

Paper 01

Recruitment to the General Secretariat for the next decade and beyond

Human resources advisory group

Basic information

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|---------------------------------------|---|
| Contact name and email address | Geoff Shaw geoffshaw2810@sky.com Jane Baird jane.baird@urc.org.uk |
| Action required | Decision. |
| Draft resolution(s) | <ol style="list-style-type: none">Mission Council approves the updated job descriptions and person specifications (appendix 1) for the recruitment of the next General Secretary and Deputy General Secretary (discipleship).Mission Council supports the creation of a task group to formulate a strategy that will ensure that the URC is equipped to meet the challenges of being Church in the next decade and beyond. <p>(A proposal for the group is attached as appendix two).</p> |

Summary of content

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|---------------------------|--|
| Subject and aim(s) | <p>To ensure that the recruitment for the General Secretariat posts becoming vacant in 2020 is in line with the future needs of the church.</p> <p>To ensure that the URC has a means of creating a strategy to meet the challenges it faces today and in the future.</p> |
| Main points | <p>The General Secretary and Deputy General Secretary (discipleship) will retire in the summer of 2020.</p> <p>Before the recruitment process commences (June 2019) it is important to confirm that the General Secretariat is meeting the needs of the organisation and that the roles being recruited to are appropriate for the future needs of the United Reformed Church.</p> <p>There is a need to clarify how great a role the General Secretariat, particularly the General Secretary, should play in setting the future strategy and vision for the United Reformed Church.</p> |

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|---|--|
| Previous relevant documents | Paper B1 Mission Council May 2013 Paper O2 Mission Council November 2013. |
| Consultation has taken place with... | Current General Assembly Moderators Past General Assembly Moderator Synod Moderators * Committee convenors * Synod Clerks * Officers of Assembly* Church House staff * *Consultation carried out with these groups through a structured questionnaire with an opportunity for narrative comments. |

Summary of impact

| | |
|-----------------------------------|---|
| Financial | Minimal – expenses associated with a strategy task group (which may lead to future long-term cost savings). |
| External (e.g. ecumenical) | |

1. In the autumn of 2018 the General Secretary and Deputy General Secretary (discipleship) made it known that they would retire in the summer of 2020.
2. The human resources advisory group (HRAG) reviews new and amended job descriptions and person specifications, particularly in a recruitment situation.
3. The current General Secretariat structure agreed at Mission Council in 2013 and implemented when the present incumbents were appointed in 2014/2015 had not been reviewed since its creation.
4. HRAG was asked to undertake a review to investigate:
 - a) whether the restructure had met its objectives; and
 - b) the extent to which the structure should be altered in the light of the impending recruitment.
5. HRAG met with the two current General Assembly Moderators and immediate past Moderator Mr. Alan Yates who acts as the General Secretary's line manager. The same group of people has been involved throughout the review process.
6. HRAG therefore proposed that the wider church be asked for its views on the current structure, its suitability for the challenges ahead and on the General Secretariat job descriptions. It was felt that the most effective way to obtain these views would be by means of a structured questionnaire.
7. HRAG developed two questionnaires:
 - a) one for Church House staff to explore whether the objectives about team structures and management had been met;

- b) one for a wider group of those who come into regular contact with the General Secretariat including Synod Moderators and Clerks, committee Convenors, General Assembly Moderators and Officers of Assembly.
8. A timetable was devised which fitted with the requirements of the recruitment process, and the questionnaires were distributed in January 2019. The questionnaires included sections with multiple choice 'tick box' responses and the opportunity to expand on the response in a narrative format.
9. The two current General Assembly Moderators and the past Moderator, Alan Yates, were involved in the development process, the review of the results and the subsequent updating of job descriptions.
10. The results for the Church House staff questionnaire, indicated that on the whole the objectives of the 2014 reorganisation are being met and that it had met the needs of the URC in the intervening period. It identified a motivated workforce with staff being given time by their managers; however, it did identify a few management issues which will need to be addressed.
11. The Convenors, synods and Assembly Officers questionnaire (appendix three) also indicated that the overall objectives of the 2014 structure are being met, although not as strongly as the Church House staff. This group gave a spread of responses when asked about the 'delivery of agreed policies into the life of the church'. Whilst 74% felt it had been effective a significant number, 26%, felt it had been minimal. When asked about the structure meeting the needs of General Assembly and Mission Council there was a positive response 89%. When asked about support to synods this dropped to a much lower level 56%.
12. In responding to the question as to whether the General Secretariat structure set up in 2014/15 had met the needs of the URC in the intervening period 93% of respondents agreed totally or to a large extent.
13. However, when asked whether the structure was right for the future there was less certainty. Around 60% agreed totally or to a large extent that the structure is appropriate for the challenges the church faces (question 17). The responses to question 18 indicated little appetite for a reorganization of the three departments. In fact, some of the narrative responses cautioned against another reorganization.
14. Narrative responses indicated there is clearly a need to face up to the challenges we meet. However, it is also clear that the challenges are widespread and for the whole church and that will not be achieved by reorganisation at General Secretariat level.
15. Whilst the statistics provide a framework from which to explore the challenge posed in 10 above, it is in the narrative comments where we find some frequent themes and comments which can be summarised as follows:
 - a) There is a need, in the organisation, for an individual, or body, with a strategic vision of the needs of the denomination for the 2020s and beyond.
 - b) There is a need to facilitate, support and inspire the thinking of others in an environment which fosters and encourages change.
16. Responses to the way the roles of the General Secretariat might change and the qualities required by the new General Secretary and Deputy General Secretary (discipleship) were so wide-ranging as to be inconclusive.
17. HRAG listened to all that was being said and HRAG conclusions concerning the forthcoming recruitment are:

