



10  
CITIES  
VISION  
APPENDICES

**CITY**  
**ONAHILL**

A1.

OUR  
CORE  
MINISTRY  
AREAS

God has sent His church to be His soldiers in His war to save His people from Satan, sin & death. Our cities are His battlegrounds where the enemy is targeted, souls are saved, and people are rescued from the kingdom of darkness and are brought into the Kingdom of God. Like any battle, the aircraft strategically targets enemy strongholds, and provides support and cover-fire for the soldiers on the ground engaging in one-to-one combat. This is the mission we are on as we seek to know Jesus and make Jesus known in our cities.

Whilst *10 Cities* sets our long-term vision, charting City on a Hill's major areas of innovation and capacity building to multiply healthy churches, at the heart of our mission on all locations are our core ministry areas, where we direct our main resources, innovation, and creativity at a local level.

These core ministry areas provide the basic framework for ministry practice, and contain the key indicators for church health at the site level. With many ministry opportunities available, we have defined these in order to avoid mission creep that can distract us from our primary mission. Each City on a Hill location is committed to excelling in these areas and firmly establishing each of the supporting ministries, ensuring that the implementation of any new or additional ministry does not negatively impact these core ministry areas.

The core ministry areas for every City on a Hill location are Sunday Services and Gospel Communities.

## SUNDAY SERVICES

Sunday Services at City on a Hill represent the air war as we seek to shine the light of Jesus in the darkness of our cities. Like the air war in a battle, where aircraft strategically target the enemies fortified strongholds, our Sunday Services provide the opportunity for God's Word to go out and the gospel to be preached and heard, breaking down the barriers that exist in people's hearts and minds to receiving Jesus. The air war is unified across City on a Hill through Movement-wide teaching campaigns targeting both believers and unbelievers with the gospel of grace. Key components of our Sunday services include: preaching, the sacraments, prayer, music, City Kids, connections, production and aesthetics and serving.

## GOSPEL COMMUNITIES

Community life at City on a Hill represents the ground war as we seek to shine the light of Jesus in the darkness of our cities. Like the ground war in a battle, where soldiers engage in hand-to-hand combat, community provides the opportunity for life-on-life discipleship where the gospel is applied to individual lives so that disciples are made and grown.

A2.

10

CITIES

VISION

BUDGET

The vision of reaching *10 Cities* with the gospel of Jesus will require radical God-centred generosity from City on a Hill church members, external Gospel Patrons, and other grant and funding sources. Broadly, the *10 Cities* goals and strategies will be funded via two primary mechanisms:

1. *The Church Planting Fund* – will support strategic priority I (Leading and Planting Churches; and
2. *The Annual Site Budgets* – will support strategic priority II (Supporting the health of all churches) and III (Investing in the health of our churches locally).

## THE CHURCH PLANTING FUND

The Church Planting Fund (CPF) exists to fund and support the Church Planting and Leadership strategic priorities of the *10 Cities* vision. The bold three year CPF budget (see below) of \$1.34 million will enable the next three City on a Hill locations to be planted, and will establish the Leadership Academy to begin training future Church Planting Leaders to reach *10 Cities*.



In the next three years we anticipate City on a Hill members will generously contribute at least \$300,000 to the vision of Church Planting and raising up gospel hearted leaders. We will seek to raise a further \$1million through developing a network of generous Gospel Patrons – these are individuals and churches outside of City on a Hill, who are willing to partner with us financially to see the Vision of *10 Cities* become a reality.

#### THE ANNUAL LOCAL CHURCH BUDGETS

The annual local church budgets will fund the existing Church Health goals. Most local church income will come directly from the regular giving of church members. New locations may also receive some from CPF support within their first three years. Some local ministries may also receive additional funding through external grant opportunities. The ‘Central’ services that support local health are funded solely through contributions from the existing City on a Hill locations.

#### SUPPORT THE VISION

To support the *10 Cities* Vision, donations to the Church Planting Fund and to each of the City on a Hill locations can be made via [cityonahill.com.au/10cities](http://cityonahill.com.au/10cities), or contact [finance@cityonahill.com.au](mailto:finance@cityonahill.com.au) for more information.

A 3.

GOVERNANCE

AT CITY ON A HILL:

AN OVERVIEW

## I. EXTERNAL GOVERNANCE AND ACCOUNTABILITY

Governance and accountability at City on a Hill is built around two key external structures: the Anglican Diocese of Melbourne and the Acts29 Church-planting network. Together, these institutions lay a somewhat unique, and complimentary, two-pillar matrix of governance and accountability demands on the leadership of City on a Hill.

