

RUNNING ST MARK'S – ROLES AND RESPONSIBILITIES

1. The wardens have prepared this paper in order to review the work that is required to run St Mark's. The paper has been discussed in draft firstly at a meeting of the ministry team and wardens on 15 January 2018, and then at the DCC on 8 February. This version accompanies the wardens' annual report to the AGM on 4 March 2018.
2. St Mark's has enjoyed considerable growth in recent years, but its organisation and ways of working still reflect the small church that it was, rather than the medium-sized church that it now is. This review started from a wish to clarify the role of the wardens, and encourage people to think about coming forward to volunteer to be a warden or DCC member. But in doing that, it was felt to be useful to review other roles as well, in order to:
 - a. capture what the current roles and tasks are, and consider if they could be better distributed, both in the coming year and further in the future;
 - b. inform members of the congregation, particularly those who are newer to church life, about how the practicalities of the church work;
 - c. encourage members of the congregation to think about how they could volunteer their time and talents to advance the life and work of the church;
 - d. serve as the basis of a handbook about the practical aspects of running St Mark's, which the wardens have undertaken to prepare, drawing together information which is currently in several different places.
3. In 2018, St Mark's will renew its Mission Action Plan (MAP).¹ A MAP is an exercise in which a church reflects on both itself and the community it serves, creating a vision for the future, and then identifying actions which will lead that vision to be realised. It is a practical tool to enable a church to look and listen, discern the priorities and mission of the church, plan the actions required, and then to act. It is hoped that this paper will be a useful starting point for that first stage of reflecting on ourselves, and thinking about the resources we have available to undertake whatever actions may be identified in the MAP process.
4. The paper is structured as follows:
 - a. Background - this has been done at some length, so that those who have not been immersed in church life for a long time can see the wider picture;
 - b. A general description of the main formal or elected roles that people in St Mark's currently undertake;
 - c. a list of all the specific tasks that are necessary to run the church and its work, a lot of which are done by people who are not in a formal or elected role. This is structured under the headings:
 - i. church services;
 - ii. mission, pastoral and social activities;
 - iii. governance, admin and finance;

¹ Information about MAPs is at <https://www.stalbans.anglican.org/faith/map-planning/>

- iv. church property, building and grounds;
- d. Working through the lists of specific tasks together has helped us clarify a number of matters, and the minor ones are simply incorporated in the lists without further comment. A summary at the end includes a few more general changes.

BACKGROUND

5. St Mark's is one of five Anglican churches in the Parish of Hitchin. The physical boundaries of its pastoral area are the Oughton and Bearton areas bounded on the west and the north by the Hitchin town boundary; on the east by the main railway line and the River Hiz, and on the south by the west end of Nightingale Rd, Fishponds Road, Maxwell's Path and the Oughton Head Lane.
6. Hitchin is a single parish with four parish churches (St Mark's; St Mary's, in the town centre; Holy Saviour, in Radcliffe Road; and St Faiths, in Walsworth Road, which is also an ecumenical partnership between the Anglican and Methodist churches). The fifth Anglican church that is based in the parish, but not actually a parish church, is the Hub Church (this is explained further below). The governing body of the parish is the Parochial Church Council (PCC), which is a body corporate (a legal entity). The rules for how that is run are contained in a Pastoral Scheme. The PCC is chaired by the team rector (Canon Michael Roden, who is the vicar of St Mary's) and its membership includes all the clergy of the parish churches, all the church wardens, and one lay representative of each of the four parish churches, who is elected at that church's AGM. Each of the four parish churches also has its own District Church Council (DCC), which runs that church and reports to the PCC.
7. The parish is the smallest, or most local, unit in the structure of the Church of England. Starting at the top of the structure:
 - a. The Church of England is divided into two provinces, Canterbury and York, each headed by an archbishop. Within that, there are 42 dioceses, each headed by a bishop. We are in the diocese of St Albans, which covers Hertfordshire, Bedfordshire, Luton and Barnet. The Bishop of St Albans, the Rt Revd Dr Alan Smith, is assisted by two suffragan (assistant) bishops, the Bishop of Hertford (the Rt Revd Dr Michael Beasley), and the Bishop of Bedford (the Rt Revd Richard Atkinson).
 - b. The diocese of St Albans is divided into three archdeaconries (Bedford, Hertford, and St Albans), each under the leadership of an archdeacon. We are in the archdeaconry of St Albans, and our archdeacon is the Venerable Jonathan Smith.
 - c. Each archdeaconry is divided into a number of deaneries, and each deanery contains several parishes. We are in the deanery of Hitchin. Each deanery has a rural dean or area dean, who is appointed by the bishop from the clergy of parishes within the deanery. The rural dean assists the archdeacon, acts as a support to other clergy within the deanery, and has

a particular role in assisting any church which is in vacancy (which means when they do not have a Vicar). Currently, the rural dean for the deanery of Hitchin is Dr Jane Mainwaring, the vicar of St Mark's.

