



Structure and Management

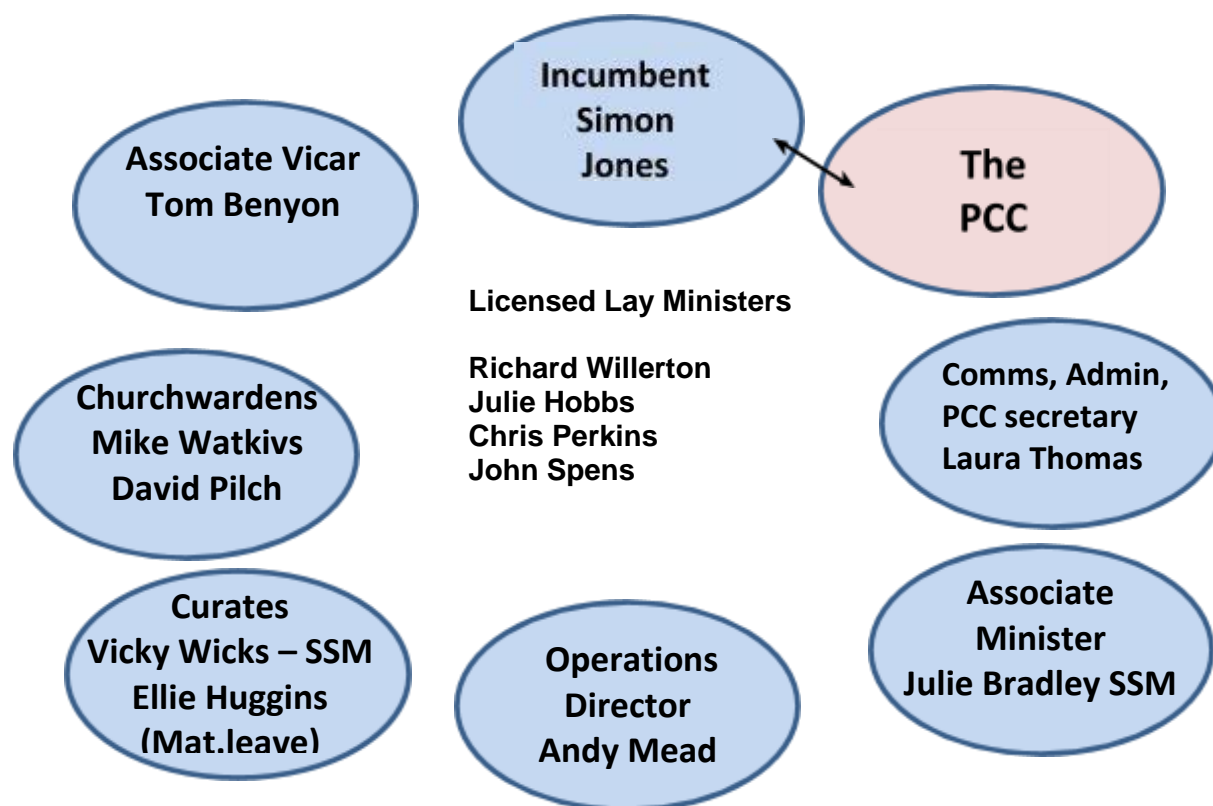
April 2023

To be reviewed October 2023

The purpose of this document is:

- To identify effective management of the overall vision current and future (refer to Vision and Strategy Document)
- To provide an efficient structure for the day to day running of the church
- To improve the effectiveness of leadership and management
- To improve communication channels within the church.
- To increase participation from within the congregation recognising individuals' gifts and drawing them into areas of service

Core Leadership Team



Employed Staff Members

Andy Mead	Operations Director
Laura Thomas	Church Administration & Communications Manager
Chris Smith	Buildings, Facilities and Technical Services Manager
Caroline Murphy	Vicars PA and Admin and Events Support Assistant
Jacob Clothier	Events Coordinator
Sue Davies	Events Assistant
Jackie Jones	Finance Manager
Annie Becklake	Pre-School & Nursery Manager (with team of 20+ staff)
Vacancy	Coffee Shop Manager
Kim Carey	Coffee Shop Assistant
Dawn Kowolskie	Coffee Shop Assistant
Julie Davies	Coffee Shop Kitchen Assistant
Sue Greenslade	Coffee Shop Kitchen Assistant
Iain Nash	Children and Families Minister
Sam Clarke	Youth Minister
Rachel Rogers	Worship Pastor and Students and Young Adults Worker

