Queen’s Cross Church

Moving to the Unitary Constitution

A Proposal to Improve our Current Structures

06 January 2016

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1 Summary of Proposal

The proposal contained in this Strategy Document can be summarised in these deliverances to the Kirk Session:

- The Kirk Session recommends to the congregation that Queen’s Cross Church adopts the Unitary Form of Constitution in place of the current Model Deed of Constitution.
- The Kirk Session will arrange for an Extraordinary Congregational Meeting following morning worship on a date to be arranged in order for the congregation to vote on a change to the Queen’s Cross Church.
- The Kirk Session will implement the new church structures, methods of reporting, and meeting schedule to start at the beginning of the 2016-17 session (i.e., end of August 2016).
- The Kirk Session encourages all Teams within the existing structures of Queen’s Cross Church to become fully aware of the new Unitary Form of Constitution and to implement any necessary changes in order to meet the new system of working.

2 Introduction

Over the last few years there has been a review by the Kirk Session of its Teams and the workings of the congregation. In 2012 at its away day the Kirk Session agreed to investigate the merits or otherwise of moving to the Unitary constitution, in consultation with the Congregational Board. In the following session, a joint meeting was held at which elders and Board members heard a presentation on the Unitary Constitution, and discussion there followed with the proposal being well received, in the main. A number of months having elapsed since that time, hopefully allowing further time for reflection, I believe it is time to bring to the Kirk Session a firm proposal, and if the Kirk Session is willing, implementation in the current calendar year.

Having given this matter more thought myself, I want to suggest to the Kirk Session a new proposed structure for the future governance of congregational life.

Some of the issues that we continue to face and which move me to recommend this change are:

- pressure of number of meetings;
- the need for better communication between different Teams;
- the need for a better culture of trust and devolved decision making;
- duplication of work and decision making at Team, Board, and Kirk Session meetings.

Our Teams need to be the ‘powerhouses’ of the congregation. They should be the place where ideas are formed and developed, where proposals are ‘teased out’, and above all where decisions are implemented. In short - where the work of the Congregation is done.

The purpose of this document is to bring forward a proposal to change the structures of Queen’s Cross Church in such a way that the original intention for our Teams is fulfilled, that current frustrations are minimised, and that the time and energy each elder and member puts into their service to the Queen’s Cross Church is productively used and focussed on outcomes.

3 Constitution of Queen’s Cross Church

For a number of years the constitution of Queen’s Cross Church has followed the Model Deed of Constitution. Indeed, until recent years, all congregations were “recommended and urged … to adopt the Model Deed” (1965 General Assembly). For those unacquainted with the intricacies of church constitutions, a short background may be helpful.
3.1 **The Model Deed of Constitution**

Without going into too much detail, the Model Deed differentiates between the sacred and temporal matters, between the spiritual and material.

The Kirk Session, while having overall responsibility for the dealings of the church, is primarily concerned with the spiritual well-being of the church members and for the missionary outreach to the parish. The Moderator of meetings is the Minister.

The decision making on the temporal matters of finance and fabric is ‘devolved’ to the Congregational Board, made up of elders and elected church members. The Board can be chaired by any of its members.

3.1.1 **Pros for Model Deed of Constitution**

The benefits of the Model Deed over the earlier *quoad omnia* constitution (which consisted of only the Kirk Session) are as follows:

- more time is released within the Kirk Session for discussing spiritual matters, high level strategy and reflection, rather than detail or minutiae;
- there is a seemingly natural division between the spiritual and temporal matters;
- the Minister does not have to chair the meetings of the Congregational Board, but can do so if he/she wishes;
- members of the congregation could be involved in the decision-making of the church by being elected to serve on the Congregational Board;
- the presence of elders on the Congregational Board meant there should be a clear sense of united purpose between the Kirk Session and Congregational Board.

