



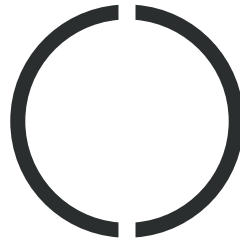
CENTRAL

# Development Map

2018 – 2021

<b>THE ETHOS &amp; VALUES OF CENTRAL CHURCH</b>	2
<b>GATHERINGS &amp; MINISTRIES</b>	6
<b>COMMUNITIES &amp; CONNECTIONS</b>	27
<b>CHURCH PLANTS</b>	38
<b>CARE</b>	41
<b>0 – 30s</b>	49
<b>OPERATIONS: VENUES   HR   COMMUNICATION   FINANCE</b>	63
<b>STAFF DEVELOPMENT &amp; INTERNS</b>	75
<b>CENTRAL ACTION PLANS</b>	84

Leadership: The overall implementation of the Map is the responsibility of the Senior Leadership Team, who are the executive leaders of the Church. This includes oversight of the Annual Action Plans and the Annual Evaluation Process. They, in turn, report to the Elders.



**The Ethos and Values of Central Church**  
Central Church is a Community of Jesus  
in and around the City of Edinburgh.

**OUR VISION IS:**

**Loving Edinburgh**  
**Being Family &**  
**Following Jesus**

**THIS IS OUR DNA.**

## LOVING EDINBURGH

We want to see the Kingdom come in every sphere of culture. We want to champion and catalyse justice and mercy for the marginalised and vulnerable in our city. We recognise Jesus' focus towards the poor. We want to be generous with all that God has given us and be responsible stewards for the benefit of our city and beyond.

There is an established culture of missional discipleship at Central, where people understand that we exist for the benefit of those who are not in the church. We are purposeful in our social involvement.

We have a world class gathering space for the facilitation of our vision in Central Hall Central Venues is an enterprise which runs parallel to the church, to facilitate city use. We collaborate with and equip those who work for and with the people of Edinburgh, including those most vulnerable, e.g.

CAP Debt Help Centre

CAP Job Club

Food Bank

Junction 42

LEAD

Bethany Winter Care Shelter

Tollcross Community Action

Network

We use Central Hall for church gatherings, and in addition we share it and have a Venue Team that facilitates city-wide use.

A key priority in this plan is to establish an holistic care centre and charity in order to further increase our aim to love Edinburgh through addressing the physical and mental well-being of the people in the city we love.

## BEING FAMILY

We want to create authentic environments of belonging across Central, where all people find true community. We want everyone to discover, develop and deploy their God-given gifts and talents. At Central, we believe everyone is equal and every voice is important. We value the contribution of all. Everybody gets to play.

Central currently comprises 27 communities with a focus on loving Edinburgh. The Central Vision Survey of Autumn 2017 shows that 54% of Central attendees are members of a community, 20% of these are members of emerging, or 'other' communities. Each community has an individual/unique focus. There are a number of emerging communities forming, as well as further informal groups. We want to be a church of communities, not a church with communities. To do this we will have greater flexibility for our community vehicles and certainty about our values.

Communities draw people together who may have similar interests, geographical locations and life stages, helping to create environments of belonging. Communities support people as they reach out in their everyday lives and in exercising and developing their God-given gifts. They provide a context for intentional face to face discipleship. They are places where accountable change and transformation starts within individuals and spreads throughout the city and beyond.

## FOLLOWING JESUS

Our desire is to pursue the presence of God and to live the purposes of God together. We believe that God is apprenticing us as followers of Jesus, and that we never stop learning how to follow Him. We will be disciples who make disciples, who go on to make further disciples. We are joining in God's mission of restoring and transforming this city and beyond.

In this Community we refuse to talk about the theory of Discipleship and want, rather, to offer people the tools of Discipleship. Our ambition is that every individual within our community:

- learns how to read the Bible for themselves and how to explain it to others.
- hears the voice of God for themselves and shares it with others.
- understands their faith and shares it simply and relevantly.

We desire, for every member of our church community, that they know who they are and that they serve using their own unique gifts.

We wish to see each other develop a living, growing, flourishing relationship with Father, Son and Holy Spirit – a relationship that is evidenced in every aspect of our lives.

# Gatherings & Ministries

## **GATHERINGS**

We have three Sunday gatherings (services) - 9.15; 10.30; 6.00. Each gathering has its own particular style that helps those in the gathering connect, worship and encounter God together. We have a large and varied demographic across our three gatherings. This presents a huge encouragement and point of celebration, but also a challenge as to how across three gatherings we feel and act like one church family. Gatherings can also refer to any event which gathers people together – e.g. prayer events.

## **WORSHIP MINISTRY**

We have an established worship ministry team led by a member of staff. The vision of the worship team is to be “a community of passionate worshippers; hungry for the presence and purposes of God and called to inspire our church family to seek an encounter with their Heavenly Father.” We desire worship to be a place of encounter, authenticity and creativity. We prioritise the presence of Jesus over performance but do so while playing with excellence and confidence. We seek Jesus individually before encouraging others to seek Jesus corporately. We choose and write songs that help give people a

bigger picture of who God is, and which we believe reflects the journey we are on as a Church family.

This team has over 60 members, who regularly serve at each of the three Gatherings on Sundays through music, PA and media. The whole team gathers regularly to receive training, build relationship and worship Jesus.

Our team also helps facilitate worship in other contexts, including communities, student and young adult ministries, staff team gatherings, 24/7 prayer weeks and partner churches (when they require help).



## **PRAYER & PROPHECY MINISTRY**

We have an established prayer and prophecy ministry led by a member of staff. The vision of the Prayer and Prophecy Team is to see our church family encounter Jesus and grow in deeper relationship with him through the practice of prayer and the opportunity to grow in hearing his voice. We have a Sunday Prayer Ministry Team, which is well supported and utilised at the 10.30 and 6.00pm gatherings and includes biennial re-training for the entire team. We have an annual week of prayer and fasting, which provides 5 gathering points for the whole church

family. Three times a year, we hold 24/7 weeks of prayer which encourages the whole church to come together in prayer. We have an established Prophetic Appointments service which offer appointments to the church family and city 3 times per month. We have a prayer room which is available for our wider community at all times. We have a well-established prophetic culture in our gatherings, where sharing of prophetic words is expected and encouraged and handled in community. Corporate and creative prayer is a key part of who we are as

a church family. This is an important part of how we experience, encounter and engage with God together. We provide training and further development in how to grow in hearing God's voice.

Our prayer and prophecy team has around 70 members who regularly serve on Sundays and at other points throughout the week. The Prayer and Prophecy team helps to facilitate engagement with God through prayer and the prophetic in our communities and with partner churches when required.

## **CREATIVITY MINISTRY**

We are a creative people who live in an inspiring creative city. Our church has some incredible creatives who are already influencers and professionals in their areas of expertise. We have songwriters, poets, writers, artists, architects, designers, joiners, photographers, public speakers, videographers and film makers. Some of these folks are involved in an emerging creative team, which currently holds responsibility for the shop window installations and the setups/images/videos/songs/liturgy we use and see on Sundays.

We believe that the most inspiring creative content finds its origin in our Creator. A creative ministry then is a ministry which gives expression to encounter with our Creator. We believe that when we seek God as creatives, we will be inspired to create content which impacts this city for Jesus.