8. Originally, there was just one Anglican church in Hitchin, St Mary's in the town centre. In 1865, Holy Saviour church in Radcliffe Road was consecrated, in its own parish. As the town grew, both those churches "planted" a new church; St Mary's planted St Mark's, and Holy Saviour planted St Faith's. In the parlance of church planting, St Mary's was the "mother" church, providing initial leadership and resources to create its "daughter" church, St Mark's. Initially the congregation met in people's houses, then it built a small chapel in Bearton Avenue,² and then in 1936 our current church building was consecrated. But St Mark's status as a daughter church, within the parish of Hitchin, continued.
9. In 1977 the parish of Hitchin was united with the parish of Holy Saviour to form a new parish of Hitchin,³ with two parish churches – St Mary's and Holy Saviour – with St Mark's and St Faith's remaining "daughter" churches. This status had some legal implications, including that St Mark's did not have its own church wardens and could not apply for faculties (permission from the diocese to change the church building and its contents) on its own. So in 2003, St Mark's was consecrated as a parish church, with equal status to St Mary's, Holy Saviour, and St Faith's. Another important step happened in 2014, when for the first time St Mark's became a training church with the appointment of its first curate (Jeni McQuaid).
10. The fifth Anglican church in the parish is the Hub Church, which has no building but currently holds services at the Market Theatre and the Hitchin Christian Centre. It too is a "church plant", and its mother church is Soul Survivor Watford. An evangelical group with a particular mission to the unchurched, it was initially planted (with the permission of Bishop Alan) in 2010, and in 2017 it was legally recognised by a Bishop's Mission Order. It is not part of the parish structure and is not represented on the PCC, but it has a close informal association with the parish. Currently, the leader of this church is also the curate of St. Mary's, Dan Drew.
11. In 2017, the benefice of Hitchin joined with the benefice of St Paul's Walden to form a United Benefice. This means that the clergy of Hitchin and the clergy of St Paul's Walden form a single ministry team for both parishes, providing a structure that is intended to facilitate the provision of Christian fellowship, worship, mission and service to the areas of both parishes. But the two parishes remain separate, and there is no governing body equivalent to the PCC.
12. St Mark's is a member of Churches Together in Hitchin, a network of 17 churches across the town, playing a full part in the life of that organisation and supporting

² The site was later sold to a Sikh group and the Ramgarhia Gurdwara stands there today.

³ The Scheme also united the benefices of those areas.

separate projects initiated over recent years by CTH such as Phase, Street Angels and the Foodbank.

13. St Mark's currently has 147 people on its electoral roll, and a usual Sunday attendance of 105. That number has grown slowly but steadily in recent years – in 2003, when Jane Mainwaring became the vicar, there were 94 on the electoral roll, and a usual Sunday attendance of 60. It is hoped and expected that the church will continue to grow. Precisely how that will happen is outside the scope of this paper, and a matter for the MAP, but we need to be prepared for whatever direction the MAP might take us in.

THE MAIN FORMAL AND ELECTED ROLES AT ST MARK'S

14. Unless otherwise stated, all these roles are unpaid. We use the term “ministry team” to mean the clergy plus the readers.

Clergy

15. Clergy can be stipendiary (ie paid) or self-supporting (unpaid). If they are stipendiary, they are paid and housed by the diocese, but the cost of that is effectively paid by the parish, by way of the “parish share” which the parish pays annually to the diocese. St Mark's has a stipendiary vicar, Jane Mainwaring.
16. A vicar's role is to conduct services, and to provide parishioners with spiritual counsel, advice and instruction, and pastoral care. What clergy actually do varies a lot between churches, depending on their size and the availability of support, but the focus of a vicar's work should be on those things. While they invariably do some work regarding the administration and fabric of the church, that is not their primary role, and others should do as much as they can of that other work, to ensure that it does not become a burden on the vicar.
17. When clergy retire, the bishop may give them permission to officiate (PTO), which is a license which allows them to continue to preach and conduct services, although they are no longer responsible for a church. St Mark's congregation includes a retired vicar, Austin Smith, who has PTO and presides at some 8am services and in Jane's absence.
18. St Mark's also currently has a curate, Jeni McQuaid. A curate is a trainee vicar. Curacy is always for a fixed period, and Jeni's curacy must end between June 2018 and January 2019. Like stipendiary vicars, curates are paid by the diocese, but unlike vicars the cost is not paid by the parish. The training of curates is an investment for the benefit of the wider church (curates may move anywhere in the country once they complete their training) and so the cost of training and maintaining them is paid from the parish share of all parishes, whether or not they currently have a curate.

Lay readers

19. Lay readers are not ordained clergy, but they receive extensive training and are licensed by the bishop. Their primary role is to preach and teach, and to conduct funeral and non-eucharistic services. This is an unpaid role, but it requires a considerable amount of time and commitment. St Mark's has two lay readers, Andrew Parr and John Richardson.

