_  
Date

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## Definition of Terms

1. Church shall refer to the St Marys Anglican Church.
  2. Church Executive shall refer to the Rector as well as Church Wardens of St Marys.
  3. Church Council shall refer to a committee of elected members of the Church tasked with providing support to the Church Executive
  4. Church leadership shall refer to all members in the Church Executive, Church council, leaders of the various guilds as well as ward leaders.
  5. Church member shall refer to any person registered in the Church register as :
    - Head of a household
    - Spouse
    - Children
    - Individuals
    - Any extended family registered in the head of the household's admission form
  6. Being in good standing shall mean every individual(14 years and older) with a pledge number and is up to date with pledges. A household is also expected to be up to date with other contributions which are expected from a family/household.
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# Chapter 1 Introduction

## 1.1. Policy and Purpose

Policies discussed here are general statements of direction and purpose that allow us to exercise good judgment in the daily operation of the church and promote the efficient use of resources in the congregation. Policies explain what and why things are done. Procedures explain how things are done.

Policies and procedures are not meant to be restrictive, but to offer parameters within which we may organize and develop our common life and witness to the Gospel. We hope that these reflect our understanding that we are a faith community grounded in a covenant relationship with God and with one another that allows all to grow into full maturity. Our policies and procedures should also reflect our church's vow to strive for justice and peace and to respect the dignity of every human being.

It is hoped that every member will help in the continued development of these covenant agreements that grow out of our church, our Vision and Mission Statements and Core Values as well as the continued work of our Church Leaders.

## 1.2. Goals and Objectives

This manual is designed to:

- Help our church leadership with decision-making
- Help our church leadership with accountability (i.e., trustworthiness, dependability, reliability, independent action, etc.)

## 1.3. Scope

The St Marys Policy Manual is work in progress and will be reviewed by Church leadership on a regular basis.

## Chapter 1 Introduction

The Introduction outlines the goals and objectives of the manual along with its scope.

## Chapter 2 Strategy Guides

All policies and procedures are based on a number of key documents: the Anglican Church Canons, St Marys church Vision and Mission Statements and identified Core Values.

## Chapter 3 Policies & Procedures

Policies and procedures are invaluable for identifying and delegating responsibilities, preserving a consistent level of quality performance, and protecting church leaders and the congregation.

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## Chapter 4      General Administration

All issues not discussed in the previous chapters are parked here

### 1.4. Policy Approval Process

An official policy creation, review, acceptance, and update process has been created so that everyone in the church can understand the policy process.

The life cycle of a policy is:

1. A policy need is identified by the congregation and church leaders
2. A draft is created and reviewed by the Church Executive; input is sought from those most affected.
3. Once in final form it is presented to the church leaders for approval.
4. The policy is distributed and added to the Policy Manual
5. The policy may be revised by the church executive at some later date.
6. The policy may be rescinded by the church executive at some later date.

### 1.5. Manual Maintenance

The Policy Manual will be reviewed annually by the church leadership to see if any changes need to be made. All proposed revisions must be approved or rejected

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# Chapter 2 Strategy Guides

When you go about building a house, you first lay out your plan and then build your foundation. St Marys follows the Anglican church canons, have Mission and Vision Statements and a list of Core Values; yet too often church leaders have not read, do not know how to access, or perhaps are not even aware of these foundational articles of our church.

If all of a church's guiding documents are presented collectively rather than in isolation, they will better serve the leadership, and ultimately the church itself, by providing the big picture of our ministry.

## 2.1. Mission Statement

We strive to be a united family under God, having Christ at our centre, enabling Mission, Ministry, Spirituality and Fellowship to take place, in caring and sharing our resources and growth to be established amongst the congregants.

## 2.2. Vision Statement

Reach out to the unchurched, those who do not know God, Strengthen Commitment of old members to Christ and to increase membership.

## 2.3. Core Values

The most cherished beliefs and principles that guide this church.