## **TEACHING MINISTRY**

Our regular teaching point is on a Sunday in our three gatherings, where a mixture of thematic and expository teaching series helps us engage with who God is and who we are in a relevant and accessible manner. There is also a plethora of teaching experience and input across our church family in our communities, kids, youth, students and young adult ministries. We have a teaching team and wider teaching team who resource this ministry.

## CORPORATE ENCOUNTER WITH GOD

### WHERE ARE WE NOW?

Our gatherings are a significant place of corporate encounter with God for many people of different ages, backgrounds, cultures and demographics. We have a well-established prayer, prophetic and worship culture.

### WHY INVEST IN THIS AREA?

We're here because of Jesus. We want to be as close to him as possible. We want to be as much like him as possible. This happens by spending time with him – what we call 'encounter'. We believe this significantly and spiritually happens when we gather together in a place of worship, prayer and bible teaching.

We believe that knowing, loving and hearing from God is normal in the Christian life to which every disciple is invited.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We want our gatherings to be welcoming, accessible, simple and significant places of corporate encounter with God.

We want people to be confident in knowing and experiencing more of God and grow in who He has made them to be.

We want to see our prophetic, prayer and worship cultures deepen and grow. The introduction of **monthly 'Encounter' nights of word, worship and prayer** for the Church Family will encourage this.

We want to see a deeper understanding and practice of **Communion** grow amongst our church family. In the course of this plan, we will equip the church with further teaching on Communion and its significance.

## SEEKER – BELIEVER\* DEMOGRAPHIC

\*Working with the premise that we all find ourselves on a journey in our faith, people can fall into four demographics: septic, seeker, believer and leader. We believe God has asked us as his church to engage with all four.

A **seeker** is one who is seeking out truth and interested in engaging with matters of spirituality.

A **believer** is one who knows they are a disciple of Jesus.

A **leader** is one who is living as a disciple, seeks to make disciples, and is growing in confidence in the gifts and skills they have to share with others.

### WHERE ARE WE NOW?

For the last twelve years, our gatherings have been seen as a 'half time team talk' where believers and leaders have been encouraged and strengthened in their faith collectively. One of Central's strengths has been gathering people and communicating God's word. For a time we believed our gatherings required less attention and focus whilst we sought to establish and grow our communities and missional culture.

Pragmatically, as a city centre church, we still have people ready to listen and engage in gatherings and have increasingly found that these can serve alongside our communities in carrying and communicating the Grace and Truth of Jesus to spiritual seekers. In late 2017, we realised the necessity of moving forward afresh with a shared vision for mission and that our gatherings needed to adjust alongside the focus of our communities, to better reach spiritual seekers in our city.

### WHY INVEST IN THIS AREA?

Sceptics and seekers constitute 98% of the city, but currently our gatherings have been more invested in believers and leaders. We are potentially missing a large opportunity to reach spiritual seekers as a city centre church. Communities and Gatherings need to increasingly operate as one missional church. Mission needs to drive everything we are and do.

We see seekers increasingly accessing gatherings to explore faith and spirituality. According to the Central vision survey 2017, 50% of us have invited a non-Christian friend or family member to a Sunday Gathering in the last year. 80% of those who invited a non-Christian said that they enjoyed it.

We want to protect the areas where we have seen and are seeing God working powerfully, and at the same time shape our gatherings so that they become a space where experience of church is made entirely inclusive; so that a spiritual seeker has the same opportunity to encounter Jesus as the decade long member seated beside them. In order to best include the seeker and early believer, we need to take a hard look at the areas where the programme, language and format creates an unnecessary barrier and hold these things lightly.

## SEEKER – BELIEVER\* DEMOGRAPHIC

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Welcome & hospitality, teaching, language, story-telling, the building, our website, children/youth ministry and the whole gathering experience, for all ages, will be re-orientated towards helping people at different stages of their spiritual journey engage with and encounter God.

We will create a clear strategy and rhythm of celebrating **major festivals and cultural events** as an easy access point to our church for the spiritual seekers in our city.

We will develop a **stronger connections pipeline** to help people settle in to Central – one that includes effective support and follow up for our new believers.

We will develop and hold a **'whole church' alpha course** to be initially held in the first year of this plan.

In expectation of growing numbers, we will **explore planting a new gathering** on a Sunday that has a different style/focus from the existing three gatherings. If for example, we see an influx of new believers, the focus may be on early stage discipleship.

## BELIEVER- LEADER\* DEMOGRAPHIC

### WHERE ARE WE NOW?

We are beginning to intentionally invest in making our gatherings more focused for a seeker-believer, instead of a believer-leader grouping. However, our church is currently mostly made up of believers and leaders and we want them to continue to flourish as disciples of Jesus in this city.

In the 2017 vision survey 72% of participants agreed that 'Central has been helping me to become more confident in my faith'. We want this to continue.

### WHY INVEST IN THIS AREA?

We want to see our believers and leaders continue to grow and mature in faith and discipleship together. We need to create new spaces of gathering and encounter for our believer-leaders. This includes places of leadership development and teaching/equipping without consciously having to communicate in an accessible way for the spiritual seeker.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will launch a monthly night of **word, worship, prayer and storytelling** for our church family called 'Encounter'.

We will develop and grow our annual '**Weekend at Home**' for the Church Family.

We will clarify and invest in our rhythms of **corporate prayer**, (24-7 prayer / half nights of prayer / January prayer and fasting week).

\* see above

## ONE FAMILY

### WHERE ARE WE NOW?

In the 2017 vision survey, when asked to respond to our vision statement, (loving Edinburgh, following Jesus, being family) 'being family' was rated less effective than the other two. Only 15% felt we do this very well, whilst 43% felt we do this quite well. Two in five (40%) felt we do not do this very well, or not at all well. This is a contrast compared with the other two statements.

We also know from this report that when people are involved and committed as All-in members, with a commitment to one team, one community and one gathering, they are much more likely to report feeling like family.

It is easy for a consumer culture to grow in a large city centre church, where the few do the work of the many to enable our gatherings. We need to serve like family and our teams could be better served and accessed by more people who currently just attend gatherings.

### WHY INVEST IN THIS AREA?

We have a significant challenge as a large city centre church with three different gatherings to 'feel like family'. If we are going to be family, we must be intentional in behaving as a family. That means investing time in each other and doing things together that build on the vision that God has given us as a church. 'Family' will be reinforced as we go together and love Edinburgh.

According to the Central Research report on unchurched millennials (Aug 17) the word 'family' had strongly positive connotations. However, we do recognise that for some, the notion of family has less positive connotations and we aim to be mindful of and sensitive to this.

We believe this is who God has made us to be: imperfect, and incomplete, but family nonetheless.

## ONE FAMILY

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Our gatherings have differing styles and can appeal to different demographics. This can be a strength in that there is 'something for everyone'. Moving forward, we want to ensure that each gathering includes a broad range of age and background demographics. **We will encourage all our gatherings to be intergenerational to enhance our aim to be 'one family'.**

We will continue a yearly rhythm of 'All In' commitment to God and each other within the annual church family weekend.