3.1.2 **Cons of the Model Deed of Constitution**

While the Model Deed resolved issues that had afflicted some, though by no means all, *quoad omnia* congregations – particularly the issue of finding time to discuss spiritual matters in a meeting that had to deal with temporal decisions – there are also cons that are particularly relevant to our situation:

- The Board can be reluctant to devolve responsibility to its Teams, and its Teams can be reluctant to make decisions without wider Board consent.
- when work is further devolved into committees, in our case Teams, there can be duplication of decision-making and, thus, wasted time and resultant inefficiency;
- the separation between spiritual and temporal can start to look somewhat arbitrary as they are in fact intertwined;
- the number of meetings can become excessive;
- it can be difficult to fill the available spaces on the Congregational Board from the membership.

3.2 **The Unitary Form of Constitution**

As of 1 November 2003 the General Assembly introduced a new form of constitution, the Unitary Form. At a casual glance it looks remarkably similar to the old *quoad omnia* constitution that congregations were encouraged to move away from! Instead of a separation between spiritual and temporal, and between Kirk Session and Congregational Board, there is only one main court: the Kirk Session, which has oversight of both matters. Indeed the actual text of the constitution is basically the same.

However, there are key differences to the old *quoad omnia* constitution in the way in which the Unitary Form of Constitution can be implemented which make the Unitary Form appealing for our current situation at Queen’s Cross. These include:

- an allowance for a far more flexible approach to church structures;
a clearer decision-making structure;
better informed and faster decision-making;
greater responsibility and independence given to Teams;
little risk of duplication of decisions;
fewer meetings for most members of the Teams and Kirk Session;
the ability to promote a clearer sense of direction for the overall strategy of the congregation;
and the provision of more time in Kirk Session meetings to devote to group discussion, guest speakers, etc.

While the Unitary Form of Constitution is relatively new, an increasing number of congregations within the Presbytery of Aberdeen are taking advantage of it.

What I personally hope might be achieved with the adoption of the new constitution is not simply a change of structure, but a change of culture. There are so many different parts to church life at Queen’s Cross, for which we are grateful and most fortunate, it would help to move to a more devolved decision making structure and process. This allows Teams to take responsibility for the areas of church life with which they have been entrusted, within the parameters set by the Kirk Session. They will have a budget, devolved responsibility, and will be trusted to get on with the work they have been given.

4 The Proposed Shape of Queen’s Cross Church under the Unitary Form of Constitution

In order to best appreciate the Unitary Form of Constitution, it is easiest to describe how it could be implemented for our situation at Queen’s Cross.

To do that this part of the document will look at the overall structure and how that structure would operate. In section 5 we will look at the individual remits of the seven teams.

4.1 Proposed Organisational Structure

The diagram shown overleaf shows the organisational structure proposed for Queen’s Cross Church under the Unitary Form of Constitution.
4.1.1 The Kirk Session

The Kirk Session would continue to have oversight of the whole life and service of the Queen’s Cross Church within our parish; with responsibility for the spiritual and temporal oversight of the affairs of the congregation. Members of the Kirk Session would be the Trustees of Queen’s Cross Church.

The Kirk Session meetings would be open to all and an invitation would be extended to the congregation to attend. There would be an opportunity for any member of the congregation to speak, however, final decisions would remain in the hands of the elders.

The Kirk Session would continue to be moderated by the Minister.

4.1.1.1 Session Clerk

The Session Clerks would be responsible for the orderly keeping of records of the Kirk Session, including keeping the minutes in proper form, for issuing extract minutes, and for dealing with all correspondence. The Session Clerk would serve for a maximum appointment of five years.

4.1.1.2 Appointment of Elders

The Acts of the Church of Scotland allows for various different means by which to appoint new elders. Traditionally in Queen’s Cross Church this has been by nomination and appointment within the Kirk Session.

There may be concern that the ‘democratic’ element that is allowed by the Model Deed whereby members of the congregation are elected to serve the Congregational Board will be lost under a move to the Unitary Form of Constitution if the present system of appointment of elders is maintained.

The Act (Act X, 1932, amended) also allows for

- Nomination and direct election by the members of the congregation;
- a system of signed lists, in which members of the congregation submit a signed list of names and the names having the greatest numbers of votes are elected.