South West Youth Ministries Placement -Miriam Fry

Volunteer Team Members

Karen Needham	New Housing Areas community link worker
Janice Stace	Children and Families Assistant
Mary Cottrell	Mission Action Group Chair and Lead
Susie Collins	Prayer
Julie Hobbs	Pastoral
Rose Taylor	Parish Safeguarding Officer (Children)
Christine Rogers	Parish Safeguarding Officer (Adults)

Core Leadership's Areas of Oversight

Incumbent Simon Jones	Associate Vicar Tom Benyon	Associate Minister Julie Bradley	Curate Vicky Wicks	Curate Ellie Huggins	Operations Director Andy Mead	Wardens: David Pilch Mike Watkivs	Comms and Admin Laura Thomas
Staff Meeting	Life Groups		Alpha and Post-Alpha	Prayer Ministry	Events	Fabric Committee	PCC Sec
Core Leaders oversight	New Housing Areas	Pre-school & Nursery		Women's Ministry	Operations and Centre Teams	Assistant Wardens	Digital Communication and Social Media
6.30 Oversight	10.30am Oversight	9am Oversight	10.30am Oversight			PCC Safeguarding Link	Media and Digital communications
Youth	Church Prayer Life (Prayer meetings and direction)	Pastoral Ministry	Young Adults Ministry		Finance, staffing and Human Resources		Programmes & Rota
Teaching Programme & Worship	Children & Families Ministry	Kitnsugi Hope	Families worship at home		Coffee Shop/church catering		Church Resources (flowers, communion supplies)
Saturday Breakfast	Mission Action Group	Over 65's	Welcome and Hospitality		Audio Visual Network		Diary
Wardens	Men's Ministry	Sharing Fund	Baptism prep		HASAW / Buildings		
Leadership Training and development		Marriage Ministry	Parenting teenagers		Buildings Management		
Heart of the Community					Ministry Heads		
Safeguarding					Development of statutory and essential policies	Property, fabric and inventory of St Michael's church	Electoral Roll and Statistical Returns, Annual Meeting Administration
Occasional Offices						Order and Decency in the church	Marriage returns

Leadership Groups/Committees

The specific roles and responsibilities for each of the committees are provided in the table below:

LEADERSHIP	Membership	Responsibilities	Reporting
PCC Trustees	As per election on an annual basis	Executive responsibility for the Church. Executive decision making on behalf of committees and incorporates recommendations from the Standing Committee	Reports to Church Membership annually
Standing Committee	Clergy, Wardens, Treasurer, Ops Director PCC Secretary	Overall progress towards vision. Sets agenda for PCC	Reports back to PCC
Core Leadership Team	Clergy, Wardens and Operations Director	To manage the day to day worship of the church and communicate vision and strategy	Feeds back to the Standing Committee/ PCC as necessary
SMCC Trustees	Vicar (not a trustee), 3 PCC nominations and 3 others nominated by the Core Leadership	To manage the 'Heart of the Community Project' and the operations and financial planning of the St Michael's Centre.	Feeds back to Core Leadership Team
Ministry Heads	Coffee Shop, PS&N, Children', Youth, Admin, Finance, Centre and facilities Management	To coordinate planning of the day to day operational and ministry elements of the church including PS & N, Coffee Shop, Church and SMCC.	Feeds back to Core Leadership Team
Life Group Cluster Leaders	Core Leadership Team	To offer support as required to individual Life Group Leaders (Circa 25 Life Group Leaders)	Reports to the PCC as necessary

Managing Committees - Roles and Responsibilities

Managing Committees/Groups will seek to implement the vision set by the PCC/Core Leadership