### Core Values

#### ***Inclusion***

***Love is our greatest moral value and resisting exclusion is a primary focus of our ministry. We want to continue to be the conduits of a faith where everyone is included in the family of God, and where all parts of our being are welcomed at God's table.***

#### ***Community***

***Offering a safe and open community for people to worship, learn and grow in their faith is our deep desire. We are committed to equipping ourselves and each other to do the work that God has called us to do in the world.***

#### ***Spiritual Transformation***

***Providing a message of liberation from the oppressive religious environment of our day or to those experiencing God for the first time is what guides our ministry. We believe that when people are invited to experience God through the life and ministry of Christ, lives will be transformed.***

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# Chapter 3 Policies & Procedures

## 3.1. LEADERSHIP

Leadership encompasses many aspects including strategic planning, collaboration, delegation and accountability. Each member of the leadership team should have a sense of contributing to the effectiveness of the team as a whole regardless of, and perhaps even because of, individual differences in approach or style. A member can occupy a leadership role only if having a minimum of two year membership with the St Marys Parish.

### 3.1.1. Leadership Covenant

Leaders in our church are held to a high standard of mutual accountability.

St Marys leadership whether volunteer, appointed, elected, or hired will abide by the following Leadership Covenant:

As a church leader I covenant to:

1. Be a person of integrity and good character.
2. Pray daily for our world, my community, my church and leadership of the Anglican Church.
3. Be truthful.
4. Maintain appropriate confidentiality.
5. Abide by my commitments to ministry and complete projects/assignments on time, with excellence or ask for help from my team or other leaders
6. Attend all ministry/program team meetings unless seriously ill or there is a personal emergency, and to notify my team members, in advance whenever possible, of any absence.
7. Live my life in a way that demonstrates my faith.
8. Follow the policies and procedures as set forth in the Policy Manual.

### 3.1.2. Decision Making Criteria

Leadership will make decisions that are in the best interest of the church and the congregation. All proposals put forth will be viewed in light of the following questions:

- Will accepting this proposal advance the mission of the church as set forth in the Mission Statement?
  - Will we be duplicating the efforts of a church ministry or community service that is already meeting this need?
  - Will this proposal excite, motivate and encourage the membership to participate and get involved?
  - Would this be a great thing for God?
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### 3.1.3. Conflict Resolution

It is important to recognize and manage conflict in a healthy manner. Conflict is inherent in any organization. As a growing, thriving church, it is expected that St Marys Anglican Church will from time-to-time experience internal conflict. Conflict can be good or bad, healthy or unhealthy, constructive or destructive.

St Marys recognizes that healthy resolution of church conflict requires that those involved value one another as human beings, put forth the effort required to understand opposing points of view, and mutually agree that the good of the congregation is paramount. Members are to be committed to handling conflict in a mature, loving and constructive manner, and are to expect the same of church leadership and staff.

#### Healthy Conflict

St Marys recognizes that healthy conflict is necessary to keep an organization mindful of and focused on its mission. Healthy conflict is that in which members deal with their issues up-front and talk directly to those with whom they disagree. They bring substantive evidence with their particular viewpoints and their demands are reasonable. They present their viewpoints as clearly supportive of the mission of the church. They clearly have a deep love for the church, love and respect for the leadership of the church, and are honorable in sharing their viewpoints. They do not make personal attacks on others. They are introspective and concerned that they have correct information. They view themselves as working with the church leadership to find peaceful, loving solutions to the issue at hand for the good of all people concerned. Once a vote is taken on an issue, they support the witness of the body evident in the vote, whether or not they are/were in agreement with the decision. They continue to be constructive and positive in their work for the common good of the church.

#### Unhealthy Conflict

Unhealthy conflict is that in which one or more members, based on non-substantive evidence, makes insatiable demands, usually attacking the person or performance of others. Any such unhealthy conflict has the potential to disrupt and even to destroy the mission and ministry of the church.

St Marys recognizes the responsibility of all Members to create and maintain a safe and healthy spiritual environment. The church also understands destructive behavior to be opposed to the creation and maintenance of such an environment.

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### Conflict Resolution

Following Scriptural guidelines, persons who have a grievance or concern will be requested to take their concern directly to the person(s) or ministry group involved. If that person or group is unable to resolve the issue, then the parties may request, through the church wardens, that a facilitator be appointed to assist them in resolving the conflict. This meeting will be held only with all parties present.