- a) The role of the General Secretary is that of someone who nurtures, supports and facilitates the work of others.
 - b) The General Secretary does not have responsibility for the strategic development of the church, but supports and contributes to it alongside others.
 - c) The General Secretary should be someone who can facilitate, support and inspire the thinking of others and who is able to foster an environment in which change is encouraged.
18. These conclusions have clear implications for the recruitment process. The job description and person specification have been revised for the General Secretary and this is attached as Appendix one.
19. Adjustments have also been made to the job description and person specification for the Deputy General Secretary (discipleship) role which, where appropriate, include a focus on change. This is also to be found in appendix 1.
20. HRAG and the review group (paragraph five above) acknowledge a strong and heartfelt need for the United Reformed Church to plan for the future and therefore recommend the creation of a task group to define and implement a strategy that will help the Church meet the challenges of the next decade and beyond. A proposal for such a group is shown at appendix two.

Appendix one

Revised job descriptions/person specifications for:

A General Secretary



Job description

| | |
|--|--|
| Job title | General Secretary |
| Area/department | General Assembly/General Secretariat |
| Reporting to | The General Assembly (via an agreed, specified Moderator of General Assembly) |
| Direct reports | Deputy General Secretary (administration and resources), Deputy General Secretary (discipleship), Deputy General Secretary (mission), Company Secretary, PA to General Secretary, and oversight of the Synod Moderators and Assembly Clerk |
| Location | Church House, 86 Tavistock Place, London, WC1H 9RT |
| Travel | Occasional travel in UK and overseas |
| Working hours | 40 hours per week |
| Salary band | Ministers stipend |
| <p>Job summary: To provide theological and pastoral leadership and operational oversight in service to synods and local churches of the URC by:</p> <ul style="list-style-type: none"> • implementing the policies and decisions of General Assembly/Mission Council • the management of Church House through the General Secretariat • ensuring links with the wider Church and the fostering and maintenance of positive external relations • demonstrating zeal for God. | |

Background: The General Secretariat was established to give delegated Christian leadership on behalf of the whole Church in establishing the Christian ethos throughout, and managing the work of, Church House. This Christian framework and ethos will be derived from the theology of the Church while also providing and developing effective and efficient ways of working.

The General Secretary and the three Deputy General Secretaries are the members of the General Secretariat; they work closely together as Christian leaders holding the confidence of the Church in order to ensure that the theology and ethos of the URC imbues all the work undertaken by the

various departments in Church House.

The particular work undertaken at Church House by each of the Departments facilitates the life and mission of the URC; and Church House itself is an integral part of the structure of the denomination. On occasion the members of the General Secretariat also have a representative function on behalf of the Church to secular bodies.

Principal responsibilities and duties

Provide theological and pastoral leadership which meets the current needs of the denomination and fosters an environment in which future needs are identified and implemented

1. Ensure that the life and mission of the URC are undergirded by its theological understanding, as expressed in the Basis of Union.
2. Advise on structures of the URC and their appropriateness for current and future needs.
3. Facilitate openness to new ways of organising and managing the life and work of the URC.
4. Facilitate, support and participate in a strategy task group.

Provide pastoral and operational oversight to the URC

1. Provide pastoral oversight to the Synod Moderators.
2. Respond to Synod issues and opportunities as appropriate.
3. Be an ex-officio member of all Assembly standing committees and the URC Trust.