We will continue to develop our 'In the round' set up for Sunday gatherings. We feel this more accurately expresses who we are when we gather – inclusive, equal and participants together in the encounter of God. We want to see an **increase in the % of people reporting that they feel 'like family'** in a repeat vision survey in 2020. We will also see an **increase % in people understanding what 'All In' means** as a yearly rhythm of commitment to God and each other. We will see **teams grow in number**, with an **increased number of people committed to 1 Gathering 1 Team 1 form of membership.**



### DEVELOP THE ACCESSIBILITY OF GATHERED WORSHIP FOR THE WHOLE CHURCH FAMILY

- EVERY MINISTRY
- EVERY COMMUNITY
- EVERY GATHERING/  
LARGE & SMALL

#### WHERE ARE WE NOW?

We have a worship ministry which is largely focused on Sunday gatherings, as we help create space for people to encounter Jesus more and more. However, worship in other areas of church life is much less consistent. There is a bit of a disconnect between what we do on a Sunday and how communities go about worshipping God when they gather.

#### WHY INVEST IN THIS AREA?

We don't want to leave gathered worship 'to the professionals', but to create a culture which equips worshippers to lead in every context and with any ability.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will **create and develop a robust resource which equips communities** of all shapes and sizes to worship God together. This will reinforce the connection with our communities.

We will **train and send out worship leaders** who carry a desire to see people encounter God in worship, (no matter the setting).

We want to **develop a culture of worship** which is carried and practised by every leader in Central.

### CONGREGATIONAL SONG WRITING

#### WHERE ARE WE NOW?

We have a growing team of songwriters who are passionate about writing songs which reflect where we are as a church. Some are being sung on Sundays already and some we plan to introduce over the course of this plan.

#### WHY INVEST IN THIS AREA?

We believe we can and should write songs which are worth singing and reflect the journey which our church is on. Whilst we still continue to sing songs written by global worship ministries, there is a need for us to be singing songs which ground us in who God says we are specifically in this city and this nation; for our context and for the vision God has given us.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will have an **established rhythm of writing and introducing new songs** which are birthed from the journey we are on together as a church.

We will see these songs being owned by, not just sung by, our church family. This will mean **continued investment in recording projects** which resource our church and others.

### INCLUSIVITY IN WORSHIP

#### REFLECTING THE SHIFT IN SUNDAY GATHERINGS TO SEEKER-BELIEVER

We are beginning to see this shift on Sundays already, having provided some training for our worship leaders to simplify and explain as they lead, and with the slight shift in responsibilities to give worship leaders more opportunity to verbally frame what we're doing when we worship.

We want to lead worship in a way which is inclusive to the seeker as well as the believer, of all ages. Understanding the meaning of what we sing will enhance worship for all.

We want to see Sundays become a consistently **inclusive space** for people to encounter Jesus in worship, at whatever their stage in the faith journey.

### WORSHIP WHICH ALSO REFLECTS THE INDIVIDUAL JOURNEY OF EACH GATHERING

#### WHERE ARE WE NOW?

We are aware that each gathering at Central feels different. We affirm where we see God working through those unique expressions of worship. We have begun to look more intentionally at identifying the worship leaders who best serve each Sunday gathering's differences in style and approach.

#### WHY INVEST IN THIS AREA?

We are one church with three gatherings. However, we also want to recognise that often God is meeting with each gathering in its own unique ways. We want to create space and build team around ensuring that each gathering is best equipped with worship leaders and teams which understand the uniqueness of each space and people group, and lead worship knowing the journey each is on.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will **set out a clear and carried through vision for each gathering** which reflects the people attending and best equips them to worship.

We will **establish worship leaders who are confident in leadership and who help to shape the vision for each individual gathering.**

### MATURING IN PROPHECY & INTERCESSION

#### WHERE ARE WE NOW?

Through the Prophecy Course we have equipped many people in a greater awareness of the Gift of Prophecy.

We have encouraged a culture of listening and sharing what God is saying both in gatherings and elsewhere.

We have many ad hoc intercessors with a heart to pray for the church and city.

#### WHY INVEST IN THIS AREA?

It is clear from Scripture that the Lord does nothing without revealing his plans to his servants the prophets; that the purpose of prophecy is to build up the church and also that our land is healed through humility in prayer.

As our church continues to grow and step into new things we want our mature prophetic people and intercessors to be feeding into those directions and decision-making. A more established team would make the lines of communication clear and serve the church better.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will implement next level **training for prophetically gifted people**, (post-prophecy course) and **develop several more prayer and prophecy huddles** to grow mature prophetic leaders.

We will have **clear spaces and channels of communication between the prophecy and intercession teams** to feed into leadership as well as **established spaces for private and corporate intercession**.

Continued investment in our **prayer ministry team** as they serve Sunday gatherings for seeker-believers.

# PRAYER & PROPHETIC MINISTRY

## 24-7 PRAYER

### WHERE ARE WE NOW?

We currently run three 24-7 prayer weeks a year with a fairly high percentage of engagement across the church. We have a permanent prayer room which, outwith the 24-7 prayer weeks, is booked about a quarter of the time. The creativity discovered through 24-7 prayer has infused significantly into other areas of the church.

### WHY INVEST IN THIS AREA?

We want to be a church family that embraces the values of 24-7 prayer. Prayer has been such an important part of our journey as a church family and will continue to be. It is an 'All Play' activity open to every person coming around Central. 24-7 prayer weeks and other times that carry that same vision, help us in both personal and corporate encounter. 24-7 prayer has established important characteristics for us as a church (creativity) and has birthed significant things for our family (Muddy Pearl, MCs, etc).

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will **establish a 24-7 team from across all 3 gatherings** – representing a wide demographic of investment.

We will **strengthen rhythms of prayer** in communities including sharing stories and resources as appropriate.

The enhanced church Calendar will mean there will be greater notice of 24/7 weeks for our church family.

We want to see:

- a **swell in corporate participation around 24-7 prayer weeks** across all demographics.
- continued openness to **experimenting with new ways of praying together** as a church, including **monthly nights of word, worship and prayer** for the church family.
- continued investment in our prayer room.

## CORPORATE PRAYER & PROPHECY

### WHERE ARE WE NOW?

We currently have a real openness to the prophetic in our gatherings and have established effective ways of sharing and responding to what God is saying. We are committed to giving prayer a prominent place in our gatherings as a corporate act through worship, creativity, liturgy, etc.

### WHY INVEST IN THIS AREA?

Creating room for prayer and prophecy to be a normal part of our expected encounter with Jesus in a gathered setting is so important in not only upping our expectation that God is present and wants to speak, but also in building understanding of what prayer and the prophetic are for our church family. Through Restart the Heart, (monthly Sunday night gathering of prayer & worship, ended June 2018), we learned many things that will continue to be embedded going forward. Learning to listen to God and respond in a corporate setting, learning to pray together in our gathered spaces are such a key part of who we are and also to the growth of our family, regardless of where they are on their journey of faith.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will continue to **make space for listening and responding** in our gatherings.

We will continue to embrace and employ **creativity** in how we respond and engage in our encounter with Jesus.

We will develop accessibility and normality of **prayer and prophecy in every gathering** and across the demographics, (kids, seniors, families, students, 20s, youth).

We will continue to **communicate** clearly what we're doing, what is happening and what things mean as we pray and prophesy.

We will see these things established and grown through our **monthly 'Encounter' nights**.

## PRAYER & PROPHECY IN COMMUNITIES & MINISTRIES

### WHERE ARE WE NOW?

Currently we have seen prayer and the prophetic begin to flourish across a number of ministries and communities; as the culture in our gatherings has developed and established, this has infused into other areas as there is a growing expectation across our church family that God will speak.