It would be proposed to, perhaps under a trial period of 5 years, use a hybrid system whereby the whole congregation (including elders) is given the option to nominate names to the Kirk Session. Assessment and appointment would then be made by the Kirk Session.

4.1.2 The Coordinating Group

The introduction of a Coordinating Group follows the pattern of Presbytery.

The Coordinating Group would be moderated by one of the Session Clerks, with a Secretary appointed to take minutes.

The Coordinating Group would comprise the Minister, Session Clerk, Convenors of Teams, and any other co-opted members.

The remit for the Coordinating Group is described below in section 5.2.

4.1.3 Teams

The Teams are where the bulk of the Queen’s Cross Church’s work will happen.

They currently comprise elders, Congregational Board members, and members of the congregation, and would continue to compromise both elders and members.

Each Team should have a Convenor, who may or may not be an elder, who would serve for a maximum of five years. It would also be recommended that someone in each Team act as Secretary to take a basic minute of each meeting and to prepare the report to the Kirk Session in coordination with the Convenor of the Team. Details on reporting and minutes are provided in sections 4.2.2.
Current Congregational Board members would be encouraged to remain active in the
decision-making of Queen’s Cross Church through their continued participation on one or
more Teams.

Remits and budgets for each Team are outlined in sections 5.3.1 – 5.3.16.

4.1.4 Other Bodies
The Kirk Session requires a formal relationship to other bodies within congregational life. For
example, the Board of charitable company limited by guarantee of the Nursery or the
proposed Coffee House. In this instance, following the example of Greyfriars Kirk in
Edinburgh, a Board or management committee of such bodies would report directly to the Kirk
Session and be under its supervision. The Kirk Session would also appoint a number of its
own members to such the boards, with the Chairs of either reporting to the Kirk Session at an
agreed interval.

4.2 Method of Working
Central to the working of any structure is communication, particularly communication between
different Teams and office bearers, and between the Kirk Session and the congregation as a
whole. This would be facilitated by a change in the method of working.

In recent times the Kirk Session has moved to a system of written reports, and at the
Congregational Board the Finance Team also reports in this fashion. Minutes of the Kirk
Session could be made available for members of the congregation to read with matters held
in private being minutes in a record apart.

The model proposed is the same as that adopted by other congregations who have moved to
the Unitary Form of Constitution. It is similar to the method of working of Presbytery.

4.2.1 General Overview of Reporting Structure
The reporting structure would revolve around the Kirk Session meeting as the culmination of a
particular cycle of meetings.

The cycle would begin with a window of opportunity in which the Teams would meet, which
could be 4 or 6 weeks depending on the frequency of Kirk Session meetings.

Two weeks before the Kirk Session meeting the Coordinating Group would meet in order to
prepare for the Kirk Session meeting, draft the agenda, coordinate Team activity and so on
(full remit in section 5.2). Final reports from the Teams would be expected to be in the hands
of the Session Clerk (electronically by email, is preferable) by the end of that week.

The Session Clerk would prepare the minute of the previous Kirk Session meeting, the
reports from Teams and a draft agenda for distribution to all elders at least one week before
the Kirk Session meeting.

Extra copies would be available for church members at the Kirk Session meeting itself.

4.2.2 Reports and Minutes
The system of reports will be essential to the smooth operation of the Unitary Form of
Constitution. Some guidance might be useful so that Teams are aware of the expectations
that this system would introduce.
4.2.2.1 Team Minutes

It would be expected that all Teams keep a minute of their meetings. The minutes do not need to be a word for word account of all that was discussed at the meeting. But all decisions that are made should be recorded, and it might be helpful to note in summary form any discussions that led to a decision.

The minutes should follow the Church of Scotland guidelines for keeping minutes. They should be available for inspection by the Kirk Session, if necessary.

4.2.2.2 Team Reports

The Report would include

- a note of decisions made,
- a summary of any discussion the Team thinks may be useful for the Kirk Session to know,
- a list of recommendations to bring to the Kirk Session for a decision, if necessary.

A standard template would be provided for all Teams.

The Report would be produced by the Convenor of the Team with the assistance of the Team Secretary.