Committee/ Group Name	Lead	Supervision	Responsibilities	Reporting To:
Alpha Lead Hospitality	Vicky Wicks	Simon Jones	To administer Alpha courses and oversee Post-Alpha	PCC – As required
Audio/Visual/Network	Chris Smith	Andy Mead	Network Maintenance and development of audio/visual capacity	PCC – As required
Catering Supervision	Charles Sanderson	Andy Mead	Developing the catering capacity of the church in terms of hygiene and skills in the kitchen.	PCC – As required
New Housing Areas Team	Karen Needham Poppy & John Spens	Tom Benyon	To establish Christian Ministry in a new housing area	PCC – Annual
Children and Families Ministry	Iain Nash	Tom Benyon	Day to day running of under 11's work	PCC - Annual
Coffee Shop	VACANCY	Andy Mead	Day to day running of the coffee shop	PCC - Annual
Events	Jacob Clothier	Andy Mead	Provide organisation to irregular events	PCC – As required
Fabric – St Michael's	Fabric Chair: Martin Allen	Wardens	St Michael's Church fabric maintenance	PCC – As required
Finance & HR Committee Finance Manager	Martin Roach Jackie Jones	Andy Mead	Financial decisions and policies escalated as appropriate	PCC – Every meeting
HASAW – Building Maintenance	Chris Smith	Andy Mead	Ensuring that the buildings undergo regular maintenance and are maintained in a safe condition – updating users as to their responsibility regarding HASAW	PCC and SMCC – As required
Human Resources and Finance	PCC Treasurer	Simon Jones	Ensuring that recruitment processes and HR policies are followed, providing advice as required	PCC and SMCC as required

Life Groups	Tom Benyon	Simon Jones	Pastoral Care on an individual basis referring on as necessary	PCC - Annual
Mission Action Group	Mary Cottrell	Tom Benyon	Mission work outside of the parish	PCC - Annual
Media Management /Digital Communications	Laura Thomas	Andy Mead	Development of website, internal and external communications, updating rotas	PCC – As required
Over 65's Ministry, Comms Lunches & Teas	Mike & Jane Watkivs Claire Jessopp Penny Hallett Allen	Julie Bradley	To develop the provision of spiritual and leisure activity for those in later life	PCC – As required
Pastoral Care	Julie Hobbs Caroline Murphy	Julie Bradley	Planning, development and ministry of Pastoral Care	PCC - Annual
Prayer Ministry	Susie Collins	Ellie Huggins	Develop and lead prayer ministry	PCC – As required
Kintsugi Hope	Jess Ottaway, Abbie Rayner	Julie Bradley	Develop and lead Kintsugi Hope Wellbeing Groups	PCC - As required
PS & N	Annie Becklake	PS&N Management Committee (chair Karen Needham)	Day to day responsibility for Pre-School and Nursery activities	PCC – Quarterly
Saturday Breakfast	Caroline Murphy	Simon Jones	Providing speakers and liaising with the breakfast team	PCC – As required
Sound Teams 9.00 10.30 6.30	Chris Smith/ Rachel Rogers	Andy Mead	To establish Sound Teams to facilitate Sunday worship	PCC – As required
Staff Meeting	All	Simon Jones	To bring together the staff team to worship, pray and encourage one another.	na
St Michael's Administration and Resource Team (SMART)	Andy Mead	Simon Jones	To coordinate the administration of the work of the PCC and manage the day to day running of the Centre (SMCC)	PCC and SMCC Trustees

St Michael's Centre and Heart of the Community Project	Luke Hitchin	Simon Jones	Development, maintenance and aesthetics of the building and meeting the aims of the HOTC project.	SMCC and PCC – As required
SMCC Centre Management	Andy Mead	Andy Mead/Simon Jones	HASAW, Footfall, Invoice Info and Event Management	SMCC – As required
St Michael's Refurbishment Committee	Simon Jones	Martin Allen	Manage the decision-making process in respect to the refurbishment of St Michael's Church	PCC – As Required
Students and Young Adults	Rachel Rogers	Vicky Wicks	Focus on Students and Young Adults	PCC – As Required
Wardens/Assistant	David Pilch and Mike Watkivs	Simon Jones	In cooperation with the incumbent, churchwardens are responsible for the day-to-day functioning of the parish.	PCC – As required
Welcome Team	Sue Davies (voluntary)	Vicky Wicks	To ensure that church-based services and events provide excellent welcome and coffee facilities to attenders.	PCC – As required
Coffee Team	Martin and Hazel Roach			
Worship 9.00 & Evensong	Paul Davies, Maria Johnson Rosemary Greenfield,	Julie Bradley	Communicating with service leaders and worship bands ensuring adequate musical support and- communicating with admin in respect to: rotas, Proclaim and CCL as necessary.	PCC – As required
10.30 and 6.30	Rachel Rogers	Simon Jones		
Youth Ministry	Sam Clarke	Simon Jones	Day to day running of 11-18's work and students/young adults	PCC - Annual