### WHY INVEST IN THIS AREA?

This way of encountering Jesus is not just reserved for particular people, or particular events or places. This is a whole family endeavour – everybody gets to pray. God wants to speak to everybody. Building a culture where each community and ministry engages dynamically with prayer and is growing in confidence in the prophetic, will be an important part of their growth individually and consequently our growth as a whole church family.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Continued **input and training** will be available through prophecy courses, prophetic appointments and input at leadership training/events. We will also explore developing decentralised training for communities.

We will **develop prophetic resources** for huddle leaders across the church. This further promotes connection with communities.

We will **more widely communicate stories** of communities with individual testimonies of God speaking to them as they love Edinburgh.

## A NEW CREATIVE MINISTRY

**WE WANT TO START A NEW CREATIVE MINISTRY THAT IMPACTS AND ENGAGES THE CITY WITH JESUS THROUGH ARTS AND MIXED MEDIA. WE ALSO WANT TO DEVELOP A SPACE FOR CREATIVE DISCIPLES IN OUR CHURCH TO ENGAGE IN MISSIONAL DISCIPLESHIP.**

### WHERE ARE WE NOW?

There are a number of areas in our church life where we lean heavily on our creative people, through our gathered prayer and worship and as we engage with and seek to love the creative arts in Edinburgh. However, there are not currently leaders who are released to fully support, nurture and equip these creative individuals.

### WHY INVEST IN THIS AREA?

As God's image bearers, we are called to creativity and significance. We create because God creates, and our best works may last for eternity.

We believe that the establishment of a creative ministry with a strong volunteer culture will naturally give voice and affirmation to creative communities already in existence and encourage the formation of new communities.

We believe loving Edinburgh involves engaging with the seven mountains of culture, and that the particular flourishing of this city will always involve the flourishing of creativity & arts. Creativity is a key cultural identity of our city. There is therefore a significant opportunity to engage with our city in this way.

We sense God speaking to us about this for now. We have a church full of creative influencers, many of them professionally engaged in arts & media in the city, as well as a significant proportion of our staff and leadership team who are naturally creative. There is a hunger and appetite to use and harness this creativity together to help us follow Jesus more authentically and share him with the city.



## A NEW CREATIVE MINISTRY

WE WANT TO START A NEW CREATIVE MINISTRY THAT IMPACTS AND ENGAGES THE CITY WITH JESUS THROUGH ARTS AND MIXED MEDIA. WE ALSO WANT TO DEVELOP A SPACE FOR CREATIVE DISCIPLES IN OUR CHURCH TO ENGAGE IN MISSIONAL DISCIPLESHIP.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Over the course of this plan, we want to see:

- The formation of a creative leadership team (volunteer & staff).
- The establishment of creative communities.
- Disciplines of creativity united in one vision & focus, with safe and encouraging spaces to experiment and grow together.
- Showcase/installation spaces for missional engagement with the city and those in and around our new creative communities
  - particularly during the Edinburgh Festival Fringe.
- Fresh content and creativity released across the church and especially into our gatherings.
- A regular rhythm of mixed-media releases which equips and resources our church and this city to worship God.

We want to continue to develop our **shop window** as an installation space that speaks to the city and engages spiritual seekers.

We want to **share our best learning** on this with other churches in the nation. We will **establish a creative blog** which highlights what we've been doing.

### TEACHING FOR THE WHOLE CHURCH FAMILY

#### WHERE ARE WE NOW?

Teaching happens regularly in Sunday gatherings and across the church family in our communities, kids, youth, students and young adult ministries.

We have begun to engage with teaching in a format that better engages with the spiritual seekers in our Sunday gatherings. Thematic and expository teaching series aim to form and deepen our faith, whilst also allowing people to consider the person of Jesus for the first time.

#### WHY INVEST IN THIS AREA?

We believe that as the Bible is opened in a context of worship and prayer, God speaks to us and encounters us personally. Truth, encouragement and challenge is articulated for our city.

We believe that the Bible shows us Jesus and tells the story of who God is and what he does. We see how God has been faithful and powerful among his people down through the generations. Our church community is committed to making the story of Jesus – told throughout the whole bible – the starting point and guide for the way we live, the ultimate standard of truth.

It is therefore important to us that the teaching of God's word is central to what happens as we join together across our gatherings and communities. We want to teach, train, stretch and challenge each other as we allow the story of God to live in us and spill out of us. Speaking out and declaring the truth and grace of God in our teaching and preaching is one of the primary ways we believe hearts can be reconnected and reconciled to the heart of God.

### TEACHING FOR THE WHOLE CHURCH FAMILY

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

---

We will shape teaching series for Sunday gatherings that engage a **seeker-believer** audience.

We will identify and resource teaching opportunities for the **believer/leader demographic** in our church family, including a teaching blog.

We will continue to **train up and release a new generation of men and women to preach and teach** across our wider church family, including communities.

# Communities & Connections

## CLARITY OF THE COMMUNITIES' VISION ACROSS THE CHURCH

### WHERE ARE WE NOW?

We have a clear statement of the vision and values of our Communities.

The October 2016 Leaders' Weekend was focused on this simplified vision.

We started to recast the Communities' vision across the church at our 2017 Weekend at Home.

### WHY INVEST IN THIS AREA?

People gather round a clear vision.

We want to encourage more people to start Communities.

20% of participants in the 2017 survey listed their communities as 'other'. We would like to ensure that a higher percentage of these Communities are open to connect into.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Every Central leader is able to confidently explain the **3 values of communities**.

We will have **greater diversity** in community styles.

In a repeat survey **only 5%** list their community as "other."

## INVOLVEMENT IN COMMUNITIES

### WHERE ARE WE NOW?

45-50% of our people are involved in communities

We are currently working with Central Youth, 20s and business people on what Community looks like for them.

Loving Edinburgh, Being Family and Following Jesus are all strengthened in our Communities.

### WHY INVEST IN THIS AREA?

80% of a group of 47 Community members said what they most value about being in a community is the friendship, support and opportunity to share life that Communities make possible.

Communities are the primary place we Love Edinburgh.

In Communities people can run with their dreams and have a go.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will have:

- **70% of the church** involved in communities.
- successfully **multiplied 4 strong communities**.
- have **6 more geographical communities**.
- some **youth communities** established.
- developed a **community strategy** that works better for **20s**.
- **stories from key leaders** about their involvement in Community which will be a regular feature of gatherings and Central communications.

## VISIBILITY OF COMMUNITIES AROUND THE GATHERINGS & VENUE

### WHERE ARE WE NOW?

Community stories are regularly mentioned by hosts and Communities are talked about at most gatherings.

A Communities' fair runs twice a year.

Students encouraged into community from first visit.

There is almost no physical information, or communication about Communities in the venue.

### WHY INVEST IN THIS AREA?

Most people connect with Central first through a gathering.

Many people say it is hard to find the right Community through the website.

We need to work on connecting newcomers at gatherings with Community leaders and members.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Information about our Communities is presented creatively around our venue.

There are simple ways newcomers can meet people who help them get connected into the church and Communities.

Places for newcomers to connect are clearly advertised.

We have established at least 2 Welcome Communities where newcomers can stay until they find a Community to join.

## RAISING LEADERS WITH AN EXPECTATION OF COMMUNITY INVOLVEMENT & LEADERSHIP

We regularly run an Emerging Leaders' Course.

Communities are a key part of our vision.

