

CADDER CHURCH GROWTH PLAN

CONVENORS' & TEAM LEADERS' MANUAL



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VERSION CONTROL LOG

VERSION	CHANGES	DATE
1.0	Original version	31/03/2023

SECTION 1. INTRODUCTION

The Church of Scotland has asked all churches to focus on the ‘5 Marks of Mission’ which are: 1. To proclaim the Good News of the Kingdom (**Tell**); 2. To teach, baptise and nurture new believers (**Teach**); 3. To respond to human need by loving service (**Tend**); 4. To seek to transform unjust structures of society (**Transform**); 5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth (**Treasure**).

To support advancement of the 5 Marks of Mission, Cadder Church has organised its work into 2 sections - **MISSION** and **RESOURCES**. While the work we will take forward under **Mission** has been directly aligned to the 5 Marks of Mission, we recognise the importance of ensuring that our **Resources** are in the good shape to help enable our **Mission**. **Mission** and **Resources** have been split into **Groups** and **Teams** led by Convenors and Team Leaders. An overview of our structure, team remits and supporting roles is provided below in Section 2 along with our **CHURCH VISION** – what we hope the Church will look and feel like in the years ahead.

The Cadder Growth Manual offers Convenors and Team Leaders detailed guidance to support the preparation, delivery and review of Team Plans. As well as describing our Growth structure; team roles and remits; and, our Church Vision, the Manual covers the planning cycle; quarterly review reporting arrangements; how we will manage in year changes to plans; communications; and budget management.

SECTION 2. THE CADDER GROWTH STRUCTURE: GROUPS, TEAM ROLES & REMITS; CHURCH VISION

2.1 Cadder Church Growth Structure

		KIRK SESSION		
		CADDER GROWTH COMMITTEE		
MISSION Groups / Teams			RESOURCES Groups / Teams	
Tell & Teach Group: Worship & Spiritual Leadership Team			Stewardship Group: Finance Team	
Tell & Teach Group: Nurture Team			Stewardship Group: Risk Team	
Tell & Teach Group: Communications Team			Property Group: Property Maintenance & Development Team	
Tend & Transform Group: Care & Fellowship Team			Property Group: Hall Management & Marketing Team	
Tend & Transform Group: Community & World Outreach Team			Shops Group: Coffee Shop Team	
Treasure Group: Caring for Creation Team			Shops Group: Retail Shop Team	

2.2 Roles & Remits

Roles	Role Description
Role of the Kirk Session	<ul style="list-style-type: none"> • The Kirk Session has overall responsibility for the life of the church. Time will be allocated at Session meetings to review and approve Group / Team plans; to consider Group / Team progress reports and the Annual Growth Report • The Session Clerk and Deputy Session Clerk will be members of the Cadder Growth Committee
Role of the Cadder Growth Committee	<ul style="list-style-type: none"> • To develop annual Church Growth Plans; regularly review progress against plans; report back to the Kirk Session • All Group Convenors will be members of the Cadder Growth Committee
Convenor Role	<ul style="list-style-type: none"> • Member of the Cadder Growth Committee, providing a link between the work of their Group and the Kirk Session • Work with Group team leaders to support the planning, reporting and review process for the annual Church Growth Plan • Co-ordinate Group activities with other Convenors as required • Ensure that any property or financial implications of Group activities are identified and managed appropriately • Convene Group meetings with team leaders • Provide support to team leaders in the delivery of their team purpose and activities • Work with Team leaders to promote and build team membership
Team Leader Role	<ul style="list-style-type: none"> • Work with the Group Convenor to support the planning, review and reporting process for the annual Church Growth Plan • Lead the annual planning of team activities with the support of the Group Convenor • Lead the team to deliver planned team activities and any additional activities identified and agreed during the year • Convene team meetings with team members • Liaise with other team leaders on any possible joint activities to promote and support shared worship, fellowship and outreach opportunities • Identify and address any property or financial implications arising from planned team activities with the Group Convenor • Working with the Group Convenor to promote and build team membership
Team Member Role	<ul style="list-style-type: none"> • Attend team meetings • Involved in the annual planning of team activities • Work with the Team Leader to deliver planned team activities and any additional activities identified and approved during the year
Team Supporter Role	<ul style="list-style-type: none"> • Help out with team activities as and when they can, in any way they can • Name kept on Team Support List and contacted by Team Leader when additional help required to deliver team

	activities
Team Meeting Cycle	<ul style="list-style-type: none"> To be agreed by team but minimum of 6 meetings per year to support planning, reporting and review cycle. Additional meetings as required to support preparation for, and delivery of, planned team activities