Service both General Assembly and Mission Council

1. Agree the work of the agenda setting bodies.
2. Ensure the effective work and reporting of Assembly arrangements committee and Mission Council advisory groups.
3. Ensure the smooth and effective running of General Assembly and Mission Council.
4. Ensure decisions of General Assembly and Mission Council are reported and implemented. Act as required in relation to the disciplinary process and incapacity procedures.

Provide leadership to, and management of, the three Deputy General Secretaries who form the General Secretariat

1. Agree the objectives and priorities for each of the Deputy General Secretaries in the light of Assembly and Mission Council decisions.
2. Ensure Church House work plans are coordinated and delivered.
3. Foster a climate that channels the energy from competent, motivated specialists.
4. Monitor and manage individual performance within the Secretariat agreeing appropriate personal development.

Oversee the coordination of the work of Church House

1. Ensure the effective functioning of the General Secretariat team.
2. Ensure effective communications with Church House staff through team and Connective meetings and other mechanisms as required.
3. Encourage and ensure cross-department project and task groups to meet agreed objectives.
4. Manage the General Secretariat budget.
5. Ensure personal and staff compliance with all relevant legal requirements (e.g. health and safety, safeguarding, data protection).

Foster, and maintain, links with the wider Church

1. Develop relationships with senior officers of other Churches and be alert to opportunities for closer ecumenical links or collaborative work.
2. Represent the URC on national and international ecumenical bodies.
3. Work closely with the Secretary for Global and Intercultural Ministries and the Secretary for Ecumenical and Interfaith Relations on matters relating to partner Churches and UK ecumenical legal arrangements.

Ensure positive external relations

1. Speak publicly on behalf of the Church, in consultation with the Moderators of General Assembly and with the Communications Officer, and with others as necessary.
2. Act, as and when necessary, to maintain and protect the reputation and image of the URC, in conjunction with communications.

Working with committees and volunteers

This section lists the type and level of interaction that this role has with committees and other groups. It will vary from time to time and as directed by a General Assembly Moderator.

1. An ex-officio member of all standing committees that give direction to the work of the Church, attending when appropriate.

Revised January 2019

Expected Standards

This section refers to the way in which the job is done rather than the duties/responsibilities.

1. Promote a culture of open and effective communication to enable constructive relationships with internal and external colleagues.
2. Actively foster an environment which nurtures equality and cherishes diversity.
3. Promote, monitor and maintain best practice in health, safety and security.
4. Work collaboratively to develop a service culture which fosters continuous improvement.

5. Take responsibility for own personal development and support the development of others to enhance their skills and knowledge.
6. Promote, monitor and maintain best practice in data protection principles and practice.
7. Actively promote, manage and maintain best practice in safeguarding.

This job description reflects the overall scope and responsibilities of the role. However, it is not an exhaustive list and the job holder is expected to undertake any other reasonable duties that might be requested. All jobs change or evolve over time in order to meet organizational or departmental needs and this job description will therefore be subject to periodic review and change if required.

Person specification

Job title: General Secretary

| Requirement | Essential | Desirable | Measurement |
|------------------------------|---|--|--|
| Education and qualifications | <ol style="list-style-type: none"> 1. Ordained to the Ministry of the United Reformed Church* 2. Degree level or equivalent theological qualification | <ul style="list-style-type: none"> • evidence of keeping abreast with theological thinking | Application form, references and interview |
| Experience | <ol style="list-style-type: none"> 3. Change management 4. Conflict resolution 5. Crisis management 6. Collaborative and ecumenical working within and beyond the Church 7. Conciliar leadership | <ul style="list-style-type: none"> • exposure with the media | Application form and interview |
| Knowledge | <ol style="list-style-type: none"> 8. A wide awareness of contemporary political and social issues with an ability to reflect on them theologically. 9. An appreciation of, and sensitivity to, the complex nature of the URC, recognising the theological diversity within the denomination 10. An understanding of, and commitment to, a diverse church 11. The wider Reformed and other Christian traditions 12. Awareness of how organisations function and develop | <ul style="list-style-type: none"> • other faiths | Application form and interview |
| Skills and Abilities | <ol style="list-style-type: none"> 13. Able to inspire confidence 14. Demonstrate effective public speaking skills 15. Ability to think strategically and encourage others to do the same 16. Skilful manager of people 17. Sound leadership skills 18. Ability to foster a supportive staff community 19. Able to prioritise a demanding workload through effective time management and delegation 20. Effective pastoral and listening skills 21. Strong written skills 22. Analytical skills 23. Persuasiveness | <ul style="list-style-type: none"> • able to interact comfortably in a wide variety of contexts | Application form, references and interview |

*In accordance with the Equality Act 2010: Part 1, Schedule 9, there is an occupational requirement for the post holder to be an ordained Minister of the United Reformed Church.