To have greater number of Communities we need more people to lead them.

We will ensure that all courses for emerging leaders have an even stronger emphasis on leading in a community context.

## RAISING LEADERS WITHIN COMMUNITIES / HAVING A CULTURE OF DISCIPLESHIP

### WHERE ARE WE NOW?

We have a small number of leaders emerging from within Communities.

It can be hard for leaders to find time to invest in developing potential leaders.

City culture is such that people move on regularly.

### WHY INVEST IN THIS AREA?

We are committed to continuing to develop a culture of making disciples who make disciples.

We believe discipleship is not just information and that the best place to learn how to lead is alongside an existing leader.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We want to see **50% of new Communities being birthed out of existing Communities or new starts by people raised up to lead within an existing Community.**

## DISCIPLING & TRAINING COMMUNITY LEADERS

We have discipleship groups for Community leaders, (huddles).

We run biannual Leaders' Weekends.

We want to continue to support, disciple, encourage and champion our Community leaders.

We will have a **greater number of huddle leaders.**

## COACHING NEW & EXISTING COMMUNITIES

We do this through supporting leaders and offering coaching to existing Communities.

We meet with any group wanting to start a new Community and train and coach them.

Coaching leaders within their own context is the best form of apprenticeship.

The majority of **coaching new and existing Communities** will be done by volunteer leaders.



## PASTORAL CARE IN COMMUNITIES

### WHERE ARE WE NOW?

A lot of pastoral care happens naturally in our Communities.

There are people who are naturally pastorally gifted.

We have LifeCare Training available.

We have Central LifeCare and counselling appointments available.

### WHY INVEST IN THIS AREA?

To equip Communities with tools that help them better live out the 'one anothers' of Scripture.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

There is one or more **designated pastoral leader** within each Community.

**One person**, (might be the same person but could be different) **who has taken the LifeCare course** within each Community.

We have an up to date **referral list of care resources** for Communities.

## DEVELOPING THE COMMUNITIES' VISION ALONGSIDE OTHER MINISTRY AREAS

We are one church with gatherings and Communities.

Communities include people from every other ministry in the church.

We will be more effective if we work together.

The **Communities' Team** includes **people from every ministry area** working together to strategically implement the Communities' / Church vision.

### AN AMAZING WELCOME ACROSS COMMUNITIES & GATHERINGS

#### WHERE ARE WE NOW?

It can be hard to identify newcomers at the 10.30 and 6.00 gatherings. Our natural reserve makes introducing ourselves to people we don't know counter cultural.

The Welcome and Hospitality teams have found it hard to recruit volunteers. We have added hospitality before the 10.30 and 6.00 gatherings which has been very well received.

The 9.15 Gathering is strong in spotting and warmly welcoming every newcomer.

#### WHY INVEST IN THIS AREA?

The 2017 survey showed that the church has a sense that there are challenges with our welcome and hospitality.

Feedback to the Communities & Connections Team shows us the whole church needs to be the Welcome Team. We need to inspire the whole church to take responsibility for this.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

A repeat survey shows that in the Welcome and Hospitality areas we have significantly improved.

Feedback shows that the Welcome and Hospitality teams are well supported by the church in welcoming newcomers to the gatherings.

At least one Welcome Community is established for the 10.30 and one for the 6 Gathering.

We have identified and deployed our naturally gifted connectors.

### A CLEAR & EFFECTIVE FOLLOW UP PROCESS FOR VISITORS TO GATHERINGS

If someone comes to the Welcome desk and fills in a card, we have an email follow up.

Talking to people is far more effective than electronic contact.

We will have a Follow up Team who will meet with newcomers. Every newcomer we make contact with is followed up with the offer of a meeting with a church member as well as information by email.

## A CLEAR WAY NEWCOMERS CONNECT & LEARN ABOUT THE CHURCH

### WHERE ARE WE NOW?

People are invited to go to the welcome desk after gatherings to find out more about the church and this regularly happens.

It can be challenging in a large group to find people to connect newcomers to, i.e. Community leaders.

We have run courses and lunches for newcomers regularly over the years.

### WHY INVEST IN THIS AREA?

Meeting key people and joining a Community are the two primary ways people get connected. This does not always happen without some effort on a newcomer's part. Being fully connected to Central means being part of one gathering, one team and one community. This needs to be easier for newcomers to do.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will have a **warm and inviting Connections Area** after gatherings where newcomers can meet others and find out more about the church. We have over 30 people registered on the Welcome Team, but not all are active. We would like to develop Communities around welcome, as we feel this will be more effective. In the course of the plan, we hope to **establish two welcome Communities** — one established for the 10.30 and one for the 6 gathering. A community-based model should help us **identify and deploy our most gifted connectors**.

## ALPHA

Most of the courses have been run by our Alpha Community for a number of years. They have tried to combine the values of Alpha and our Communities with some success and some challenges. We believe Alpha is something we should be more involved in.

We have seen a number of people become Christians through our Alpha courses.

Alpha has a national reputation both in and beyond the church. There is a lot of enthusiasm for running Alpha.

We will **develop an established and envisioned Alpha Team(s)**.

We will run a **whole church Alpha course** in the first year of this plan.

**Smaller Alpha courses will be regularly run** by Communities and Ministries.

## PARTNERSHIPS

### CLARIFICATION OF THE REMIT & ROLE OF THE PARTNERSHIP TEAM

#### WHERE ARE WE NOW?

This team's role needs clarification and communication in Central.

We currently support people on short and longer-term mission and communicate with Partners.

#### WHY INVEST IN THIS AREA?

Following Jesus includes partnering with his work in the world.

Partnerships are a core component of our beliefs and practices at Central.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Communication about our Partners will be a prominent feature both in gatherings and in our communications.

There will be visual displays about our partnerships in the building.

Missional opportunities are given a high profile.

### FINANCIAL SUPPORT OF PARTNERS

We are in the process of developing policy with our elders, to determine how we financially support our partners.

We want to inspire the church to respond to Jesus' challenge to love the world.

We want to give our resources in the best way to maximise the impact they make.

There will be a clear policy in place for the support of partners.

Our financial information will be readily available to the church.

We give an agreed percentage of our income to our partners.

### CHOOSING OUR PARTNERSHIPS

We have 3 levels of partnership:

- 1: small, one-off donations
- 2: people/projects we support on a longer-term basis
- 3: long term major partners

There is no clear policy for suggesting and choosing partners currently.

We want to encourage the church to be involved in choosing and building potential partnerships.

We will have a clear policy that enables the church to choose partners. There will be more partnerships, events and missional opportunities. The partnerships have a higher profile in the church. We have an annual event where the church can hear the stories of our partnerships and celebrate them.

## FRESHERS' WEEK

### WHERE ARE WE NOW?

The 2017 Freshers' week programme was really strong. The 2017 student launch night was well attended. Lots of students, both Christians and sceptics/seekers are attracted to the 6 Gathering.

### WHY INVEST IN THIS AREA?

This is an amazing opportunity to get people thinking about church for the first time, or at a time when they are unsure whether to carry on journeying in their faith.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We have a stall at **Freshers' Fairs** every year that shows students what church is about and gets them thinking about trying out church. We have a strong **Freshers' Week Programme** every year.

## NEW CHRISTIANS/ NON-CHRISTIANS

Currently up to 1 in 3 of the students at the Sunday gatherings are sceptics/seekers. 12 students have been baptised this year so far, (Sept 17 – April 18).