Lay leaders of worship

20. This is a relatively new diocesan scheme which offers training for lay people to be able to lead non-eucharistic services in church or to lead outreach events such as Messy Church or services in residential homes. While not inevitably so, this might be the first step for some people in discerning a vocation for reader ministry or even ordination. Unlike both reader and ordained ministry, there is no upper or lower age limit for lay leaders of worship. St Mark's does not yet have any, but the possibility was raised for the first time at the DCC meeting on 17 November 2017, and is on the agenda for 8 February 2018. If the DCC accepts the idea in principle, there would be a discernment process and names of those to be put forward for training would be brought to the DCC for approval.

Church Wardens⁴

21. Being a warden is a legal role and carries a number of responsibilities. St Mark's has two church wardens, who are elected by the congregation every year at the church's AGM (usually held in March) and are admitted to office by the archdeacon at an annual "visitation" (held in May). The maximum continuous period of service as warden is six years, after which the person must take at least a two-year break before re-appointment. The current wardens are Louise Wills (who has served since May 2014) and Joy Bennett (who has served since May 2017).

22. The wardens' functions include:

- a. To be the lay leaders of the church, and lead the DCC in carrying out all its duties. This includes caring for the clergy and their practical welfare; ensuring that administrative work is achieved through proper use of the DCC and volunteers from the congregation rather than falling to the clergy; feeding back positive or negative comments of parishioners, and sorting out problems between the vicar and the congregation or between members of the congregation;
- b. If no clergy or reader is available, ensuring that services are taken, and if necessary lead the service (this has not been necessary in St Mark's for a long time);
- c. Ensuring that the DCC carries out its responsibilities for the care, maintenance and insurance of the church building and its contents;

⁴ See Diocese of St Albans information leaflet "Church wardens' role and responsibilities" (2010, [https://www.stalbans.anglican.org/wp-content/uploads/downloads/2010/01/ChurchWardens%20role%20and%20responsibilities%20\(updated%2025th%20January%202010\).pdf](https://www.stalbans.anglican.org/wp-content/uploads/downloads/2010/01/ChurchWardens%20role%20and%20responsibilities%20(updated%2025th%20January%202010).pdf)); Practical Church Management chapter 2.

- d. With the vicar, ensuring that the church records are properly kept;
 - e. Maintaining good order during services (helped by the welcomers), and being responsible for offerings taken at the service, recording the sums received, and ensuring the proper handling of the cash. So that the wardens do not have to be in church every week, they are assisted just in this function by the assistant wardens. Both the assistant wardens and the welcomers are also elected.
23. Every year, the archdeacon conducts a formal inspection of each church in the archdeaconry (either in person or by a representative), preceded by a written report. The inspection covers the state of the church administration, records, finances, building and contents, and any other matters of concern. The wardens represent the church for this inspection, and answer any questions the archdeacon may have.
24. Like the clergy, what wardens actually do varies a lot between churches, depending on their size and the availability of support, and also on the time they can make available for this voluntary role, and their particular abilities. In smaller churches, or where wardens have the time, they often do a lot of hands-on work on fabric, housekeeping and admin issues because there are few others available. In larger churches, or where there are others available to help, the wardens can step back from that. In St Mark's, we have in recent years created first a fabric committee, comprised of people with the skills and willingness to look in detail at fabric issues to advise the wardens and DCC on what is needed, and then the "assistant fabric wardens" to lead on doing that work. That has worked well, and we hope will continue (see also the report on the fabric, fixtures, fittings and furniture of St Marks Church for 2017, which gives more detail and will be included in the AGM papers.)

Administration

25. In larger churches, the vicar may have a full-time secretary, who is responsible for maintaining the diary of the church, co-ordinating hall bookings, and doing administrative work required by the vicar. In Hitchin, the PCC pays for the vicars of of the four parish churches to each have four hours a week of secretarial support. The vicar's secretary in St Mark's is Trish Reed. In addition, because Jane Mainwaring is the rural dean, the deanery pays for her to have a small amount of secretarial support, which she can use in her discretion for either deanery admin work, or St Mark's admin (to offset the fact that her deanery duties cut into time that would otherwise be available for St Mark's). This funding is used to employ Maggie Mellersh to do a number of tasks, which in the table below appear as "rural dean's secretary". Rural deans are appointed for a five-year term; Jane was appointed at the start of October 2015, so her term, and this funding, will end in October 2020.

The District Church Council⁵

26. The role of the DCC is to help the vicar to run the church. Its functions include:
- a. to consult with the vicar on matters of general concern and importance to the church, and co-operate with the vicar in promoting in the parish the whole mission of the Church, pastoral, evangelistic, social and ecumenical.
 - b. it is responsible for the maintenance and repair of the church and its grounds, and for the movables in the church (furniture, equipment, church plate).
 - c. controlling expenditure and agreeing the annual budget;
 - d. looking after the maintenance of the fabric of the building, and the grounds;
 - e. it is the link to the PCC, the Deanery Synod and Diocesan Synod, and should make known and give effect to any provisions made by them.
 - f. If the vicar leaves, it is heavily involved in the process of choosing a successor.
27. The DCC meets at least 5 times a year (including occasionally at short notice if major decisions have to be made). It comprises:
- a. the vicar, who acts as chair;⁶
 - b. a lay vice-chair (currently Andrew Parr);
 - c. the DCC treasurer (currently Jim Weist);
 - d. the DCC secretary (currently Deirdre Parr);
 - e. both wardens;
 - f. the Deanery Synod representative;
 - g. the PCC representative;
 - h. the lay readers;
 - i. twelve other members of the congregation (“DCC representatives”). The DCC representatives are elected at the AGM and each serves for three years. Four are elected each year, ensuring that there are always some that are more experienced.
28. Other than the vicar and the lay readers, all members of the DCC are elected by the AGM.
29. The DCC has a Standing Committee, which comprises the vicar, the two wardens, the vice-chair, and the DCC secretary.⁷ They carry out the routine work of the DCC between meetings, for which they are accountable to the DCC. They may authorise expenditure of up to £500 without prior permission of the DCC (but must inform the DCC of all such expenditure).

