



Emerging Futures Collaborative Limited received a *Certificate of Registration of a Company* from ASIC in June 2021 when eight religious institutes were recognized as the **members of the new company**: the Christian Brothers, the Little Company of Mary, the Marist Sisters, the Missionary Sisters of Service, the Presentation Sisters Victoria, the Sisters of Charity, the Sisters of Our Lady of the Missions and the Sisters of St Joseph.

The members each appointed a **Member Representative**: Paul Conn cfc, Gail Reneker sm, Gabrielle McMullen AM (Deputy Chair), Nola Vanderfeen pbvm, Laureen Dixon rsc, Catherine Brabender rndm (chair), Louise Reeves rsj and Monica Whelan lcm. The member representatives **appointed the first board of EFCL**: Anne Lane pbvm (Chair), Des Powell AM (Deputy Chair), Suzanne Fabian, Robert Fitzgerald AM, Maree Marsh csb, Clare Nolan rsc, Lyn Stabler rsj and Stancea Vichie mss.

Working to provide the services of EFCL are the members of the **EFCL Team**: Sharon Price rsm Manager; Judith Lawson op Charism Animator; Linda Ferrington rsc Mission Integration Manager; Peter Cranko Organization Consultant and Luke Stevens Service Delivery Manager. The Board recently resolved to appoint a CEO earlier than anticipated with the unexpected rapid growth of EFCL.

The **PURPOSE** of EFCL is to establish a **Collaborative Structure**, with the values and capabilities required to support and serve Religious Institutes in transition.

The **OBJECTIVES** of EFCL place the Religious Institute at the centre of the organization: EFCL

- Is a 'Mission led' structure, holding the charism of each Religious Institute with the charism of religious life;
- Meets the needs of Religious Institutes in transition and the needs of Religious Institute members within the transitioning Religious Institutes;
- Facilitates Religious Institute ownership of and trust in, their own transition and the new structure;
- Is a 'Religious Institute focused' model with a 'tailored agreement' with each Religious Institute;
- Will be financially self-sufficient, operating on a user-pays basis and offering financial support for the provision of EFCL services to those Religious Institutes in need of it;
- Is accountable to Religious Institutes, to their members and to their stated wishes documented in their congregational will/testament.

SERVICES OF EFCL

EFCL offers services in three areas

1. **CANONICAL GOVERNANCE:** facilitating the identification and appointment process for a Canonical Delegate and Consultors with the appropriate ecclesial authority depending on the constitution of the Religious Institute;
2. **TRANSITION SUPPORT:** facilitating the work of the leader and leadership team and all the institute members to write the Congregational Will and Distribution Plan and the Governance and Service Model and Transition Plan -these documents are the basis of the petition that goes to the ecclesial authority and to the stewards and support workers who will enable the Religious Institute members to live their religious community life until the last member;
3. **SHARED SERVICES:** facilitates the provision of shared services of a Community Coordinator (who walks with the Religious Institute members on a day-to-day basis and coordinates pastoral and spiritual care); a Health and Well-Being Coordinator; Business Management services; Professional Standards and Safeguarding services; Archives services. In some cases these services will be provided by staff employed and managed by EFCL and in other cases by third party providers (e.g. another Religious Institute) managed by EFCL.

When a Religious Institute wishes to avail itself of the services of EFCL, an engagement letter is agreed and signed. The engagement letter sets out the obligations of both parties and the fees for Transition Support Services.

Fees

Transition Support Services are charged at hourly rate for time spent by EFCL personnel and increases annually on July 1. Typically a religious institute spends three hours per month meeting with EFCL personnel at an average cost of around \$3000 per month. This cost includes meeting preparation, attendance and reporting/document writing.

Transition Support Services are usually engaged at the beginning of a Religious Institute's work with EFCL. On some occasions, however, an institute has a particular need for a shared service e.g. a Health & Well-Being Coordinator and so shared services might begin at the same time. The process of transition is at the pace with which each Religious Institute is comfortable but would normally take 20-24 months at the rate of one three-hour meeting on Zoom per month. If the Religious Institute wishes to involve the membership from the beginning of the process, there may be a second meeting some months with all the members, either on Zoom or in person -now that Covid has let up a little. We design the process and the pace of the engagement with each Religious Institute individually, so these are only indicative fees/hours/length of engagement in support services.

Charges for shared services

When a Religious Institute opts into Shared Services, there is a formal Service Agreement document drawn up by our lawyers which sets out the roles and responsibilities of both the Religious Institute and EFCL. The four schedules to the Service Agreement capture

1. The Service Being Delivered
2. The Cost of Service
3. Reporting and Review, and
4. Quality Assurance

The cost of service relates to the size of the Religious Institute:

EFCL Management Fee	/month	/year
0-14 members	\$2,100	\$25,200
15-29 members	\$3,100	\$37,200
30-44 members	\$4,100	\$49,200
45+ members	\$5,100	\$61,200

Item	Charge	Terms
Management Fee	\$25,200 p.a. - \$61,200 p.a.	Invoiced at \$2,100-\$5,100 per month. This fee will be increased by a small amount annually.
Direct Delivery	At cost	All direct service delivery costs which are either provided directly, managed, or subcontracted by EFCL will be charged at cost.
Operations management and administration	7.5% margin	A margin of 7.5% is applied to the total remuneration costs of service delivery roles <i>e.g. Health & Wellbeing Coordinator</i>
Expenses	At cost	Expenses incurred, from time to time, for items other than direct delivery noted above will be charged at cost. e.g., travel.

We have learned as we have gone along that beginning early and leaving yourself with plenty of time for this process which is deeply contemplative and based on the Theory U process of going deep to go forward, is the best way to go. A long lead-in allows all the members of the Religious Institute to be part of the journey.

If you are interested in the services of Emerging Futures Collaborative Limited, I encourage you to connect with us and ask for a presentation that will set out for you in more detail how the process works and how we tailor our engagement to suit each individual religious institute. The presentation takes 30 minutes or so and then we give lots of time for questions and discussion. Receiving a presentation is free and free of obligation.

Contact: Sharon Price rsm sharon.price@efcl.org.au 0429 070 561

EXPRESSION OF INTEREST

Are you interested in getting involved or being kept informed?

Please complete by typing in the second column. The row will enlarge to take your answer/comment/query

Your Name	
Contact email	
Name of Leader if you are not the Leader	
Name of Religious Institute	
Our Religious Institute is interested in engaging in a process of information & dialogue that may lead to being a member/owner of EFCL	
Our Religious Institute nominates the following member/s who may be interested in & capable of being selected as a Canonical Delegate or Consultor	
Our Religious Institute is interested in being a user (service partner) of the services of EFCL in the following areas:	
1. Transition planning support (i.e. Congregation Will and Distribution Plan; Future Governance and Service Model; and/or Transition Plan)	
2. Shared services (Community Coordinator, Health & Wellbeing Coordinator, Archives, Professional Standards, and Business Management)	
3. Possibly both transition planning support and shared services	
4. We estimate that we may be interested in engaging with EFCL in: nominate a year?	
Our Religious Institute is interested in being a service provider for EFCL in the following areas:	
Our Religious Institute stands in solidarity with EFCL	
We would like to be kept informed	
We would like to make a financial contribution to the on-going work of EFCL and/or to support religious institutes in need of financial assistance to access EFCL services	
Free comment	