B Deputy General Secretary (Discipleship)



Job description

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|--|---|
| Job title | Deputy General Secretary (discipleship) |
| Area/department | General Secretariat/discipleship |
| Reporting to | The General Secretary |
| Direct reports | CRCW Development Worker, Head of Children's and Youth Work, Safeguarding Adviser, Secretary for Education & Learning, Secretary for Ministries and a Personal Assistant |
| Location | Church House, 86 Tavistock Place, London, WC1H 9RT |
| Travel | Occasional travel in UK and overseas |
| Working hours | 35/40 hours per week |
| Salary band | Band 7 or Ministers Stipend |
| <p>Job Summary: Manage and lead the Discipleship Department and integrate its work into the overall work of Church House, ensuring its priorities and ethos reflect the theology and principles of the wider Church and hence further God's purposes. As a full member of the General Secretariat, share in the exercise of theologically-informed Christian leadership of Church House, ensuring the implementation of decisions of General Assembly or Mission Council and the effective running of the whole staff team.</p> | |

Background: The General Secretariat was established to give delegated Christian leadership on behalf of the whole Church in establishing the Christian ethos throughout, and managing the work of, Church House. This Christian framework and ethos will be derived from the theology of the Church while also providing and developing effective and efficient ways of working.

The General Secretary and the three Deputy General Secretaries are the members of the General Secretariat; they work closely together as Christian leaders holding the confidence of the Church in order to ensure that the theology and ethos of the URC imbues all the work undertaken by the various departments in Church House.

The particular work undertaken at Church House by each of the Departments facilitates the life and mission of the URC and Church House itself is an integral part of the structure of the denomination. On occasion the members of the General Secretariat also have a representative function on behalf of the Church to secular bodies.

Principal responsibilities and duties

A. Department management

1. Exercise leadership in explaining and demonstrating how theological principles shape the use of human and other resources in the life of the Church.
2. Develop and co-ordinate the work of the Department.
3. Foster effective working relationships with the Committees that relate to the Department's work.
4. Implement the decisions of General Assembly and Mission Council.
5. Manage direct reports.
6. As line manager:
 - Provide overall departmental representation within the Secretariat
 - Offer accessibility and presence for staff when needed
 - Share the 'big picture'/strategic issues and make connections between groups, providing staff with regular updates
 - Manage staff performance:
 - i. Ensure that staff are equipped to carry out the roles which they currently occupy, and where necessary identify suitable training to ensure that their skills are up-to-date and relevant
 - ii. Delegate work in an appropriate and supportive manner
 - iii. Provide decision-making support and, where appropriate, ensure decisions are taken in a timely manner
 - iv. Provide regular performance feedback to staff and conducting annual appraisal of direct reports with input from committee Conveners.
7. Manage the department budget.

B. Specialist role

Resource and encourage those concerned with helping the growth in faith and service (discipleship) among people of all ages:

1. Maintain an overview of the whole ministries of the Church and oversee the way in which they are developed and supported.
2. Keep up to date with developments in the understanding of discipleship in light of trends in contemporary society so that our discipleship initiatives remain contextual and relational.
3. Encourage the spiritual and organisational vitality of local churches enabling support materials available to synods, ministers and elders.
4. Advocate worship and theological reflection across the Church.
5. Act as Secretary to the pastoral reference and welfare committee.
6. Serve as the General Assembly representative in respect of the ministerial disciplinary process.
7. Ensure the denomination has safeguarding practices in place and up to date policies are available.

C. General Secretariat

1. Contribute fully to the Christian leadership expected of the General Secretariat both by sharing in its collective work and worship and by personal example.
2. As a member of the General Secretariat, support and implement the work of General Assembly and Mission Council.
3. Work with the Connective meeting of senior staff to share information and encourage collaboration.
4. Ensure good management of Church House.
5. Maintain a broad overview of the life and work of Church House and its interface with the wider URC.
6. Act as a member of General Assembly and Mission Council, share in the worship, theological reflection and decision-making of these Christian governance bodies.

Working with committees and volunteers

This section lists the type and level of interaction that this role has with committees and other groups. It will vary from time to time and as directed by the General Secretary.

2. Pastoral welfare committee: *meets three times per year, act as Secretary.*
3. An ex-officio member of all standing committees that give direction to the work of the department, attending when appropriate.

Revised January 2019

Expected standards

This section refers to the way in which the job is done rather than the duties/responsibilities.