⁵ See Practical Church Management, chapter 3.

⁶ This is not compulsory that the vicar act as chair; some DCCs/PCCs are chaired by a member other than the vicar.

⁷ If the treasurer were an elected member of the congregation, they would also be a member of the SC. However, our treasurer is not a member of the congregation, and so does not join the SC.

30. The minutes of the DCC are kept in hard copy in a folder, which is kept at the back of the church on the table opposite the welcome table), where they are available to be read by anyone. They are sent in electronic format to members of the DCC, but are not made available on the St Mark's website.

31. There are a number of committees that report to the DCC. These are:

- a. The fabric committee, who assist and advise on fabric issues;
- b. The mission committee, and the pastoral and bereavement groups – their work is included in the table of activities, under **Mission, Pastoral and Social**;
- c. The publicity and communications group – their work is included in the table of activities, under **Governance, Admin and Finance**;
- d. The worship committee, which works with the vicar to plan the content of regular and special services.

The Recorder of Giving⁸

32. This person is responsible for recording the amounts that people give to the church on a regular basis, which enables the church to claim gift aid for eligible donations. He is the only person who knows how much each person gives. The recorder of giving is Eddie Callum.

The Director of Music

33. In large churches this can be a full or part-time paid role, but St Mark's has a volunteer director of music, Andrew Parr.

Vergers and Sacristan

34. The OED defines a vergers as "an official in a church who acts as caretaker and attendant". A sacristan is the person responsible for looking after the vessels which are used for holy communion. Neither is a legal or clearly defined role (ie often one person does both, or the tasks are divided up in a variety of ways). Larger churches (including St Mary's in Hitchin) employ a full-time vergers. Smaller churches employ them part time, or use volunteers. Over the years, and as a small church, the wardens at St Mark's have taken on some of the tasks that in other churches are done by a vergers, which is part of the reason why, as explained in para 24, the DCC has tried to spread the load by creating the fabric committee and the role of assistant fabric wardens.

35. Melvyn Redd is the sacristan for St Mark's, and he organises the vessels and the altar set-up (details in the table below). Sandra Stokes has recently agreed to deputise for Melvyn.

⁸ This is a traditional title that St Mark's still uses, in many churches this person is now called the gift aid secretary.

36. The one time that St Mark's does have a formal vergers' role is for funerals, to set up (including put cones out so the hearse can park, put up trestles for the coffin etc) and lock up when everyone has left, for which a small fee is paid. Usually this is done by Melvyn Redd, although others do it if he is unavailable.

The Electoral Roll Officer

37. Anyone who has lived in the parish or who has attended the church for 6 months or more can be on the electoral roll. The electoral roll is a legal document, as it defines who is entitled to vote at the AGM and is used to calculate the parish share, so a copy must be provided annually to the diocese. Every six years a completely new roll is prepared in the two months leading up to the annual parochial church meeting (or APCM, that is the annual meeting of the PCC), and the next year in which that must happen is 2019. In all other years, the list is just updated. The electoral roll is prepared every year by the electoral roll officer, currently the rural dean's secretary.

Safeguarding Officer

38. The Church of England now requires every parish church to have a safeguarding officer, who is responsible for ensuring compliance with safeguarding policy. The safeguarding officer keeps the safeguarding records (who has been DBS-checked, who has done the training), and is the person to whom anyone can report a safeguarding concern (the church safeguarding officer does not investigate anything, but simply reports any concerns to the diocese's safeguarding officer, for appropriate action to be taken). This is an appointed rather than an elected role. Pauline Banks is the safeguarding officer for St Mark's, and Jane Mainwaring is the deputy.

WHO DOES WHAT – THE SPECIFIC TASKS⁹

Church Services

Task	Who does it, Comments
Weekly 8am service	A short, said service of communion, usually 6-8 in the congregation.
Set up of the altar and cloths, organise sacraments	Melvyn Redd (if he is away, the clergy presiding does it).
Preside	Austin and Jeni do one a month, Jane does 2 or 3.
Complete register including donations	Presiding clergy
Weekly 10am service	The main service, usually 70+ adults. It is a communion service, except on the 3 rd Sunday of the month, when it is a family service (FS) with no communion but followed by an 11.15 communion service.
Set up of the altar and cloths, organise sacraments, put the silver collection plate at the back of church, supervise the servers and eucharistic assistants (ie make sure they know what to do, arrange cover if needed).	Melvyn Redd (he arranges someone to cover if he is absent – Sandra Stokes has agreed to become deputy, to share this work).
Physical set-up of the church - turn on lights and heating; check loo roll, towels, soap; FS - move chairs round, organise children to take collection; put up hymn numbers; switch on sound system and get mikes to where they need to be; unlock side door and funeral door). Check welcomers ok and stand in for them if needed. Stay at the back of the church during service to greet latecomers and keep an eye out for anything that might be needed. Go and warn children's groups	A warden or assistant warden. A weekly rota ensures each person does only about 1 week in 5 or 6.