4. Escalation Process

Committees and individuals can escalate to the PCC or Standing Committee as appropriate should the need be felt to challenge their supervisor. Matters should be raised at the PCC to ensure that the matter has been subjected, whenever necessary, to due diligence. However, if it is time critical then the Standing Committee should be considered or if necessary an extraordinary meeting of the PCC. Only matters which are outside the remit as determined by the committees' terms of reference should be considered.

5. Reporting

Formal meetings of committees should have agendas and notes of meetings which are forwarded to their link Supervisor/Core Leader. Agendas and notes will form the basis for any reports to the PCC (*see appendix 2*)

6. New Committees/Members

The following steps were deemed essential to ensure the continued development of the structure.

- a) The PCC must minute the agreement to the formation of any new committees and the appointment of the chair person
- b) Members of the committees/Teams may be approved by Core Leadership team members without reference to the PCC

2. Authorities

Executive decisions will always remain within the purview of the PCC as Trustees of St Michael's Church. It is worth stating that the role of the PCC is related to the spiritual life and mission of St Michael's Parish Church. The SMCC is there to facilitate this vision by provision of buildings (other than the church itself) and facilities to serve the community.

The range of activities at St Michael's can only take place via delegated authority to sub-committees and individuals. Therefore, proper accountability is dependent on good reporting procedures to the PCC, mainly through minutes of meetings and reports upon request. In recent years, the scope of the church has grown in line with the building and now the range of reports required has also grown; our 'systems' therefore need to be modified. Leaders will now have direct supervision from various members of the Core Leadership Team who will work directly with the PCC. It gives the PCC an option to take several reports from a Core Leader if there are time/capacity issues with the agendas.

Each committee should have terms of reference so that they understand what their brief is. Some groups already have this (MAG, Coffee shop etc.); the remaining committees will be requested to complete one for agreement with the PCC. *See appendix 1*. Whether a new committee or an existing one, at least one member must be a member of the PCC, in order to ensure good communication and oversight of the committees.

The Standing Committee will continue to oversee the general workings of the church, but focus especially on how we're achieving our strategy of "Growing and learning", "Sharing Jesus" and "Serving". It will take responsibility for the setting of the agenda of the PCC thus ensuring that executive decisions are addressed by the PCC of St Michael's. All the minutes of the Standing Committee meetings will continue to be circulated to the members of the PCC to ensure transparency.

Appendix 1 – Terms of Reference Template

The approach provided below will ensure the full details required to confirm the roles and responsibilities for each committee responsible PCC.

Committee Name	
Date	Date of the document
Membership	Names and contact details of each member
Overview	As per the summary in the management plan
Scope & Responsibilities	Aims of the committee i.e. its scope of action Bullet points of the high-level responsibilities of the committee
Management	To cover Chairmanship Secretary Regularity of meetings Minutes Financing (where applicable)
Review	Date of the next review of the terms of reference, membership etc
Reporting	Regularity of reporting to PCC
Sign Off	Date agreed by PCC

Appendix 2 – Reporting Template

The purpose of this template is to standardise the reporting to the PCC to ensure issues are referred which are considered outside the jurisdiction of the committee concerned and the management overview of PCC is effectively maintained.

Committee Name	
Dates Covered	
Overview	Summary of activities and achievements over the reporting period
Issues	Outstanding points in need of PCC decisions
Finance	Summary of budget position (attach accounts where applicable)
Activities in next three months	Actions required, planned over the next three months