1. Promote a culture of open and effective communication to enable constructive relationships with internal and external colleagues.
2. Actively foster an environment which nurtures equality and cherishes diversity.
3. Promote, monitor and maintain best practice in health, safety and security.
4. Work collaboratively to develop a service culture which fosters continuous improvement.
5. Take responsibility for own personal development and support the development of others to enhance their skills and knowledge.
6. Promote, monitor and maintain best practice in data protection principles and practice.
7. Actively promote, manage and maintain best practice in safeguarding.

This job description reflects the overall scope and responsibilities of the role. However, it is not an exhaustive list and the job holder is expected to undertake any other reasonable duties that might be requested. All jobs change or evolve over time in order to meet organizational or departmental needs and this job description will therefore be subject to periodic review and change if required.

Person specification

Job title: Deputy General Secretary (discipleship)

| Requirements | Essential | Desirable | Measurement |
|------------------------------|---|--|-----------------------------|
| Education and qualifications | <ol style="list-style-type: none"> Degree level or equivalent Proven theological competence | <ul style="list-style-type: none"> theological training | Application form/ interview |
| Experience | <ol style="list-style-type: none"> A wide spectrum of ministries Communicating ideas and concepts to a wide range of people Leadership and management | <ul style="list-style-type: none"> ecumenical working leading a small organisation | Application form/ interview |
| Knowledge | <ol style="list-style-type: none"> A wide awareness of contemporary political and social issues with an ability to reflect on them theologically The United Reformed Church and its structures An appreciation of, and sensitivity to, the complex nature of the URC, recognising the theological diversity within the denomination | <ul style="list-style-type: none"> safeguarding | Application form/ interview |
| Skills and Abilities | <ol style="list-style-type: none"> Proven organisational ability Ability to work as a member of a senior management team Creativity and imagination Able to inspire others Able to reflect on theology and context Able to think strategically and formulate short and long- term plans Able to develop a broad overview of the organisation Able to inspire, manage and motivate a team Able to facilitate cross functional team working Ability to make effective presentations to a variety of audiences Able to represent the work of a department to others MS Office suite, specifically Word, Excel, PowerPoint. | <ul style="list-style-type: none"> negotiating and facilitation skills managing budget | Application form/ interview |
| Other | <ol style="list-style-type: none"> Member of the United Reformed Church or member of a church which belongs to one or more of World Communion of Reformed Churches (WCRC), Disciples Ecumenical Consultative Council (DECC), the Council for World Mission (CWM)* A practising Christian* DBS | | |

*In accordance with the Equality Act 2010: Part 1, Schedule 9, there is an occupational requirement for the post holder to be a practising Christian.

Appendix two

Proposal for a: **Strategy task group**

| | |
|-------------------|--|
| Purpose | To help the URC to become more fit for God's purpose for the next decade and beyond |
| Remit | To review the whole life of the United Reformed Church to determine ways in which it can better: Fulfil its mission in the world Release resources for mission Support its members and churches Be an efficient steward of resources in the widest sense |
| Membership | 1 x General Assembly Moderator (past, present or elect) - Convenor 3 x Synod Moderators 3 x Assembly committee convenors 3 x local church members (lay) General Secretary 1 x Deputy General Secretary |
| Length of service | Initially four years with the possibility of serving an additional two years. (The initial group should have 'staggered' end dates to avoid the group all ending their service at the same time) |

Notes:

- The General Secretary and a General Assembly Moderator (past, current or elect) would be ex-officio members of the group
- Each of the first three constituent groups would select their representatives against a given brief
- The local church members would be selected by the Synod Moderators but should not be from the same Synods as the appointed Synod Moderators
- Convenor of the group would be selected by the General Assembly Moderators.

Appendix three

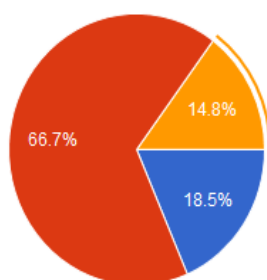
Graphical analysis of committee Convenors and synods group survey January 2019 page 15

Survey area one – overall Church house structure

Objective of the 2012 review was: To implement an effective structure which delivers in the three key areas of (a) management (b) professional advice/support (c) implementation

Question one

To what extent do you think the OVERALL OBJECTIVE outlined above has been met?

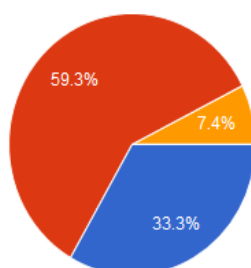


- Fully achieved
- Achieved to an acceptable level
- Achieved to a minimal extent
- Not achieved

| Total responses | | 27 |
|---------------------------------|----|----|
| Fully achieved | 5 | |
| Achieved to an acceptable level | 18 | |
| Achieved to a minimal extent | 4 | |
| Not achieved | 0 | |

Question two

Objective (a) management – ‘The oversight and leadership of Church House staff as they develop and implement the policies and activities as agreed by the governing bodies’. To what extent do you think the structure at Church House provides the framework for clear oversight and leadership at the General Secretariat Level (General Secretary and three Deputy General Secretaries)?