⁹ This version of this document does not include the names of the people who do various jobs, other than those who have formal or elected roles. This is because we did not have time to get the permission of everyone who would be named, and it seems unnecessary.

when they need to pack up and come back into church. Complete register of attendance (numbers only); count offerings and record sum; secure cash in safe; make sure that hall is cleaned up and tables and chairs all put away after coffee; empty bins; lock up (or make sure someone else will).	
Welcome people as they arrive; hand out notices, supplementary hymn books, toy bags, musical instruments (for FS); take the bread and wine up to the altar, take the collection, after the service tidy up and put books away.	Rota of welcomers (wardens organise the rota and training).
Lead (ie lead the service up until the end of the peace, a role which the readers often do).	Clergy or a reader.
Preside (over the eucharist part of the service).	Must be clergy.
Preach	Clergy or a reader (sometimes a guest preacher).
Readings	Rota of volunteers. If volunteer unable to be there, warden does this.
Prayers of intercession	Rota of volunteers. If volunteer unable to be there, clergy or reader does this.
Music	Andrew Parr, Naomi Morris, or John Richardson play organ. Andrew organises and trains the choir, and Naomi co-ordinates an ensemble for the FS.
Sound system	One person oversees, and is usually personally present to make sure it works.
Eucharistic Assistants (not robed) help to dispense communion. Eucharistic Assistants used to be licensed by the Bishop, but now the vicar and DCC can approve the list without reference to the Bishop.	The list of eucharistic assistants was approved by the DCC on 8 Feb 2018.

Servers (robed) – process with the clergy and Readers, assist them during the service, count numbers who take communion or come for a blessing, take the offerings plate and present it to presiding clergy. No license required.	Rota of volunteers.
Prayer Ministry	One person a week, clergy, reader or volunteer.
Creche and Sunday school (every week except FS) – physically set up the hall	Jane does this.
Creche and Sunday School (up to end KS1)	One person organises, rota of volunteers assist.
Pathfinders (KS2)	One person organises and leads, volunteers share the leading.
Travellers (KS3-4).	One person organises and leads, volunteers share the leading.
Taxi rota, to bring people who cannot transport themselves	One person organises the rota, several people drive.
Tea & coffee	One person organises the rota and obtains necessary supplies, several people volunteer.
Wednesday 9:15am service	This service follows the Morning Prayer order. It is not normally a communion service, except on Ash Wednesday and whenever an Evangelist's festival falls on a Wednesday. It is followed by a time of fellowship over coffee.
physical set-up of the church - turn on lights and heating; move chairs; switch on sound system and get mikes to where they need to be; put service booklets and psalms out on chairs. Set up the hall for and organise refreshments. At end of coffee time empty bins, check loo roll, towels.	Andrew and Deirdre Parr organise.

Lead/preside	Clergy, Readers and volunteers lead and take part in the service on a rota basis. The rota is drawn up by Andrew Parr.
Service at Westmill Lawns (sheltered housing community), 10am 1st Thursday of every month	
Practical set-up and organisation.	
Preside	Clergy or reader.
Messy St Mark's	An informal service for children and parents held each half-term at Oughten primary school.
	Jane presides and organises, helped by a team of volunteers.
Weddings	
Altar and church set-up including CD player if required, record numbers, count and record offerings, preside, open and lock up church.	All done by the clergy presiding, assisted by any welcomer or other volunteer present.
Baptisms	
Altar and church set-up including CD player if required, record numbers, count and record offerings, preside, open and lock up church.	All done by the clergy presiding, assisted by a member of the Baptism Visitors' team.
Funerals	
Altar and church setup, open and lock church.	Funeral verger, for a small fee.
Preside	Clergy or reader
Music (including recordings)	Director of music or clergy