If the conflict is still unresolved, the parties may request that the church wardens themselves act directly in the matter of seeking a resolution. Again, all parties involved must be present at any meeting called for the purpose of addressing the conflict.

### Effective Church Executive Dealing

It is the policy of the church leadership to be aware of unhealthy conflict in the church and to ensure that unhealthy conflict is dealt with immediately and directly. The church executive may choose to appoint two members to meet with the person(s) involved in any such activity(s) and discuss the behavior. The goal of all such actions will be the restoration of a loving, ethical and healthy community of faith at St Marys

## 3.2. CHURCH EVENTS

### 3.2.1. Funerals

- 3.2.1.1. A full service (Requiem Mass) will be held for church members in good standing and who are regular in church services. The term “regular”, could not be defined.
  - 3.2.1.2. People who never come to church but are registered church members will not have a funeral in church and the service will be conducted by lay ministers.
  - 3.2.1.3. When people are in arrears each case will be dealt with as it arises.
  - 3.2.1.4. In case of Requiem mass the church should be allocated a full hour in the programme.
  - 3.2.1.5. The programme director should be someone from the Anglican Church.
  - 3.2.1.6. There should be an option of having Mass the evening before the funeral.
  - 3.2.1.7. The bereaved family will provide wine and wafers for the Holy Communion.
  - 3.2.1.8. The family is also expected to provide flowers.
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- 3.2.1.9. People should bear in mind that there may be challenges when funerals are held outside the Parish's geographical boundaries.
- 3.2.1.10. Evening prayers to be prayers only and not turned into meetings.

**Communication with the bereaved family is very important in order to explain what is expected from both the Church and the family**

### 3.2.2. Unveiling of Tombstones

- 3.2.2.1. Parishioners in good standing can request for unveiling of tombstones
- 3.2.2.2. Non-members can also request for unveiling of tombstones of the deceased who were members of the Church.
- 3.2.2.3. Unveiling of tombstones should be communicated to the Church in time, i.e. 2-3 months before anticipated date.
- 3.2.2.4. People to make the Church aware if tombstones will be unveiled on the day of funerals.
- 3.2.2.5. If the funeral is conducted by a lay minister the tombstone will not be blessed as tombstones are blessed by priests.
- 3.2.2.6. People should also communicate how many tombstones will be unveiled if more than one
- 3.2.2.7. Requests for the services should be reported to ward leaders

### 3.2.3. Baptismal

- 3.2.3.1. Only members in good standing can request for baptismal.
- 3.2.3.2. New members and transfers must observe a waiting period of 6 months, and if so required attend baptismal classes.
- 3.2.3.3. It is the responsibility of parents of the children to be baptized to request for baptismal.
- 3.2.3.4. Grandparents can take the responsibility if they are guardians, a matter that should be confirmed by ward leaders
- 3.2.3.5. Requests for the services should be reported to ward leaders

### 3.2.4. Confirmations

- 3.2.4.1. Only members in good standing can register children in confirmation class.
  - 3.2.4.2. New members and transfers must observe a waiting period of 6 months.
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3.2.4.3. It is the responsibility of parents to register their children for confirmation class.

3.2.4.4. Requests for the services should be reported to ward leaders

### 3.2.5. Marriages

3.2.5.1. Members in good standing can request to be married in Church.

3.2.5.2. New members and transfers must observe a waiting period of 6 months.

3.2.5.3. Marriage classes must be attended

3.2.5.4. Requests for the services should be reported to ward leaders

## 3.3. Governance - Church Executive

### 3.3.1. Policy and Purpose

All Church Wardens are elected officers of the Church; therefore, they all possess equal authority and responsibility. They come to the table with a voice to represent the congregation; therefore, decisions are made by the body.

#### **3.3.1.1. Ensure adequate resources**

As a primary responsibility, the Church Executive should be familiar with possible levels and sources of income within the congregation and community, and should institute plans for effective fund-raising. This will include initiatives ranging from stewardship programs to capital fund campaigns, etc.