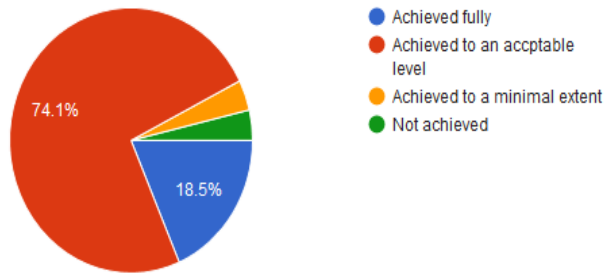


- Provides fully
- Provides to an acceptable level
- Provides to a minimal extent
- Does not provide

| Total responses | | 27 |
|---------------------------------|----|----|
| Provides fully | 9 | |
| Provides to an acceptable level | 16 | |
| Provides to a minimal extent | 2 | |
| Does not provide | 0 | |

Question three

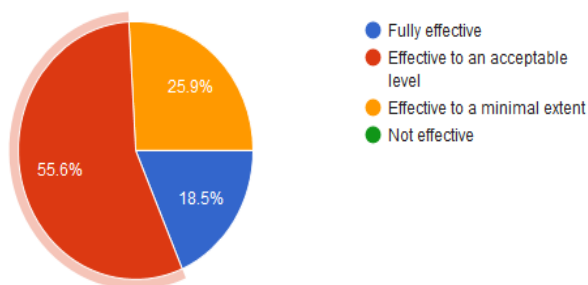
Objective (b) professional advice and support – ‘The provision of professional input, knowledge and expertise to enable decision making and implementation’. In your opinion the objective above has been:



| Total responses | Count |
|---------------------------------|-------|
| Achieved fully | 5 |
| Achieved to an acceptable level | 20 |
| Achieved to a minimal extent | 1 |
| Not achieved | 1 |

Question four

Objective (c) implementation – ‘The delivery of agreed policies and programmes into the life of the church’. How effective has the structure at Church House been in enabling the above objective to be met?



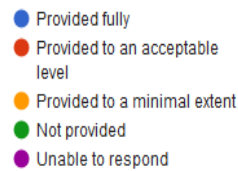
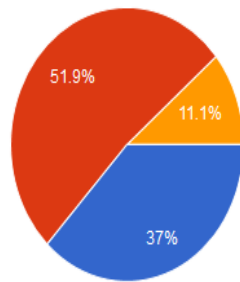
| Total responses | Count |
|----------------------------------|-------|
| Fully effective | 5 |
| Effective to an acceptable level | 7 |
| Effective to a minimal extent | 7 |
| Not effective | 0 |

Survey area two – the role of Church House

Objective of the 2012 review: To ensure that Church House understands itself as having three roles (a) providing a General Secretariat (b) providing service functions which meet the needs of the wider church (c) maintaining communications networks

Question five

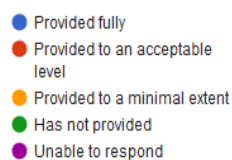
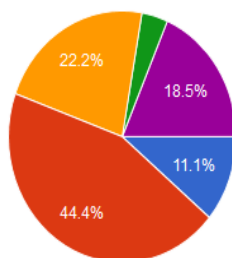
Objective (a) to what extent do you feel the structure at Church House has provided a General Secretariat that meets the needs of General Assembly and Mission Council?



| Total responses | 27 |
|---------------------------------|----|
| Provided fully | 10 |
| Provided to an acceptable level | 14 |
| Provided to a minimal extent | 3 |
| Not provided | 0 |
| Unable to respond | 0 |

Question six

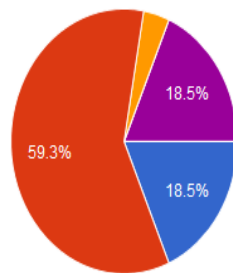
Objective (b) to what extent do you feel the structure at Church House has provided the service functions being sought by synods?



| Total responses | 27 |
|---------------------------------|----|
| Provided fully | 3 |
| Provided to an acceptable level | 12 |
| Provided to a minimal extent | 6 |
| Has not provided | 1 |
| Unable to respond | 5 |

Question seven

To what extent do you feel the structure at Church House has provided the service functions being sought by committees?