4.2.2.3 Coordinating Group Minutes

A minute of the meetings of the Coordinating Group will be kept by the Secretary in accordance with Church of Scotland guidelines.

4.2.2.4 Kirk Session Minutes

A minute of the Kirk Session meeting would be kept by the Session Clerks. This minute would be included in the papers distributed before each Kirk Session meeting.

4.2.2.5 Guidelines on Keeping Minutes

The following guidelines should be adopted in keeping minutes:

- It is recommended that a minute of a meeting be produced quickly following a meeting when memory of the meeting is still fresh.
- Minutes should be produced on a word processor.
- A designated minute folder should be used.
- Minutes may be kept loose leaf with the option of periodically binding them.
- Each page of the minutes should be numbered sequentially with that which has gone before (this is to ensure that no page is later inserted into the minute folder), with a year indication. For example: “Page 03/2014” would refer to page 3 of the minute from 2014.
- A copy of the draft minute should be circulated to all Team Members and passed to the Co-ordinating Group.

4.3 Proposal for Meeting Structure 2016-17

One of the key goals for introducing the Unitary Form of Constitution would be to enable Teams to work with greater sense of purpose and autonomy. However, the central role of the Kirk Session for oversight remains.

In order to facilitate this, the Meeting Structure shown below, following the plan outlined in Section 4.2.1, is proposed for 2016-17. This is based on the form of meeting structure used in other congregations that have adopted the Unitary Form of Constitution.

There is an inbuilt flexibility for teams, who can meet at any time between meetings of the Kirk Session and Coordinating Group. A review after a trial period of two years would be recommended.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday 4 Sep 2016</td>
<td>Recommitment Service</td>
<td>Mark start of new structure and church year</td>
</tr>
<tr>
<td>1 Sep 2016 onwards</td>
<td>Teams</td>
<td>Review remit / plan for year ahead / allocate responsibilities</td>
</tr>
<tr>
<td>10 Oct 2016</td>
<td>Coordinating Group</td>
<td>Review progress / prepare for Kirk Session</td>
</tr>
<tr>
<td>18 Oct 2016</td>
<td>Kirk Session</td>
<td>Normal business / Team reports / deliverances / etc.</td>
</tr>
<tr>
<td>24 Oct 2016 onwards</td>
<td>Teams</td>
<td>Normal business</td>
</tr>
<tr>
<td>05 Dec 2016</td>
<td>Coordinating Group</td>
<td>Review progress / prepare for Kirk Session</td>
</tr>
<tr>
<td>13 Dec 2016</td>
<td>Kirk Session</td>
<td>Normal business / Team reports / deliverances / Check Roll etc.</td>
</tr>
<tr>
<td>09 Jan 2017 onwards</td>
<td>Teams</td>
<td>Normal business</td>
</tr>
<tr>
<td>20 Feb 2017</td>
<td>Coordinating Group</td>
<td>Review progress / prepare for Kirk Session and Stated Annual Meeting / initiate plans for Kirk Session away day</td>
</tr>
<tr>
<td>06 March 2017</td>
<td>Kirk Session</td>
<td>Approve Accounts/ approve proposals for SAM / normal business / Team reports / deliverances / etc.</td>
</tr>
<tr>
<td>26 March 2017</td>
<td>Stated Annual Meeting</td>
<td>Accounts / business only</td>
</tr>
<tr>
<td>27 March 2017 onwards</td>
<td>Teams</td>
<td>Annual review of work / plan strategy for next 2 years / review budgets</td>
</tr>
<tr>
<td>26 April 2017</td>
<td>Coordinating Group</td>
<td>Annual review / evaluation of 2 year plan / budgets / finalise Kirk Session away day</td>
</tr>
<tr>
<td>Saturday 14 May 2017</td>
<td>Kirk Session</td>
<td>Away day to review and evaluate each Team's achievements and plans / discuss future strategy and budgets / guest speaker</td>
</tr>
<tr>
<td>3 June 2017 onwards</td>
<td>Teams</td>
<td>Normal business / prepare for next year</td>
</tr>
</tbody>
</table>
5 Remits for Kirk Session, Coordinating Group and Teams

In this section a general remit for all Teams, an outline of the specific remits for each group and the role of Team Convenors will be provided.