Mission Group / Team	Team Remits
Tell & Teach Group: Worship & Spiritual Leadership Team	Help develop worship in and around church buildings through the use of technology; music and all age participation; Develop a learning programme to share the message of Jesus in both formal and informal ways; Explore other opportunities for wider use of the church buildings for worship and learning
Tell & Teach Group: Nurture Team	Help children, young people and families discover Jesus and love the Church; Create opportunities for children, young people and families to become involved in church life and create their own spaces for fellowship and growth around the church; Support existing youth groups and child focused activities to thrive and develop
Tell & Teach Group: Communications Team	Develop & maintain the church website and explore social media opportunities to make people more aware of our Mission and church activities; Develop ways to make members aware of jobs to be done around the church and other volunteering opportunities
Tend & Transform Group: Care & Fellowship Team	Identify where care is needed around the church and develop ways in which to respond to that need; Develop intergenerational fellowship opportunities around the church to grow and enrich church life; Support existing fellowship groups around the church
Tend & Transform Group: Community & World Outreach Team	Develop opportunities to reach out to our community to meet local human needs and address inequalities; Explore opportunities to contribute to the transformation of unjust structures in society, locally and globally
Treasure Group: Caring for Creation Team	Explore opportunities for the church to make a contribution to renewing the life of the earth locally and globally; Engage with young people and offer them opportunities to contribute to our eco mission

Resources Group / Team	Team Remits
Stewardship Group: Finance Team	Responsible for church finances: insurance, budgeting, accounting, and co-ordination of fund-raising activities
Stewardship Group: Risk Team	Ensure all church buildings and activities are risk assessed in line with Church of Scotland requirements to make sure they are safe places of worship, fellowship and activity
Property Group: Property Maintenance &	Responsible for the maintenance, repair and development of all church premises and property; ensuring that our buildings offer warm and welcoming spaces for worship and fellowship and support future growth of the church

Development Team	
Property Group: Hall Management & Marketing Team	Manage and market church halls/hall lets; promote regular use of church buildings; explore opportunities for church premises to generate income for the work of the church
Shops Group: Coffee Shop Team	Support the outreach work of our Coffee Shop to members and the local community; Providing a warm space for fellowship; Generating income for local and global charities; Serve and share
Shops Group: Retail Shop Team	Support the community and world outreach work of our Fair Trade Gift Shop; Generating income for local and global charities; Serve and share

2.3 Cadder Church Vision 2023 – A Vibrant Part of GOD’S JIGSAW

In 5 years’ time, Cadder’s ministry will come together like a jigsaw puzzle, revealing the picture of a vibrant, dynamic church at the centre of our community

The spiritual life of the church will be strong and deep, offering multi-generational worship and fellowship opportunities. Worship will take many different forms. Everyone, regardless of age or experience, gets to take part and is encouraged to bring their own particular piece of the jigsaw.

We will communicate around and about the church in a wide variety of ways. The church will be open to individuals and groups of people both online and in person. It will be known as a place where support is offered with kindness and sensitivity. It will be seen as an anchor point in the community which it serves.

The feeling will be that of a family where everyone looks out for everyone else. Our focus on care and community will make Cadder a place where people feel they belong. The church will radiate love and acceptance and when people come alongside us they will be seen to add new and vibrant parts to an ever growing jigsaw.

Cadder will be a church which cares about creation. We will actively work to reduce our impact on the planet and will engage with other likeminded people and organisations to be a catalyst for change in the community. It will be a church which is known for being willing to pioneer things which enable change in society. By its actions it will help shape that piece of the jigsaw which is the church’s part in social justice and reform.

In 5 years’ time, Cadder will be a church which is Growing. It will be seen as a Jesus centred community where everyone values each other and treasures God’s Word and World.



SECTION 3. CHURCH PLANNING CYCLE

The Church will prepare a Church Growth Plan annually. The Plan will present the range of church activities proposed by our 12 Cadder Growth Teams across a calendar year, January to December 20XX. The Growth Plan will include a year plan from each of the 12 Teams in our Growth structure.

Planning Timetable:

September – October	Team plans for upcoming year drafted, any budgetary requirements identified
November	Cadder Growth Committee review draft Team plans; Liaison with Finance Team on budget requirements
November – December	Final team plans prepared; Draft Annual Church Growth Plan prepared and submitted to the Cadder Growth Committee for approval
December	Annual Church Growth Plan submitted to the Kirk Session for approval

The Implementation Co-ordinator will provide a standard 'Team Plan' template for completion by Team Leaders.

SECTION 4. CHURCH PLAN REVIEW CYCLE

Quarterly progress reports will be completed by Convenors and Team Leaders. The Implementation Co-ordinator will prepare a composite quarterly progress report for the Kirk Session which provide an overview of progress made; any delays encountered; completed activities and any in year changes to the Church Growth Plan.