We want to see people come to know Christ. It is estimated that 95 – 98% of people in Scotland are not Jesus followers. We want that figure to go down.

We will have a **strong, effective pipeline for new Christians**. **Gatherings continue as a place where sceptics/seekers are comfortable to come and explore faith** and that this will further increase.

## STUDENT LEADER TRAINING

We have regular huddles for existing student Community leaders. We have two retreats for leaders every year. We have two leaders' weekends with the whole church which student Community leaders take part in.

Leaders will change this city. Students are asking for leadership training.

Our huddles will include **potential student Community leaders and those who might lead in other spheres**. Students will be taking part in **wider training opportunities** in the church.

## GRADUATES

### WHERE ARE WE NOW?

We have lots of students graduating each year; we are trying to transition them well into young adult life.

In 2017 we started having social meetups after the 6 Gathering for students and young adults so they can get to know each other.

We have breakfasts for students remaining at Central, after graduation, to help them understand young adult ministry.

### WHY INVEST IN THIS AREA?

We want to help our graduates transition from students' to young adults' ministry within Central and be fully supported in that.

We want to encourage students to carry their vision for community and ministry into the Young Adults' ministry.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We are known as a church for helping graduates transition into Young Adult church life.

We have worship evenings that are student and young adult led.

## CROSS-GENERATIONAL FRIENDSHIPS

1 in 4 students are serving in teams.

1 in 4 students go to family lunches.

We believe that cross-generational friendships are a valuable part of Christian discipleship and community.

This helps develop the concept of 'being family'.

We want to see:

1 in 2 students serving in teams.

1 in 2 students going to family lunches.

1 in 2 families involving students in their family lives.

# Church Plants

## CHURCH PLANTS

We believe that the most effective way to reach a community with the good news of Jesus is to plant churches. We believe that God has given us the opportunity to plant fresh expressions of church and to replant in existing churches and this will continue to be our strategy.

In recent years we have planted in Oxfords and have established a Farsi speaking congregation. We have re-planted in Stenhouse and have developed partnership with Lighthouse Central Church in Prestonpans. We are increasingly confident in our growing relationship with the Baptist Union of Scotland, with regards to re-planting in a number of Baptist contexts.



### TRAINING FOR CHURCH PLANTING

#### WHERE ARE WE NOW?

---

We currently work with Cairn to train our church planting teams.

#### WHY INVEST IN THIS AREA?

---

We believe in releasing leaders into every arena of culture, with specific emphasis on church ministry.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

---

We will continue to work with Cairn, making use of the **Forge Training Programme**, in the formation of our church planting teams.

### PLANTING & REPLANTING

We currently have replanted into Stenhouse in relationship with the Baptist Union of Scotland and have planted a fresh expression of church in Oxfangs, which is on a journey towards relationship with the Baptist Union of Scotland.

We have established a Farsi speaking church which meets at Central.

Statistics tell us that more people come to faith through fresh expressions of church than through established expressions of church.

Many of the communities of Edinburgh are without a local attractive and effective expression of the Church of Christ.

In three years' time our aim is to establish **two further re-plants** in relationship with the Baptist Union of Scotland and **one further fresh expression**.

We will work with Cairn in developing a **wider and more effective pipeline**. At the same time, we are going to **identify likely candidates** for church planting and **champion church planting as an attractive option for leadership in the Kingdom of God**. We are going to **further develop our relationship with Cairn** as we strategically consider our geographical/people group options for planting churches.

Care

## CARE

The Care Department at Central was established in September 2017. Previously, Care was comprised of a number of independent ministries which flourished under capable leaders. However, it was without one strategic direction.

Weekend at Home feedback has indicated that a number of people in our congregation have gifts and vision for a greater variety of Care ministries at Central than currently exist.

Our overall plan is to contribute to the vision of 'loving Edinburgh and being family' through an expanded provision of

Care ministries at Central. We will strive to meet people at their felt point of need, so that we might also have a chance to meet their spiritual need.

The key priorities are to:

- Establish leadership of the Care Department under the Care Pastor
- Broaden the scale and scope of Care by adding volunteer-led, issue-specific group ministries
- Heighten synergy and coordination between all Care ministries

- Recruit a team to:

- develop a plan for a separate care services charity (Central Compassion)
- source a building/ buildings to house Central Compassion

**CENTRAL  
COMPASSION**

**WHERE  
ARE WE NOW?**

Central Hall is not a suitable long-term location for Central Compassion.

We have begun exploring the acquisition of suitable space for Central Compassion – e.g. the shop units below Central.

**WHY INVEST  
IN THIS AREA?**

The Care Ministry strains building space, and future ministry growth is limited for this reason.

**WHERE DO WE WANT  
TO BE IN 3 YEARS TIME?**

We want to **own/rent a space** for Central's Care Services, which will become collectively known as Central Compassion, that's fit for purpose.

**ESTABLISH &  
DEVELOP CENTRAL  
COMPASSION  
CHARITY**

Developing an independent charity allows us to better meet the felt needs of the Central/Edinburgh community.

An independent charity gives us access to funding streams which can lessen the burden on Central Church Finances.

- We will:
- Ensure that **Central Compassion is an example of best practice in Care ministries.**
  - **Partner with other centres of Care** across the UK and beyond.
  - **Elders and senior staff** will be fully engaged in the **development and ongoing practice of our Care charity.**
  - **Appropriate budget, staffing and governance** will be in place to lead Central Care Services.

**ESTABLISH  
ISSUE- SPECIFIC  
GROUP  
MINISTRIES**

**WHERE  
ARE WE NOW?**

We currently do not host groups for issues like:

- Bereavement
- Addiction
- Divorce related Care
- Mental Health issues
- Parenting

**WHY INVEST  
IN THIS AREA?**

To provide community and peer-to-peer support for people with challenging life circumstances.

To provide another entry point into the Central Community.

**WHERE DO WE WANT  
TO BE IN 3 YEARS TIME?**

We want to see **thriving volunteer led group programmes** running weekly as part of Central Compassion that serve as an open door between the church and the community.

We will **recruit and train leaders** to run issue specific ministries.

**CAP DEBT  
CENTRE**

Our CAP centre has grown to be the largest in Scotland. The CAP Missional Community looks after adults who are currently in, or have been in, the CAP debt centre and meets on a monthly basis. CAPUCCINO runs 9 times a year to provide a place for clients to meet each other socially. The CAP debt centre has 40-50 clients, currently, in the process of becoming debt free. CAP normally have 40-100 people at the monthly CAPUCCINO ministry event. CAP supports other ministries by sending and receiving referrals to and from them.

There is opportunity to engage even more people.

**CAP will have a separate space to meet** with clients that helps maintain high standards of safety and confidentiality.

**CAP  
JOB CLUB**

**WHERE  
ARE WE NOW?**

We run two courses with 8 people at each course, with 4 people finding jobs during the last course.

**WHY INVEST  
IN THIS AREA?**

There is opportunity to continue to expand this service under current leadership.

**WHERE DO WE WANT  
TO BE IN 3 YEARS TIME?**

CAP Job Club will run **2 times per year** as part of Central Compassion.

**CAP LIFE  
SKILLS**

Not currently running at Central.

This is an essential service for the rehabilitation of those who are on the outskirts of society by teaching them basic life skills that help them reintegrate into society.