5.1 The Kirk Session

As previously described in section 4.1.1, the remit of the Kirk Session is the same as under our current Model Deed of Constitution.

The Kirk Session can call for an extra meeting at any time.

**Moderator:** The Minister

**Minutes:** Session Clerks

The responsibilities of the Kirk Session include:

- concern for the spiritual welfare not just of the congregation but also of the parish as a whole;
- the provision of church services;
- concern for the organisational life of the congregation;
- the need to maintain good order, administer discipline, judge and determine cases, and see that Assembly legislation is observed;
- judging the fitness of those who desire to receive the Sacraments;
- maintain both a Baptismal Roll and a Communion Roll;
- Appointment of the Organist, the Church Officer, and one of its number to represent it in Presbytery.

With the dissolution of the Congregational Board, the responsibilities would also include oversight of the

- maintenance and insurance of the properties of the congregation;
- preparation and distribution to members of the congregation an annual budget;
- encouragement of a level of liberality to meet budget requirements;
- the level of salaries of church officials, and prepare contracts of employment;
- payment of salaries of Church officials and other expenses of the congregation;
- meeting of the Ministries and Mission allocations;
- raising of additional funds, if need be, subject to the approval of the Presbytery, (where the funds are to pay for extraordinary repairs or improvements, the approval of the General Assembly’s Committee on Parish Appraisal and of the General Trustees is also required);
- church funds to ensure they are used exclusively for Church of Scotland purposes unless specially raised or donated for other purposes;
- acceptance of loans only if repayment can be assured;
- termination of contracts of employment and supervision of all paid employees;
- Congregational Accounts in a form that shows income and expenditure, assets and liabilities;
- proper auditing of the Accounts of the congregation and its organisations;
- arranging for the Stated Annual Meeting required to approve the accounts;
- Submission of the audited accounts, after approval by the Kirk Session, for approval by the congregation and thereafter by the Presbytery.
5.2 The Coordinating Group

Convenors: Session Clerks
Minutes: Secretary to the Coordinating Group

The remit of the Coordinating Group would include

- evaluating and coordinating Team activity regularly, reviewing each Team’s activities, and, where applicable, coordinating the effort of the Teams, ensuring that Teams are properly resourced;
- auditing annually the effectiveness of the work of Queen’s Cross Church, taking into account the results in future planning, using external resources and knowledge where applicable, e.g. Presbytery of Aberdeen; Community Statistics
- updating and recommending a rolling two year plan for the church on an annual basis, involving the Teams in recommending future plans and strategy to the Kirk Session for approval;
- ensuring all major issues and changes are brought to the Kirk Session for discussion and approval;
- making arrangements for all normal Kirk Session meetings, including arranging the agenda for Kirk Session meetings, and for any visiting speakers;
- making arrangements for special ‘Conference’ meetings of the Kirk Session to allow debate on a specific subject, which may include visiting speakers and involvement of whole congregation;
- oversight of the work of the Session Clerk;
- dealing, within proper bounds of jurisdiction, with matters of complaint against the Queen’s Cross Church, or church members referring issues to the appropriate body for investigation or decision,
- making arrangements for the inspection of congregational records by Presbytery;
- encouraging Teams to become involved in partnerships and to share experiences and resources;
- providing advice to Teams on matters of church law, doctrine and practice;
- responding to matters sent down by Presbytery and / or the General Assembly.

5.3 Teams

The following remits and guidelines would, by necessity, need to be kept under continual review and be open to change, subject to Kirk Session approval.

The Minister and Clerks should be considered a *ex officio* members of all Teams.