Mission, Pastoral and Social Activities

Task or activity	Who does it, Comments
Mission	
Preparing the Mission Action Plan	The vicar, readers, the wardens will meet in Feb 2018 to start planning the MAP process, but the whole church will be involved.
Encouraging all members of St Mark's to do whatever their gifts enable them to do to living out the Gospel in practical ways (eg collecting during Christian Aid Week, supporting the Hitchin Foodbank); preparing a Prayer Cycle every year, providing subjects for prayer each day for the church and neighbourhood; encouraging the regular use of the Churches Together in Hitchin Prayer Link through which we remember the work of other churches in the town and they in turn pray for us.	Mission committee
St Mark's gives 10% of its general income to good Christian causes working locally, nationally and internationally.	Each year the Mission Committee recommends which causes should be supported, for the DCC to approve.
Alpha – a course designed to help people explore faith, intended for those who are new to faith. Originally developed by Holy Trinity Brompton, it is now run by many churches around the world. A flexible format, but with three core elements – food (a communal meal), a talk (using materials provided by HTB), then discussion.	St Mark's ran this course for the first time in Oct/Nov 2017, and two more are planned for Jan/Feb 2017. Jeni leads and organises, and volunteers provide the venue and food.
Pastoral/social	
Baptism visitors team visit families whose children are being baptised, to help prepare them. Starting in March 2018, it is intended to have an annual celebration to which all the families whose children have been baptised during the last year will be invited. The team will help to plan and organise this event.	One person co-ordinates a team of volunteers.

Pastoral visiting scheme – provides visits to elderly housebound or lonely people	One person co-ordinates a team of volunteers.
Bereavement group – visits families of people whose funerals have been conducted by the clergy or Readers of St Mark's, or who live within the parish, and organises the annual memorial service to which all people who have been contacted by the group during the year are invited. They now also assist in organising the Chenery's "In Loving Memory" service (for people whose loved ones did not have a church funeral).	One person co-ordinates a team of volunteers.
Daily Bread – ad hoc meals and support organised for those who are unwell, just had baby etc.	One person co-ordinates a team of volunteers.
Friday lunches – held monthly in the church hall, particularly for the elderly but others can (and do!) attend.	
Bible Reading Fellowship – uses Bible Reading Notes for daily reflections.	One person co-ordinates.
Hot Chocolate Club – a fellowship group for teenagers that meets on Sunday nights.	Organised and led by Jeni McQuaid.
The Group with No Name – a fellowship/activity group for children in KS2.	One person organises and leads, with some volunteers to help.
Fellowship Groups – there are currently four for adults, two evening and two daytime.	Three are hosted in people's homes, so require a host plus a leader (not necessarily the same person). One is led by Jane.
Little Lions baby and toddler group	Co-ordinated by Jane and one other, with volunteers.
Church-sponsored uniformed groups	One person organises Beavers, Cubs and Scouts; another organises Rainbows, another organises Brownies, all with volunteers to help.

Vicar's Discretionary Fund – set up and maintained by donation as a restricted fund, this is used for discrete (and confidential) pastoral needs.	Controlled by Jane. Anyone can suggest suitable recipients (suggestions usually come from clergy and Readers).
Sunday drinks – on the first Sunday of the month, gathering at the Angel's Reply at 8pm	Other than reminders in the notices, no organisation required.
Other social events – ad hoc	In 2017, DCC agreed a small number of events which were organised by DCC members or other volunteers. Will do this again in 2018, aiming to have reasonably regular and varied events, so that there's something for everyone.

GOVERNANCE, ADMIN & FINANCE

Task	Who does it, Comments
Governance (including Diocesan requirements)	
Organise DCC meetings and the church AGM; prepare agenda; prepare and disseminate papers and reports in advance; prepare minutes of meeting; once minutes agreed, put in folder in church so they are available to all.	DCC standing committee meet to agree the agenda, the rest is done by the DCC secretary.
Attend PCC meetings and report back to DCC.	Jane, wardens and PCC representative all attend the PCC, PCC rep prepares written report of PCC meetings for DCC.
Attend Deanery Synod and report back to DCC. The Deanery Synod is the governing body of the Deanery but in practice it is more a means of communication than a decision-making body.	Jane attends (as rural dean, but would attend anyway) as do wardens and the Deanery Synod reps (currently Louise Wills and Gail Young)
Make an annual report to the AGM re the furnishings and fabric of the church, including a certificate to the effect that the Church Property Register is up to date	This report comes from the DCC, wardens should prepare a draft for discussion and approval at the last DCC meeting before AGM.

Complete annual diocesan inspection forms (they arrive in April), and then meet the Archdeacon or his representative for the annual inspection.	The DCC standing committee collectively talk through the form, since it touches on all aspects of church life. The wardens complete the form, attend the inspection, and report back to the DCC.
Financial	
Annual stewardship campaign	2018 campaign to be planned by vicar with ministry team and wardens
Keep the church accounts and present formal accounts to DCC and AGM; make payments as required; prepare annual financial return to the Diocese.	Treasurer (Jim Weist).
Count cash donations and number (but not contents of) offertory envelopes, put in church safe.	Warden or assistant warden does this for each main service, for services where no warden, clergy or reader does it.
Take cash donations and offertory envelopes from the safe to the recorder of giving, count cash with him.	A warden (Joy Bennett). As a matter of good practice, two people should count the cash.
Bank cash and cheques (donations, hall rental payments)	Recorder of giving (doesn't have to be RoG who does this, but historically he has done it).
Gift aid – keep HMRC (gift aid) records and file regular returns ie record cash donations (anonymous but gift aid can be claimed); open offertory envelopes and record contents; check amounts of donations given by DD or standing order.	Recorder of giving.
Pay over money from standing order account to St Mark's main account (separate accounts are maintained as it makes record keeping easier)	Recorder of giving.
Approach new members of the congregation and ask them to consider making regular donation, discussing how to do that (envelopes, DD, standing order)	Recorder of giving Doesn't have to be RoG who does this, but historically he has done it, and it fits naturally (but not inevitably) with the role.
Fundraising	One person organises regular cake stalls in the market, several volunteers assist. Specific fundraising campaigns organised when