Convenors and Team Leaders will be asked to submit their quarterly progress reports by the 15th of the month following each quarter end. The Implementation Co-ordinator will provide a standard 'Quarterly Review Report' template for completion. Convenors and Team Leaders may decide who will lead on completion of the quarterly reports

SECTION 5. CHANGE CONTROL

If a team decides that a change is required to the team plan after initial sign off, a note of the change should be emailed to the Implementation Co-ordinator. The change may relate to a **reschedule** of a planned activity, **removal** of a planned activity or **addition** of a new activity. When emailing, the Convenor or Team leader notifying the change should provide the following information:

- **Reschedule** - which activity is being rescheduled / why / proposed new timing

- **Removed** - which activity is being removed / why
- **Addition** - description of new activity / when it will take place or period over which it will take place and where / whether the activity has any budget requirement. If additional budget is required this will require to be discussed with Finance ahead of the change being agreed

Contact details for the Implementation Co-ordinator are provided in Appendix 1.

The Implementation Co-ordinator will update the Cadder Growth Committee and Kirk Session on all changes made to Cadder Growth Plan during the course of a Plan year.

SECTION 6. ANNUAL GROWTH REPORT

The Implementation Coordinator will prepare the Annual 'Church Growth Report' on behalf of the Cadder Growth Committee. This report will draw on all the information provided by the teams through the quarterly progress reports. The Annual Growth Report will be presented to the Kirk Session by February of the year following the Plan year.

SECTION 7. TEAM MEETINGS & COMMUNICATION BETWEEN TEAMS

Convenors and Team Leaders can agree the number of meetings with team members required through the year, however, a minimum of 4 meetings per year is anticipated to support the planning and review cycle. Additional meetings should be held as required to support preparation for, and delivery of, planned team activities.

Convenors and Team leaders should consider whether any proposed team activity has implications for any other team(s) and ensure that appropriate discussions take place with the other team leader(s). Convenors will have the opportunity to share team progress updates at Cadder Growth Committee meetings and discuss any opportunities for cross team activity and co-ordination. Where there are opportunities for joint team ventures, cross team planning will be required.

SECTION 8. SHARING INFORMATION ABOUT WHAT WE ARE DOING

As things get up and running through our new Growth structure it will be important to ensure that the timing of team events taking place in and around the church is clearly communicated. Some quarters of the year will be particularly busy with both team and organisation events. If possible we would like to try and ensure that events are spread throughout each quarter period.

When a team event has been **scheduled and the venue booked**, notice of the event (event description / date and time / where / any further information about the event you'd like shared / where you would like the information to be placed should be given to:

- (i) the Minister for inclusion in the Sunday service intimations (proposed that each activity will be notified in the intimations on each of the three Sundays leading up to the event)
- (ii) the Website Administrator for (a) publication in the "What's On Calendar" area of the Church website and (b) the Upcoming Events section of the website Homepage (proposed each event is given up to 6 weeks visibility in this section)
- (iii) the Communications team for inclusion in the next quarterly Gadder Gazette (where timing permits) and for advertising, if requested, through Church communications / social media outlets (e.g. the Cadder Gazette; Cadder Facebook page)

Convenor, Team Leader & Implementation Co-ordinator & Website Administrator contact details are provided in **Appendix 1**.

SECTION 9. FINANCIAL MANAGEMENT 2023

Where a team has been allocated a Growth Budget the following guidance must be followed to ensure all spend is appropriately managed and can be accounted for. Similarly, guidance is provided on the handling of any funds raised through self-funded team activities.

9.1 Management of Allocated Growth Budget 2023

GROWTH TEAM	Budget Spend Guidance
Property	Existing arrangements regarding delegated budget; quotes for work above delegated budget limit; and, receipt / invoice payment will continue until any review is completed by Finance in conjunction with the Property Group Convenor and PM&D Team Leader.
Worship & Spiritual Leadership	Spend on Technology for the Church has not yet been approved. When a final proposal has been agreed, costed and approved by the Kirk Session, all invoices received for said work should be submitted to Finance. Invoices should include payee bank details.
All other teams with an approved Budget allocation	Based on requirements identified as part of the team planning process, some teams have an approved budget spend. Said budgets have been fully delegated to the teams. As a matter of good practice it is expected that teams will ensure items of expenditure are sourced cost efficiently. Three quotes for any external service required to deliver a team activity should be obtained if the level of expenditure is likely to exceed £300.