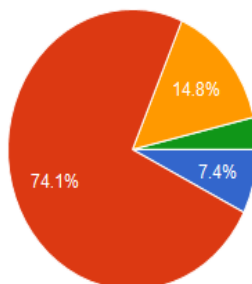


- Provided fully
- Provided to an acceptable level
- Provided to a minimal extent
- Has not provided
- Unable to respond

| Total responses | Count |
|---------------------------------|-------|
| Provided fully | 5 |
| Provided to an acceptable level | 16 |
| Provided to a minimal extent | 1 |
| Has not provided | 0 |
| Unable to respond | 5 |

Question eight

Objective (c) to what extent do you feel the structure at Church House has facilitated communication networks WITHIN the URC?

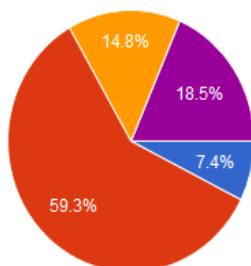


- Facilitated fully
- Facilitated to an acceptable level
- Facilitated to a minimal extent
- Has not facilitated
- Unable to respond

| Total responses | Count |
|------------------------------------|-------|
| Facilitated fully | 2 |
| Facilitated to an acceptable level | 20 |
| Facilitated to a minimal extent | 4 |
| Has not facilitated | 1 |
| Unable to respond | 0 |

Question nine

To what extent do you feel the structure at Church House has facilitated communication networks BETWEEN the URC and wider society?



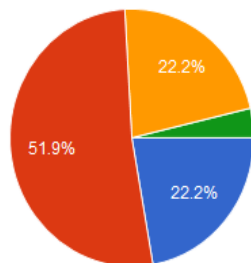
- Facilitated fully
- Facilitated to an acceptable level
- Facilitated to a minimal extent
- Has not facilitated
- Unable to respond

| Total responses | Count |
|------------------------------------|-------|
| Facilitated fully | 2 |
| Facilitated to an acceptable level | 16 |
| Facilitated to a minimal extent | 4 |
| Has not facilitated | 0 |
| Unable to respond | 5 |

Survey area three – department structure

Question ten

To what extent does the structure of the three departments still represent the most effective way of working?

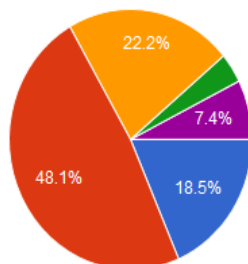


- It is the best structure
- It is effective to an acceptable level
- It is effective to some extent
- It is not effective
- Unable to respond

| Total responses | | 27 |
|--|----|----|
| It is the best structure | 6 | |
| It is effective to an acceptable level | 14 | |
| It is effective to some extent | 6 | |
| It is not effective | 1 | |
| Unable to respond | 0 | |

Question eleven

The structure provides a clear separation of roles and responsibilities between the three departments:

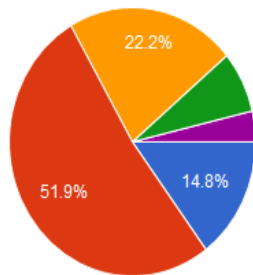


- I agree totally
- I agree to a large extent
- I agree to a limited extent
- I disagree
- Unable to respond

| Total responses | | 27 |
|-----------------------------|----|----|
| I agree totally | 5 | |
| I agree to a large extent | 13 | |
| I agree to a limited extent | 6 | |
| I disagree | 1 | |
| Unable to respond | 2 | |

Question twelve

The structure creates clear accountability for the development of specific initiatives and programmes which the Church has requested:

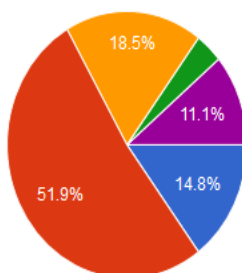


- I agree totally
- I agree to a large extent
- I agree to a limited extent
- I disagree
- Unable to respond

| | |
|-----------------------------|-----------|
| Total responses | 27 |
| I agree totally | 4 |
| I agree to a large extent | 14 |
| I agree to a limited extent | 6 |
| I disagree | 2 |
| Unable to respond | 1 |

Question 13

The changes have resulted in better coordination of the work being carried out:

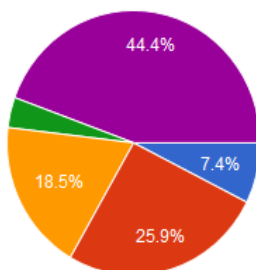


- I agree totally
- I agree to a large extent
- I agree to a limited extent
- I disagree
- Unable to respond

| | |
|-----------------------------|-----------|
| Total responses | 27 |
| I agree totally | 4 |
| I agree to a large extent | 14 |
| I agree to a limited extent | 5 |
| I disagree | 1 |
| Unable to respond | 3 |