5.3.1 The Role of Team Convenor

This will entail

- monitoring the activities of their team;
- ensuring that the Team are reminded of and work towards achieving the goals within their remit;
- reviewing and proposing amendments to the remit as required, via the Coordinating Group and Kirk Session;
- coordinating Team activities – with other Teams directly and through the Coordinating Group;
- and ensuring Team reports are received by the Session Clerk in time for distribution prior to Kirk Session meetings.
5.3.2 **General Remit for all Teams**

All Teams shall

- hold meetings as required by the Kirk Session, and record actions arising to ensure the remit of the Team is carried out effectively;
- provide written reports to the Session Clerk (preferably in electronic form via email) at least 10 days in advance of Kirk Session meetings, detailing, in brief, work completed since the last Kirk Session, work expected to be completed before the next report, and with matters for decision by the Kirk Session presented as a deliverance;
- ensure that no one person is doing all the work of the Team, the workload must be shared amongst all members of the Team and / or other parties from the congregation are to be utilised as and when appropriate;
- coordinate activities of the Team via the Coordinating Group, and by active liaison with other Teams when required;
- regularly review the work of the Team, liaising with the Coordinating Group, and seeking Kirk Session approval for future plans;
- ensure Team activities are communicated to the wider church and community on a regular basis, via articles in the church magazine, church notices, flyers, etc.;
- identify expenditure requirements, operating within a budget forecast approved by the Kirk Session and liaising with the Finance Team and Property Team regarding the use of church resources, and to bring any expenditure over and beyond the budget to the Kirk Session for approval.

5.3.3 **Eco Team**

The purpose of the Eco Team is to place Ecological concern and action at the heart of Congregational life, and to witness to this concern in the local community.

**Convenor:** Sheila Tuckwood

**Budget:** £?

The remit for this group includes:

- encouraging ecological concern and action in congregational life;
- maintaining membership of Eco Congregations Scotland and working toward new awards
- encouraging sustainable development and energy use in the life of the congregation

5.3.9 **Finance & Stewardship Team**

The purpose of the Finance Team is to provide the financial wherewithal to support the other Teams in their work and oversee the Finances and Stewardship of the Congregation.

**Convenor:** Susan Hamilton  
**Secretary:** Anne Murray  
**Treasurer:** Stephen Hadden

**Budget:** £

The remit for this group includes:

- maintaining and controlling Queen’s Cross Church’s finances: overall income, expenditure, budgets, forecasts to be reported to Kirk Session as and when determined by the Kirk Session;
- oversight of the work of the Treasurer, providing support where needed;
- oversight and promotion of the Gift Aid and WFO schemes;
• bringing to Kirk Session the appointment of auditors;
• notifying the Kirk Session of any changes to Mission & Renewal, National Stipend Fund and Presbytery Dues, and seeking approval for any charges for Church Buildings;
• assisting each Team in developing their budget, monitoring progress, and agreeing guidelines for the operation of Team budgets with the Kirk Session;
• seeking ways to fund special projects from internal and / or external sources;
• playing a key role in developing the financial stewardship of church members: promoting Christian giving, and explaining Christian spending within the Cathedral and the wider church;
• lead role in Stewardship Campaigns;
• actively promoting awareness of the financial situation of Queen’s Cross Church;
• soliciting advice available from national advisers on stewardship when necessary.

5.3.10 Justice and Peace Team

The purpose of the Justice and Peace Team is to place concern and action for Justice and Peace, at home and overseas at the heart of Congregational life, and to witness to this concern in the local community.

Convenor: Stephen Hadden
Budget: £

The remit for this group includes:

- encouraging social concern and action in congregational life;
- sustaining links with Overseas Projects and to provide the congregation with an outlet for Christian concern in the wider world.
- supporting Christian Aid in congregational life

5.3.11 Outreach Team

The purpose of the Outreach Team is to develop outreach and communication strategy within Queen’s Cross Church and to the wider community

Convenor:
Budget: £?

The remit for this group includes:

- implementing ways of bringing both new people and ‘dormant’ church members into active church life in coordination with other Teams where necessary, and in partnership with other local churches when appropriate;
- utilising available resources that will assist in outreach;
- studying what other churches are doing in the way of mission, and sharing what is learnt with the Kirk Session;
- promoting the work of Queen’s Cross Church in the wider community, e.g. keeping local press informed of church activities, church web site, etc.;
- promoting regular contact with parish, e.g. Christmas & Easter Cards;
- organising parish visitations;
- developing a number of ‘Bridge’ events within the church to which all the community could safely be invited (e.g., concerts, dances, speakers);
5.3.12 Pastoral Team

The purpose of the Pastoral team is to develop the Pastoral care of the Congregation.