### *A Parish of the Anglican Diocese of Melbourne*

City on a Hill is licensed as an Authorised Anglican Congregation (AAC) in the Anglican Diocese of Melbourne. An AAC differs to a 'Parish' in a few key ways, including that, unlike an ordinary Parish, we are not defined by geographical boundaries of responsibility in the Diocese. Nevertheless for governance purposes within the Diocese, the Parish Act (2013)<sup>1</sup> applies to City on a Hill.

The governance implications of identity as an Anglican Parish are many, for instance:

<sup>1</sup> A Plain English guide to the Parish Governance Act 2013 is available [here](#).

1. Our Lead Pastor is accountable to our Regional Bishop (North West) Phillip Huggins, Archdeacon (Melbourne) Richard Condie, and our Archbishop of the Melbourne Diocese, Dr Philip Freier;
2. Clergy leaders within City on a Hill must be assessed and approved for ministry by the Diocese;
3. The Professional Standards Act sets minimum standards for Professional and Safe Ministry practice. This includes Working With Children Checks and National Police Clearances for church staff and leaders, and implementation of Safe Ministry practice and policy.
4. All financial and policy matters must be approved by three lay-signatories, the *Churchwardens*, who are advised by a wider lay-management team known as the Parish Council, these positions being majority elected by the members of City on a Hill;
5. Audited financial accounts and policy compliance information goes to the Diocese at least annually for review; and
6. Annual general meetings must be held with due notice where the church budget is ratified and appointments to Parish Council are held.

City on a Hill values the Godly wisdom, accountability, and practical help that the Diocese of Melbourne provides us and seeks to serve the Diocese and her churches.

## *An Acts 29 Church Planting Church*

Since its inception, City on a Hill has been an Acts 29 church. The Mission of Acts 29 is to bring together Christian, Evangelical, Missional and Reformed churches, which, for the sake of Jesus and the gospel, plant new churches and replant dead and dying churches across the United States and the world. Over the last decade, Acts 29 has helped plant more than 400 churches around the world. Guy Mason (Lead Pastor) and Andrew Grills (Lead Pastor, Geelong) are both Acts 29 members, whilst Luke Nelson (Lead Pastor, West Melbourne) is a candidate for Acts 29 membership.

Being an Acts 29 church means that we have signed the Acts 29 Church Covenant<sup>2</sup>, which among other elements, binds us to theological alignment with Acts 29 (The Lausanne Covenant Statement of Faith, the Five Doctrinal Distinctives of Acts 29), and to committing at least 9% of our giving towards church planting. Acts 29 provide assessment, coaching and on-going training to Acts 29 church planters, which includes the provision of personal accountability to individual planters. Acts 29 take their responsibilities towards Acts 29 members and Acts 29 churches seriously, and have acted in the past to discipline individuals or churches which have deviated from the principles laid out in the covenant.

<sup>2</sup> The Acts 29 Covenant between A29 and City on a Hill is available [here](#).

## II. INTERNAL GOVERNANCE AND ACCOUNTABILITY

### *Lead by a Plurality of Pastors with Lay Accountability*

City on a Hill is lead by a plurality of Pastors, known as the Movement Pastors, in support of our Lead Pastor, Guy Mason. Meeting monthly, the Movement Pastors are responsible for all peak strategic decisions concerning partnerships, ministry, and operational management across all locations and activities of City on a Hill. Site Leadership is delegated by the Movement Pastors to the Site Lead Pastors who report regularly on the health of their site, and receive training from the Lead Pastor, and regular support from the central ministry and operations teams.

The majority composition of the Movement Pastors is Lead Pastors of each City on a Hill site, with the remainder comprising selected Pastors from across the locations. Each Movement Pastor has an equal voting right and can raise any item of concern at any time to the agenda.

Site Lead Pastors are required to run their locations as a regular Lead Pastor would their Parish, including leading through preaching, financial management, policy compliance, staff appointment, and ministry leadership. Importantly, City on a Hill's policies concerning

major strategic or financial matters all require dual sign-off from the Movement Pastors and the lay Churchwardens. We see this as a real strength of our model, and have been blessed by a culture of mutual trust, respect and Kingdom-mindedness between these two peak decision-making groups.

### *Organisation*

Beneath the peak leadership layer of City on a Hill are three 'arms': the locations, Central, and Church Planting (see figure below).

