

Summary of a report, by John Truscott, following a Governance and Organisational Structures Review of St Margaret's at the request of the PCC.

1. Who is John Truscott?

John Truscott ("JT") is a consultant and trainer who has been involved in helping churches, and Christian mission agencies, become more effective in defining and achieving their purposes over ~40 years.

This may be done by helping them refine and clarify their structure so it better fits their current and future needs and through giving advice across a wide range of matters.

More information about John and his work on organisations can be found at: <https://www.john-truscott.co.uk/>

2. Why did St Margaret's have a review?

Given the growth in the activities of the church over the last 10-20 years it was felt there was "a need for better clarity as to the governance of church issues including where decision making powers lie" and to have somebody who is an expert in this field, and with the clarity of an external viewpoint, suggest areas where we can make improvements that will help St Margaret's deliver on our shared vision and purpose more effectively.

The review was to cover areas such as:

- Division of responsibilities between the incumbent (Rector), Church wardens and the PCC.
- The roles and responsibilities of the various PCC sub-groups and Ministry teams and recommendations as to potential changes to these structures
- Enable St Margaret's to be better equipped to develop its paid staff and volunteers to further mission

3. How was the review carried out?

- JT prepared a descriptive questionnaire which was sent to 46 members of St Margaret's in early 2021 and had ~80% completion rate.
- He analysed and summarised the responses, and interviewed nearly 20 individuals one-to-one on zoom to go into further detail
- He also read representative minutes of the various groups, committees, etc, looked at St Margaret's website, church accounts, magazines... and listened to a sample of the different online services
- He also visited the different areas of the parish and the various church buildings including PA and Mugswell halls.

4. What are the reviews main findings?

The review lists a number of *strengths* such as diversity of worship styles in services, the children and young people's work, the quality of music and lay leaders, the number and availability of life groups...

It also lists a number of *weaknesses* including:

- a sense of confusion/loss of sense of specific direction, with no one agreed vision of where the church is heading
- a muddled organisational structure
- lack of growth in attendance over the last 10 years
- lack of outreach in our local community
- stewardship/financial deficits (with regular income being significantly less than expenditure over a number of years)
- inadequate line management of paid staff

It gives a number of recommendations and suggestions of how to move forward. Some of the more important/urgent ones are:

- Revisit our vision and values
 - The Mission Action Plan (MAP) was for 2015-20 and was called the 2020 vision, so needs refreshing (particularly in the changed circumstances brought about by COVID)
- Restructuring and/or clarification of responsibilities including decision-making authority of the different committees, teams and groups in order to form a more effective structure for St Margaret's
- Improve communication of what the decision making bodies are doing with the rest of the members

5. What next?

An **Implementation Team** (IT) was approved at the PCC meeting on 21 May 2021 with responsibility to go through the JT report and its various recommendations and to put forward proposals for discussion by the PCC - who retain ultimate authority for the final approval.

- The IT was commissioned by the PCC to prepare this summary of the report to be distributed among members of St Margaret's
- The next PCC meeting is planned for 12 July, so we would expect to be able to communicate more information on recommendations that have been put forward by the IT and approved for action by the PCC, soon after that date.
- There will likely be discussion with a number of different groups/teams/leaders at different times over the coming weeks and months and there will be additional communications with the members of St Margaret's.

6. What can **YOU** do to help?

Everybody can help by praying for the Rector, the PCC, and the Implementation Team. That each group and member will be granted spaces in their calendars to enable meetings to take place regularly and that they be given "a wise and discerning heart" like Solomon in 1 Kings 3.