	needed (eg the centennial project) but none currently.
Record keeping	
A register of services must be kept, recording services held, who presided, number attending, number of communicants and non-communicants, sum of offerings.	Clergy and wardens.
A log book must be kept, recording all repairs and alterations carried out to the church building.	Wardens. Over the last few years the wardens have adopted the practice of recording repairs and alterations in their regular reports to the DCC, along with other matters being reported, then putting those reports in the log book. This seems to work reasonably well, but plays to the idea that all repairs are the wardens' job, and means all repairs, no matter how trivial, are in the reports – would be better if the person doing the work recorded it, and the warden checked it regularly and put highlights only into DCC report.
A Church Property Register, which records all the land and the property belonging to the church (including all the contents of the church), must be kept.	Both wardens. In 2017, the wardens did a new CPR, which for the first time was done electronically, which should make future updates easier. There is a hard copy, on which all property added to and removed from the church must be recorded.
If an accident occurs in the church (including its grounds) an accident form must be completed and retained.	Wardens.
Maintain the child protection register and present it to the AGM annually.	Safeguarding officer
Communications	
Notice sheet and readings – collate content, take copies and deliver to church in time for services, distribute by email.	Vicar's secretary.
Maintain the website	One person acts as editor; another does the actual uploading. Various people (particularly Jane and Jeni) offer content.

Facebook and Twitter	One person co-ordinates and manages this.
Three-monthly “what’s on” sheet – collate content and take copies	One person collates the information, the vicar’s secretary prints and distributes them.
Other	
Hall admin – take bookings, answer queries, show people round, make sure users have keys.	Rural dean’s secretary. As the hall is in very regular use, there is quite a lot of work involved in this.
Make sure any necessary faculty or archdeacon’s authorization is obtained before any works requiring them are carried out, or property acquired or disposed of.	Wardens
Produce four-monthly services rota, which shows for each service who will preside, lead, preach, read, lead prayers, music, assist, serve, warden, do prayer ministry.	Rural dean’s secretary, with contributions from Jane (preaching, leading and presiding), John Richardson (readers and intercessors), Melvyn Redd (servers and eucharistic assistants), and a warden (duty wardens).
Producing orders of service (ie instead of using the service folders).	Usually written by Jane or Andrew, vicar’s secretary or rural dean’s secretary does the collating and copying.
Copyright – make sure St Mark’s has an appropriate licence for music and words and record this regularly on-line with CCLI.	Arranged by the director of music.
Prepare annual mission statistics return.	Jane
Electoral roll – maintain the electoral roll, create a new one every six years, send annual returns to the Diocese.	Electoral roll officer (currently the rural dean’s secretary).
St Mark’s Directory. This contains the names, photos and contact details of those who choose to be in it – this is a purely informal document, there is no need to be on the electoral roll in order to be in the Directory, or vice versa.	Rural dean’s secretary.
Annually, close and lock the gate that blocks the entrance to the car park (ie as you turn left off St Mark’s Close) and also close and lock the gate at the Bedford Rd entrance of	Wardens

<p>the footpath. Keep them locked for 24 hours. This is to ensure that they do not become legally public rights of way. Usually done on the afternoon of Easter Sunday and unlocked late on Easter Monday, but another bank holiday will do. Record the time of locking and unlocking in the church log book.</p>	
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Church property, building and grounds

Task	Who does it, Comments
<p>Prepare and maintain St Mark's handbook, which includes maintenance schedule and information on fabric and housekeeping tasks.</p>	<p>The wardens are working on it.</p>
<p>Look after the building and furniture, doing regular inspections and repairs as per the maintenance schedule, and ensure minor repairs get done. When more major work is required, consider what needs to be done, and come to DCC with appropriate proposal, obtain quotes, supervise tradesmen.</p>	<p>Two fabric officers lead on this, with help from the fabric committee or any volunteers. The fabric committee also meets as required to discuss fabric issues and advise the DCC on those. A warden (Louise) is on the committee to be the contact point with the DCC, ensure records are kept, and ensure appropriate permissions are obtained from the Diocese where that is required for the work.</p>
<p>Regular cleaning of the foyer, toilets, hall and kitchen.</p>	<p>Used to all be done by volunteers, but it became too difficult to get volunteers, so from January 2017 the DCC agreed to pay for this service so now a commercial cleaning company does it. A warden liaises with that company, checks their invoices and forwards to treasurer for payment</p>
<p>Weekly clean of the church itself.</p>	<p>Wardens organise rota and instructions, a rota of volunteers do the work. One person does the hoovering every Saturday.</p>
<p>More intense "spring cleaning" days should happen at least once (preferably twice) a year.</p>	<p>ad hoc</p>