We will **establish and run this course** at Central Compassion, potentially as part of the weekly lunch club in partnership with Edinburgh City Mission or other churches and organisations.

There are people in our congregation now who would benefit from the course.

**THE  
COUNSELLING  
SERVICE**

Central Counselling Services (CCS) benefits Central and the broader community, delivering 1,200 client hours per year. CCS is a placement provider for counselling students.

Regular clinical management and Continuing Professional Development of counsellors is provided.

CCS shares space with other church ministries, which creates some challenges around confidentiality and safeguarding.

CCS provides counselling to people in times of adversity, or challenge.

CCS maintains strong partnerships with other local churches. To further develop Christian counselling students on placements. A modest amount of income is generated by the service via donations.

**CCS will be fully integrated into Central Compassion**, rather than having a separate identity.

CCS participates in **LifeCare training and supervision**.

**CCS has a separate space** to meet with clients that helps maintain high standards of safety and confidentiality.

LIFECARE

WHERE ARE WE NOW?

LifeCare (LC) trains people to care for and disciple others as an alternative to counselling. The training itself is a blend of personal discipleship and equipping. There are two, 32-hour trainings at Central per year. 58 people from Central have completed the training, using their skills in their usual sphere of influence. There is a centralised LifeCare team that does 1:1 care and discipleship at Central. 9 Life carers are currently serving as part of the centralised LC team.

WHY INVEST IN THIS AREA?

LC scales to growth, reducing the need to hire additional staff, yet increasing the amount of people skilled in care and discipleship.

LC can alleviate some of the demand for counselling by taking less complex cases, leaving professional counsellors more time for more complex cases.

Church member voluntary care is research validated.

LC broadens access to Care and can serve as a point of referral for other ministries or services.

WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Ensure each Community has at least one trained Lifecarer in it.

Maintain a centralised LC team of 20.

LC has a separate space to meet with clients that helps maintain high standards of safety and confidentiality.

Inspire and equip other churches to create their own LC ministry.

CARE MINISTRY TRIAGE

Staff currently coordinate crisis care through people relationally connected to the person in crisis.

It is more challenging to organise care for people who are less relationally connected at Central.

Trained crisis care volunteers could work alongside staff to increase the level of care and decrease response time.

We would like to have a trained Crisis Care team that could help people organise their existing relational network and refer people to resources that can meet long term needs.

**PASTOR  
ON CALL**

**WHERE  
ARE WE NOW?**

We do not have a designated member of staff to respond to crisis, or walk-ins when they happen.

**WHY INVEST  
IN THIS AREA?**

A designated member of staff who is equipped and available to respond to immediate needs would be a benefit to our church family and community.

**WHERE DO WE WANT  
TO BE IN 3 YEARS TIME?**

Establish a 'Pastor on Call' rota, with a combination of lay and staff people who can respond to immediate needs, call/visit people in hospital, on behalf of Central, and connect people in need to other resources.

**FURTHER PRAYER  
MINISTRY**

Susan Kane leads this ministry on a Wednesday morning.

An average of 2-3 clients attend on Wednesday mornings.

Further **courses and prayer sessions** for the church and community as part of Central Compassion.

(See Gatherings section for more).

**FOOD BANK**

Currently run by an outside agency with support from Central volunteers.

Food is a basic human need and providing it is a tangible way to show the love of Christ to people in Edinburgh.

Some form of **food bank** and nutritional education will be a part of Central Compassion.



**SENIORS'  
MINISTRY**

**WHERE  
ARE WE NOW?**

Currently overseen by Jeanette Millar for 10 years.

Outreach to Seniors' Coffee Club at Faith Mission once a month across Edinburgh.

Bible Studies twice a month with Ruth Fuller.

Prayer group 3-4 people once a month, praying for communities.

Visiting nursing homes and the elderly when sick.

**WHY INVEST  
IN THIS AREA?**

To honour and care for the elderly in our community.

**WHERE DO WE WANT  
TO BE IN 3 YEARS TIME?**

We will include Seniors' Ministry in the 'One Team' recruitment drive to gain additional volunteers.

We will increase the number of **epilogue speakers** for the Coffee Club community.

We will continue to work towards ensuring that all our **events and gatherings are accessible** to senior members.

We will ensure that our Senior members feel, and are, a **highly valued** part of the Central community.

**MEN'S/  
WOMEN'S  
MINISTRY**

We do not currently offer these.

For fellowship, prayer and Bible study around topics tailored to the interests and needs of men/women.

To provide another entry point into the Central community.

We will **identify leaders** to drive these ministries.

Central will hold a **topical men's/women's study** 2 semesters per year.

Men's and Women's ministries will be established at Central in the course of this plan.

0 – 30s

## 0 – 30s

It is encouraging to see a team of committed volunteers who serve the kids and youth ministry so well. Whilst we need to keep recruiting and developing this team we are so thankful for the faith, loyalty and gifting of those who serve the ministries so well. We are however aware of the need to keep investing in the development of leadership within the volunteer teams.

The combination of church ministry and investment from their families has led to many young people being strong in their faith and grounded in their Christian beliefs and practises.

There is a strong momentum within the kids and youth ministry to champion what God is doing. There is also an energy and desire for the church to see families at the heart of the church's ministry. Events such as the ceilidh and the church picnic have brought the wider church family together. Moreover, seeing families and communities provide meals, and supporting one another has been really encouraging.

We are also aware that people continue to value the regular discipleship and quality teaching that is provided through the kids and youth ministry.

We see young people coming through the different programmes with a strong faith and courage to live for Jesus within the church, their families and at their school.

Going forward we need to think about how we develop the most suitable teaching programme that helps children and youth have a clearer sense of progression as they grow older and see their faith nurtured.

We see there is real opportunity to develop and work with communities that are for young people, older children, families and also encourage the development of new ones. We also want to help resource existing communities so that they can engage with children, young people and families.

There is also a strong sense that we need to encourage and facilitate cross-generational interaction over the next few years.

We have a lot of opportunities and desire within the Young Adults' Ministry to see it resourced, grow and expand, and this will be a priority in the course of this Plan.

## TEAM

**WE WANT TO HAVE LEADERS AND TEAMS WHO ARE FOLLOWING JESUS, COMMITTED TO THE VISION AND WHO SERVE THE KIDS AND YOUTH MINISTRY WITH EXCELLENCE.**

### WHERE ARE WE NOW?

We hold semi-regular team meetings and meals.

We have a 10am meeting on Sundays - pre-gathering prayer and fellowship.

We hold some post-gathering bite-size training sessions.

We need to determine what training is required for the teams. We then need to implement training in an accessible and manageable way.

### WHY INVEST IN THIS AREA?

So that the team will have fellowship and commitment to one another.

So that the teams are well trained and are growing in their leadership and skills. And most importantly, it's about the quality of experience of the young people and children – we want them to have the greatest opportunity to encounter Jesus. Training does not stop with the leaders.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We want to develop a **strong sense of team and community** amongst the youth and kids' teams where they meet, pray and plan together each month.

Teams will have **relevant training and support** to serve the kids and youth well. The teams will have suitable training in **Safeguarding, how to plan and deliver sessions and how to disciple young people and children**. We will also have training as to how to engage missionally with youth and children through communities and other media.

## TEAM HUDDLES

We have huddles for key 0–18s leaders, but not for the wider youth and kids' teams.

We want to ensure that all the core leaders receive continued training and development to effectively lead the kids' and youth ministry.