	<p>If a new activity is proposed which requires funding or where a planned activity requires additional funding, a budget proposal should be submitted to Finance for consideration ahead of any request for funding being put forward to the Kirk Session for approval.</p> <p>All spend must be tracked. A simple tracker template is provided in Appendix 2. Receipts for expenditure should be retained and a copy sent by email to Finance for reimbursement (scanned or photographed copies). If you have an invoice for expenses, this should be passed to Finance for payment. Invoices should include payee bank details.</p>
Teams with no approved budget allocation	<p>Some teams did not request a budget allocation as part of the 2023 planning process. If a new activity is proposed during the year which requires funding or where a planned activity now requires funding, a budget proposal should be submitted to Finance for consideration ahead of any request for funding being put forward to the Kirk Session for approval.</p> <p>All spend must be tracked. A simple tracker template is provided in Appendix 2. Receipts for expenditure should be retained and a copy sent by email to Finance for reimbursement (scanned or photographed copies). If you have an invoice for expenses, this should be passed to Finance for payment. Invoices should include payee bank details.</p>

9.2 Self-Funding Activities - Tracking of Income & Expenditure 2023

Some of the activities / events planned by teams are intended to be self-funding e.g. Film nights; Intergenerational lunches; Afternoon teas; Prosecco, Pizza & Pampering Afternoons. It will be important to keep a note of income generated and outlays expended for all such activities. A record should be maintained throughout the year to ensure the end year position can be reported as part of the Annual Growth Plan Report. A simple tracker template is provided in Appendix 3. Receipts for expenditure should be retained and a copy sent by email to Finance for reimbursement (scanned or photographed copies). If you have an invoice for expenses, this should be passed to Finance for payment. Invoices should include payee bank details.

SECTION 10. GOT A QUESTION NOT COVERED IN THE MANUAL?

If you need any further information on any aspect of the Growth Plan and related management arrangements, please contact the Implementation Co-ordinator.

APPENDIX 1: Convenor, Team Leader, Implementation Co-ordinator & Website Administrator Contact Details

GROUP	CONVENOR	TEAM	TEAM LEADERS	E-MAIL	PHONE
TELL & TEACH	John McGregor	Worship & Spiritual Leadership	John McGregor Gavin Halliday	JMacGregor@churchofscotland.org.uk gavin@gavinhalliday.com	0141 772 1822 07990 550444
		Nurture	Anne Budd Laura Tobin	anne.budd@ntlworld.com lauratobin24@hotmail.com	07952 024929 07411 969525
		Communications	Brian Jilks Helen McKnight	bjilks@aol.com hel651@yahoo.co.uk	0141 772 5730 07718 268940
TEND & TRANSFORM	Janet Johnstone	Care & Fellowship	Janet Johnstone Pat Marwick	janetj02@icloud.com pat.marwick@ntlworld.com	01360 238908 0141 772 7874
		Community & World Outreach	Rebecca Wallace Mary Livingstone	beckymairi@btinternet.com mary44livi@hotmail.com	0141 772 5358 07548 737602
TREASURE	John McGregor	Caring for Creation	Frank Dick	frankdick@ntlworld.com	0141 563 6289
STEWARDSHIP	Dianne Kurth	Finance	Dianne Kurth David Watson Robert Andrews	diannekurth@btinternet.com d.watson277@talktalk.net enquiries@clarkandrews.co.uk	0141 772 1271 0141 772 5970 0141 772 1444
		Risk Management	Bill McInnes	mcinnesbill@hotmail.com	0141 772 2639
PROPERTY	George Redpath	Property Maintenance & Development	George Redpath Jim Johnstone	g.redpath@ntlworld.com jimjohnstone2020@gmail.com	0141 772 1822 01360 238908
		Hall Management & Marketing	Stephen Mitchell	sc.mitchell85@gmail.com	0141 563 3064
SHOPS	Aileen Jilks aileenjilks@aol.com	Coffee Shop	Jacqueline Burns	jaqburns@icloud.com	-
		Retail Shop	Bel Caven	bel.caven@hotmail.co.uk	0141 776 2463
WEBSITE ADMINISTRATOR	Ian Budd	-	-	ian.budd@ntlworld.com	-
IMPLEMENTATION CO-ORDINATOR	Gillian Crompton	-	-	sgb.cro@btinternet.com	07715 427611

APPENDIX 2: Allocated Growth Budget – Template for Tracking Budget Spend

Team:			Allocated Budget	£
Activity	Date	Budget Balance	Expenditure	Net Balance
			End Year	£

APPENDIX 3: Self-Funding Activities – Template for Tracking Income & Expenditure

Team:				Carried forward from previous year	£
Activity	Date	Income	Expenses	Net +/-	Running Balance
				End Year	£