Wash altar cloths and purificators ¹⁰	One person does this.
Regularly maintain church grounds and garden areas.	Two people do this
Tidy “no man’s land” (the strip along Bedford Road outside the Vicarage wall and to the south of the large wooden cross) and clear the locked area behind the church (remove leaves, prune overhanging branches). Should be done twice a year.	Ad hoc; wardens organised working party in Nov 2017.
Flower arranging	Two people [Joy Hukin and Diane Porter] organise, a rota of volunteers does the work.
Organise quinquennial inspection (next due in April 2020), then ensure that works recommended by the quinquennial are implemented over the five-year period (subject to expenditure as authorised by the DCC), reporting regularly to DCC on progress.	Wardens are responsible for arranging the inspection and reporting to DCC, fabric committee advise on how best to do the necessary works.
Annual health & safety inspection (next due April 2018)	Louise Wills and Kevin Banks (assisted by fabric committee)
The wardens are the “responsible persons” for the purposes of article 3 of the Regulation Reform (Fire Safety) Order 2005. Article 9 of that order requires a regular fire risk assessment. This should be done annually.	Both wardens.
Annual fire extinguishers check (last done Jan 2017)	Chubb, the contractors, call Jane and organize a time. Anyone could let them in, but they call Jane because they have her number, they get in contact when they are going to be in the area.
Lightning conductor to be checked every 3-4 years (last done 5 Feb 2013)	Check booked for Feb 2018.
Maintain employers’ liability insurance (with Ecclesiastical Insurance)	DCC responsibility, treasurer ensures payments made.

¹⁰ A purificator is a white linen cloth used to wipe the chalice after each person has drunk from it.

Maintain buildings and contents insurance	DCC responsibility, treasurer ensures payments made.
Maintaining supplies of consumables: paper towels, loo roll, cleaning supplies (Fairtrade, ordered from Maggie), Velcro for the notice boards, grit for de-icing the paths.	Ad hoc, needs organizing.
Recharge microphone batteries	If present, Andrew & Deirdre Parr do this after the Wednesday service, otherwise Jane and wardens.
Organ maintenance and repair	The director of music ensures payment of annual maintenance contract fee and calls Eminent Organs for service when required.

SUMMARY AND POSSIBLE CHANGES

- 39. The process of preparing this document has been a useful one for the wardens and the ministry team. Simply collating the information into one place is useful as an audit, and to provide background for both the forthcoming stewardship campaign and the MAP. We hope it will also serve to inform the congregation, particularly those who are newer to church life, exactly how the church operates as an organisation, and how many people contribute in so many (often unseen) ways to it. We intend that it will support the annual stewardship campaign in March, by helping people to think about how they could contribute their time and talents, whether that be to share the burden in areas where others have worked for many years (such as cleaning and the taxi rota), or think of new ways that they can help that we have not identified.
- 40. The most important point to make is that we are in a strong and blessed position. St Marks is a happy, flourishing church where relationships are good and people are happy to pitch in and help. Our finances are reasonably good, and thanks to the hard work of many people over many years, including on the latest quinquennial, the church building is in a good condition, and does not cause us the burdens that some churches have. Having reflected on the roles and responsibilities, we think some change is required, but that is a matter of evolution as times and people change, not because of any fundamental problem.
- 41. Until now the vicar and wardens have met monthly, and the ministry team have met regularly without the wardens, but we have not met together regularly as a team to discuss the general business of the church. As a result

- of this review, we agreed to do that on a roughly quarterly basis, and that has already started. Those meetings will alternate with the current meetings (vicar and wardens, ministry team) so as not to generate a greater number of meetings than we currently have.
42. We have also agreed to prepare a fairly short document to give to people who are new in church but seem to be settling in, which explains who's who and how we are organised, and how to contribute financially and in other ways. That does not replace the personal approach to welcoming members, but it prepares the ground and gives them something to think about at their leisure. We intend to produce this at the same time as the stewardship campaign.
 43. The DCC is responsible for the maintenance and repair of the church, the grounds, and the movables in church (and the wardens are the legal owners of the movables). As a small church we have not had a formal verger or caretaker, and so over the years that side of things has tended to be picked up by the wardens. That became a burden, which we tried to alleviate by creating the fabric committee and the assistant fabric wardens. That has worked well, and we propose to rename the AFWs as "fabric officers", to reflect the fact that it is the DCC's collective responsibility, allowing the wardens to step further back from that, but with one warden continuing to be on the fabric committee, to ensure a continued close link with the DCC and full reporting. We also intend to create a housekeeping team to share some of the other building-related tasks, like monitoring the cleaning, organising working bees when the jobs that haven't been done for a while all get done, making sure the batteries are charged and loo rolls etc ordered, spots on carpet removed, cloths washed and church hoovered etc. As with the fabric work, a warden will continue to be involved on that side, to ensure the link and reporting to the DCC. That team will not have formal meetings, but we will have a dinner or other social event once a year to thank them, which acknowledges that they are a team.

Louise Wills & Joy Bennett, Wardens, February 2018