LEAD PASTOR

EXECUTIVE TEAM

MOVEMENT PASTORS

CHURCH WARDENS

Executive Admin  
XP-Ministry  
XD-Operations

OUR CHURCHES

MELBOURNE

GEELONG

WEST

Community  
Services  
Music  
Biblical Living  
Generations

CENTRAL

MINISTRY

Communications  
Mercy  
Research  
Training

OPERATIONS

Analysis  
Diocese  
Grants  
Finance  
HR  
IT  
Legal  
Revenue  
Safe Ministry  
Venues

CHURCH PLANTING

CHURCH PLANTING

Analysis  
External Partners  
Research  
Strategy

LEADERSHIP  
ACADEMY

Figure: the internal organisation of City on a Hill

### *Our Churches*

Our local churches comprise all existing locations (Melbourne, Geelong, West) and new locations as they are planted. Together, the locations are the people of City on a Hill. The Lead Pastors of each location have worked with their teams to develop local church goals to cultivate strategic priority III 'Investing in the health of our churches locally' through pursuing the 5 Flags. Established locations are funded wholly by their own local giving (and some local grants), with new locations receiving additional assistance from the Church Planting Fund as they grow up to financial sustainability.

### *Central*

Central comprises all the shared ministry and operational support staff for the organisation and is responsible for assisting the other two 'arms' of City on a Hill achieve our strategic priorities, with the majority of its effort focused on our local churches. Central provides City on a Hill with increasing efficiency and unity gains – as we multiply, Central's resources and support can be shared across an even

broader base. Central is funded collectively by contributions from all locations, together with a small amount of funding from the CPF since Central also assists the Church Planting arm.

### *Church Planting*

The Church Planting arm is a new arm of City on a Hill's organisation, which, in time, will be developed to lead our Church Planting and Leadership Academy capacities. In this initial period, the Lead Pastor will oversee the Church Planting arm, and with the assistance of the Executive Team, build these capacities. As the Church Planting arm is fully committed to church planting, it is wholly funded by the Church Planting Fund.

The Executive Team, comprising the Executive Pastors (ministry and operations) and Executive Assistant (and other roles as needed) assists the Lead Pastor with the leadership and coordination of current City on a Hill initiatives and responsibilities.

## *Financial Governance*

All financial matters come under the governance of the Churchwardens. The Churchwardens are made up of three lay church members, who are appointed to the office of Churchwarden at the City on a Hill Annual General Meeting. In accordance with the Anglican Parish Governance Act, two of these positions are appointed via nomination and majority vote at the AGM, with the third position appointed by the City on a Hill Lead Pastor.

It is the responsibility of the Churchwardens to ensure that all church finances are handled appropriately, with full integrity and compliance to all governance requirements. The Operations Director (employed full-time) oversees the day-to-day financial matters of the church. For all financial matters, the Operations Director is accountable to the Churchwardens.

### *Annual Budget*

The City on a Hill Annual Budget is the principle funding mechanism for the church, and sets ministry expenditure for the Financial Year. The Operations Director leads the preparation of the Annual Budget in conjunction with the Churchwardens and Pastors. The Annual Budget receives initial approval from the Churchwardens, Movement Pastors, and the Church Parish Council, before final ratification by church members at the Annual General Meeting. City on a Hill operates on an October to September Financial Year.

### *Staff Remuneration*

The remuneration of all paid Pastors and other ministry staff is set and reviewed annually by the Churchwardens. Remuneration rates are guided by the Anglican Diocese Stipend Guidelines and the Victorian Teachers Pay Scales. Some Pastors and ministry staff are eligible for fringe benefits (salary packaging) available to Religious Workers. The Anglican Diocese and the Australian Tax Office determine staff eligibility and use of this scheme. All staff Pay and Superannuation is processed through the Anglican Diocese.

### *Expenditure*

All ordinary expenditure throughout the year must be as approved and set in the Annual Budget. Any expenditure outside of the Annual Budget requires approval from both the Churchwardens and the Church Parish Council, however this is the exception to the norm.

Pastors and Ministry Directors receive authority from the Churchwardens to approve spend of up to \$400 per expense within their respective budget areas. Expense requests over \$400 require pre-approval from the Operations Director, and additional approval from the Churchwardens is required when over \$700. All expenditure is reviewed by both the Operations Director and a Churchwarden through a two-step approval process, to ensure all expenditure is for appropriate ministry activities.

### *Bookkeeping and Audit*

An external accounting firm is contracted to provide external accounting services including bookkeeping, PAYG, BAS, and other taxation compliance activities. All invoices and credit card reconciliations are also processed through the external accountant.

An external auditor is appointed annually by the Churchwardens, and completes a full audit on the annual accounts. This report is submitted to both the City on a Hill AGM and to the Anglican Diocese.

### *Financial Policies*

A number of Financial Policies have been developed and ratified by the Churchwardens and Movement Pastors. These policies set guidelines for the appropriate use of all church finances. The Churchwardens are also responsible for the annual review and audit these policies. Current City on a Hill Financial Policies include:

*Expense & Procurement Policy*

*Cash Handling Policy*

*Corporate Credit Card Policy*

*Personal Gifts Policy*

*Site Surplus & Deficit Policy*

*Church Planting Fund Policy*

*Movement Funding Policy*



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