#### **3.3.1.2. Ensure effective management of the church's funds and other assets**

The Church Executive must adopt appropriate policies and provide adequate oversight to ensure effective management of current income and protection of accumulated assets. In addition to setting the church's annual budget, the executive should require and review regular financial reports. Church Executive should be aware of generally accepted accounting practices, tax regulations and other laws which might affect the assets of the church.

#### **3.3.1.3. Ensure legal and ethical integrity and maintain accountability**

The Church Executive has a fiduciary responsibility to ensure that the church adheres to all legal standards and ethical norms.

The Board may opt to make a recommendation or take action as to which of the above steps is most appropriate for the situation. Any action taken must be noted in the Board minutes.

The Church Executive must adopt appropriate policies and provide ongoing

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oversight. It may delegate implementation of some policies to the Rector and other personnel, but ultimately the Church Executive is responsible for compliance.

Church Executive members should be aware of the potential risks of lawsuits or other liabilities for which the church may be accountable. Obtaining the proper levels and kinds of information and developing appropriate policies and preventive measures are primary responsibilities of the Church Executive.

The Church Executive must also ensure that adequate records are maintained which document all their actions (motions/votes) and all relevant reports.

#### **3.3.1.4. Support the Rector and provide constructive feedback**

Although the Church Wardens do not have the responsibility of performance review for the Rector, it should provide the Rector with frequent and constructive feedback. Sometimes, a Rector may choose to establish a performance evaluation or feedback process which involves them.

#### **3.3.1.5. Advise and consent with the Rector on personnel appointments**

The Church Executive is responsible for the approval of the Rector's appointments of compensated and uncompensated church staff and the Rector's determination of compensation, vacation periods, and titles of office of the church staff.

#### **3.3.1.6. Consult with the Rector on personnel matters as requested by the Rector**

A clear understanding of the Rector's role as personnel director combined with thorough written personnel policies and grievance protocols will greatly reduce the Executive's need to adjudicate personnel disputes. The time may come, however, when the Rector's action will be questioned. At such a time, the collective wisdom of the Church Executive can be of immense support and counsel to the Rector.

#### **3.3.1.7. Understand and support the church's mission and purposes**

With the Rector and other church leadership, the Church Executive should participate in the development of statements of purpose, vision and/or mission consistent with the purpose, vision and mission of St Marys, as well as the core values and philosophy of ministry of the church. Such statements give clarity to the church's specific identity, its goals, the people it intends to serve, and the difference it hopes to make. These statements succinctly articulate what the church is, represents and does.

#### **3.3.1.8. Participate with the Rector and other church leadership in strategic planning**

Every church would benefit from a process of strategic planning at least every three to five years. Strategic planning involves a review of the core values and

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purpose, vision and/or mission statements of the church. Additionally it includes an organizational analysis and consideration of external forces and trends that might impact the church's success. It then selects strategic priorities to which focus will be given over the next several years. Annual work plans then are based upon the strategic plan. Such planning supports the development of and justification for the annual budget.

#### **3.3.1.9. Assess the performance of the Church Executive**

It is helpful for the Church Executive to review its own performance each year. Such an evaluation can survey individual church wardens to identify needs, determine effectiveness and set new priorities. It is often helpful to select a qualified third-party facilitator for such a process.

## **4. GENERAL ADMINISTRATION**

### **4.1. Policy and Purpose**

General management issues that don't fit well under other sections are addressed here.

#### **4.1.1. Privacy of Information**

St Marys is committed to uphold, respect, and protect the privacy and confidential information of Members, Friends and the Church. The Church will not share membership lists and member information with outside parties.

Information revealed in Church Executive's sessions is to be held in strict confidence. In very rare situations, it may be necessary to share information revealed in Executive Sessions with specific individuals. When appropriate, the Church Executive will authorize disclosure of this information prior to it being shared. Unauthorized disclosure of this information is prohibited and may be grounds for removal from the Church Executive. If a church member who is not a Church Executive is involved in the Executive Session and discloses confidential information without authorization, such behavior will be deemed unbecoming conduct.

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