Question 14

The 2012 review acknowledged that there was confusion between the roles of committee Convenors and staff line managers. The changes have enabled the confusion between the roles of committee convenor and staff line managers to be clarified:

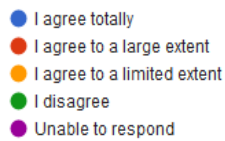
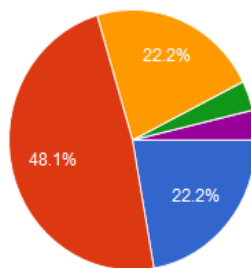


- I agree totally
- I agree to a large extent
- I agree to a limited extent
- I disagree
- Unable to respond

| | |
|-----------------------------|-----------|
| Total responses | 27 |
| I agree totally | 2 |
| I agree to a large extent | 7 |
| I agree to a limited extent | 5 |
| I disagree | 1 |
| Unable to respond | 12 |

Question 15

The discipleship department's responsibilities include: ministerial recognition, ministries training and equipping of the whole people of God, effective coordination of youth and children's work, equal opportunities and safeguarding. The discipleship department meets its responsibilities for the areas defined above with regards to its activities at Church House:

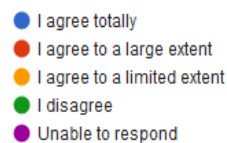
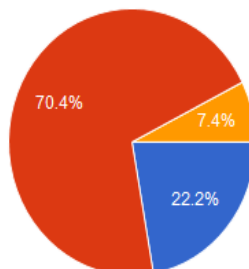


| Total responses | 27 |
|-----------------------------|----|
| I agree totally | 6 |
| I agree to a large extent | 13 |
| I agree to a limited extent | 6 |
| I disagree | 1 |
| Unable to respond | 1 |

Survey area four – looking to the future

Question 16

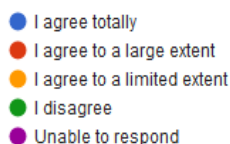
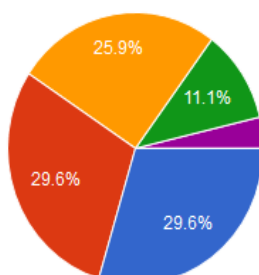
The current General Secretariat structure set up in 2014/15 has met the needs of the URC in the intervening period:



| Total responses | 27 |
|-----------------------------|----|
| I agree totally | 6 |
| I agree to a large extent | 19 |
| I agree to a limited extent | 2 |
| I disagree | 0 |
| Unable to respond | 0 |

Question 17

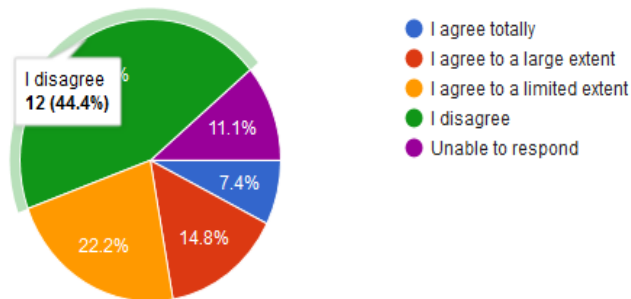
As we move into the 2020s the current General Secretariat structure is appropriate for the challenges we face:



| Total responses | 27 |
|-----------------------------|----|
| I agree totally | 8 |
| I agree to a large extent | 8 |
| I agree to a limited extent | 7 |
| I disagree | 3 |
| Unable to respond | 1 |

Question 18

The URC would be more likely to meet the challenges ahead if the activities currently undertaken across the three departments were re-organised:



Total responses 27

I agree totally 2

I agree to a large extent 4

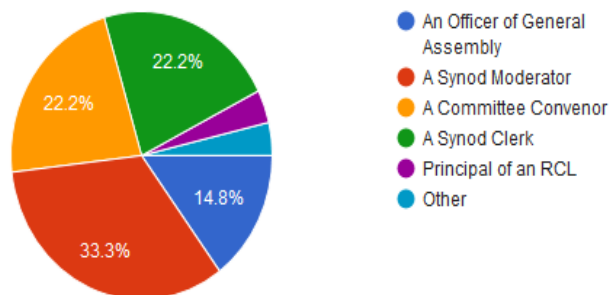
I agree to a limited extent 6

I disagree 12

Unable to respond 3

About you

I am completing this questionnaire in my capacity as:



Total responses 27

An Officer of General Assembly 4

A Synod Moderator 9

A Committee Convenor 6

A Synod Clerk 6

Principal of an RCL 1

Other 1