**Convenor:** Judith Pearson  
**Budget:** £

The remit for this group includes:

- oversight of the current Pastoral Care system and Visiting Team;
- Developing new approaches for pastoral care / visitation in the Congregation;
- oversight of districts for Pastoral Care, to ensure they are working well;
- organising visitations to new homes when necessary;
- identifying people’s talents and gifts and helping them find ways to serve Christ in the church, parish, home or workplace;
- Identifying opportunities for training to be offered to Elders and Members of the Congregation

5.3.13 Property Team

The purpose of the Property Team is to maintain and develop the Cathedral Congregation’s fabric in order to enable better the work of the other Teams.

**Convenor:** Alistair Reid  
**Secretary:** Lesley Inkson  
**Budget:** £?, spending outside budget requires Finance Team Approval

The remit for this group includes:

- creating a positive environment for all current and possible future church activities and uses;
- developing a programme of maintenance and renewal of church fabric;
- ensuring that all work over a budget of £1000 is supported by three quotations;
- budgeting the work programme to stay within the discretionary annual budget and to seek Kirk Session approval for any spending over that limit;
- liaising with Presbytery in ensuring that a building survey and property valuation are carried out every five years;
- seeking Presbytery approval for any fabric work over the Presbytery’s £11000 limit;
- ensuring that insurance cover is adequate for all buildings;
- arranging letting of buildings, maintenance of any rental agreements and to liaise with property users, ensuring this is reported to the Coordinating Group;
- ensuring that all buildings and surrounding area comply with Health & Safety and other legislation as required;
- actively keeping up to date with current legislation as it applies to the church’s buildings;
- developing the fabric in order to meet the needs of internal as well as external users;
- liaising with Worship and Music Team to ensure Sound and Vision equipment within the church is adequate;
- overseeing special building and fabric projects as requested by the Kirk Session;
- active liaison with other Teams to find out what material needs they have in order to best meet their goals.
5.3.14 Worship and Music Team
The purpose of the Worship & Music Team is to develop the worship life of the congregation and the musical offerings offered to the wider community.

Convenor: The Minister Secretary: Christine Roy
Co-opted: The Organist, Arts Development Worker
Budget: £?

The remit for this group includes:
- encouraging participation in worship services by church members;
- researching new opportunities for worship in the life of the community and congregation and feedback to the Minister on such initiatives;
- oversight of Adult Education opportunities such as Lent Studies, new members classes and other opportunities for exploring faith together;
- encouraging musical involvement and participation, in concert with the Organist;
- developing participation of children and young adults in worship;
- ensuring resources for worship are available;
- coordinating arrangements for the Sacrament of Communion;
- the current remit of the Sanctuary Committee
- ensuring the CCLI license is up-to-date;
- ensuring the sound equipment is functioning and suitable, along with Property Team;

5.3.15 Young Peoples’ Team
The purpose of the Young Peoples’ Team is to develop participation, involvement and fellowship for the children and young people of the congregation.

Convenor: Secretary:
Budget: £

The remit for this group includes:
- oversight of the Sunday Club and all forms of ministry to Young People
- the production of a Youth Strategy for Queen’s Cross Church
- Oversight of ministry initiatives to Young Families and Adults; and baptismal follow-up by elders.
- The recruitment of volunteers for youth ministry in the life of the Congregation.
- Forming links with other youth organisations at Queen’s Cross Church

6 Conclusion
This Strategy Document has attempted to provide a full description of the need for change to our current church structures, acknowledging that the current structures have served us well in the past, but also being realistic that there are other forms of church structure which may better suit our current plans and aspirations.

It is hoped that this document will provide the information that is required to help elders make an informed choice and move forward. All details in this draft structure are open to debate, discussion and improvement.

We will discuss this proposal at the Kirk Session meeting on 19 January 2016.
The Rev. Scott M Rennie, Minister