We will ensure **huddle leaders have the necessary training from Catalyse Change**.

**All 0–30s leaders will be in a huddle.** We want to see all of our core team growing and developing through effective huddles.

## TEAM COMMUNICATION

### WHERE ARE WE NOW?

We use a number of communication platforms at present. We need to determine which communication platform (e.g. Facebook, WhatsApp, E-mail) is best for team communication.

We need to review how we practically reflect on what went well/needs improvement after regular and special events.

### WHY INVEST IN THIS AREA?

We need regular and consistent communication for the team. We are mindful that different communication platforms can be more effective with different demographics.

We are strong at prepping; however, we need more regular rhythm in feeding back to each other. This will promote effective reflective practice for the teams before and after particular activities to help improve the quality of youth and kids' ministry.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Good communication will be in place between staff and volunteers. This will be through suitable platforms; e-mail and termly meetings.

We want the teams to be intentional about **sharpening practice** and looking to **evaluate the work** they are part of.

Teams to have **short briefings before and after sessions** for good reflective practice.

## FAMILIES

**WE WANT TO MODEL TO THE WIDER WORLD WHAT FAMILY CAN/ SHOULD LOOK LIKE. WE WANT TO SEE THE CHURCH BUILD RELATIONSHIP ACROSS ALL AGES AND DEMOGRAPHICS.**

We use a number of different communication platforms for families. We need to evaluate what communication we have in place for the various demographics and determine what is appropriate going forward. We are conscious that different demographics favour different communication platforms.

We want to have good and clear communication with families, youth and young adults associated with Central.

A **clear and consistent** communication plan will be put in place for kids, youth, parents and families. This will likely be through e-mail to families and parents and appropriate social media for young people.

## FAMILY BIBLE STUDY

### WHERE ARE WE NOW?

We have re-launched and developed Seeds (a weekly family Bible study). This is via email.

### WHY INVEST IN THIS AREA?

There is potential with this, but it's hard to gauge how much this is being engaged with.

We want to encourage families to habitually engage with prayer and Scripture. This will build faith within the home.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We want to see **families growing in faith** because of healthy rhythms of Bible study and prayer.

We will introduce **two meetings per year for families to commit to using Seeds**, and to review and tell stories of how Seeds has impacted family life.

## ENCOURAGING OUTREACH WITH FAMILIES

We hold a number of events that families can invite friends to.

We want to provide termly events for the wider church family to invite their friends, family and members of their communities to. This will develop evangelism in this context and also help the church in its aim to 'Be Family'.

We feel this may be an exciting way of reaching out to children and families across the city. This could also be a vehicle for communities to engage in outreach.

We need to consider how we develop and invest in our termly all age gatherings.

*See following page.*

## ENCOURAGING OUTREACH WITH FAMILIES

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will reflect on which events work well (currently the Picnic, Easter and Christmas Ceilidh). We want to **measure how effective these are** as vehicles for people to bring others to church. We will use a **survey** in Years 1 & 3 of this plan to help us gauge this. This will help us **provide good quality events** that are seeker-sensitive and **build community** amongst the Central family, (including all 3 gatherings).

Our **Whole Church Alpha** brings great potential for families to connect at different stages of the faith journey. We will be mindful of the need to have a coherent series of **different types of events that cater for the varying needs of seekers and pre-seekers** at different stages. Also, our family outreach will take account of the **needs of communities**.



**HOLIDAY CLUBS**

**WHERE ARE WE NOW?**

Currently, we do not hold holiday clubs at Central.

**WHY INVEST IN THIS AREA?**

We feel this may be an exciting way of reaching out to children and families across the city. This could also be a vehicle for communities to engage in outreach.

**WHERE DO WE WANT TO BE IN 3 YEARS TIME?**

We will explore whether holiday clubs could be developed through communities, or as events at Central. By the end of the plan we would like to see at least one annual holiday club established at Central.

**ALL-AGE GATHERINGS**

We want a church with crossgenerational interaction, where individuals learn from one another and grow in their discipleship alongside each other.

We need to consider how we develop and invest in our termly all age gatherings.

We will look to have **one all age event per term** (likely to be around Christmas, Easter and the Summer break).

We want to hold **gatherings that are appropriate for all-ages. We'll have folk from different gatherings and life stages engaging** with one another, learning from one another and building a sense of community.

We will develop the **mentoring of youth** in the church so that we have **20 young people and P6/7 children being mentored** by a variety of people from various stages of life.

## OUTREACH

**WE WANT ALL OF OUR 0–30s TO HAVE THE DESIRE, SKILLS AND OPPORTUNITIES TO SHARE JESUS AND BE MISSIONAL IN THEIR DAILY LIVES AND WITHIN THE CHURCH'S PROGRAMMES.**

### WHERE ARE WE NOW?

We are nurturing and developing current P6/7 and youth communities.

We are concerned that wider Youth in Edinburgh are not engaging with traditional Church.

We encourage young people to think about how they share their faith.

We want to give our young people relevant training so that they know how to be Christ-like and missional beyond the church walls.

### WHY INVEST IN THIS AREA?

We believe this will help disciple our P6/P7s, encourage community rhythms for them and help them practically to love Edinburgh. This a vehicle for them to reach unchurched youth.

We want to see kids and youth being missional at their schools, communities, sports clubs, etc.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We want to create at least **8 new P6/7 and youth communities** in new geographical regions, alongside schools and in other contexts. These will help young people Love Edinburgh, Be Family and Follow Jesus.

Some of these communities must be **engaging with different social groups external to Central**.

We also want to run **6 Youth Alpha courses in the next 3 years** within schools and communities.

Young people having **desire, skills and confidence to share their faith and attempting to live like Jesus**.

We will encourage this through running Youth Alpha courses; training in apologetics and in sharing faith.

## FAMILIES OUTREACH

### WHERE ARE WE NOW?

We are exploring how we might develop additional family focussed communities to connect with seekers.

We currently have a number of communities that do this e.g. Sanctuary, or Harbour.

We currently resource families to use key festivals as a means of outreach, e.g. Trick or Treat, Christmas and Easter.

### WHY INVEST IN THIS AREA?

We want families to have communities where all family members can engage, and which will intentionally encourage connection with seekers.

We want to equip communities to engage children, young people and families who don't normally engage with Church.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We want to see **8 vibrant communities that are suitable for families** and located across the city. These will be well communicated across the Church.

We will **resource communities to engage with seekers** for Trick or Treat, Christmas and Easter. This will include a **review of resources, our training and support, and our way of telling the stories that emerge from this work.** This may be through Central Weekly News or in gatherings.

## SCHOOLS' OUTREACH

We are considering creating a programme that can be delivered across primary schools, which engages children with the Gospel. We will do this initially with staff and develop this for use by communities.

Lead is our charity which develops leadership in secondary schools. The trustees are currently developing appropriate strategies to help Lead expand across the city and beyond.

A primary schools programme can help staff and communities share Jesus in local schools.

We want to see Lead growing, expanding and reaching new schools helping us to love Edinburgh and beyond.

**10 primary schools** across the city have an afternoon's programme that helps them hear about the gospel in a fun and engaging well.

We will see Lead developing, growing and building leadership and confidence in young people across **20+ secondary schools.**

## TOLLCROSS TOTS

### WHERE ARE WE NOW?

We currently have a well supported mothers and toddlers group called Tollcross Tots. Around 50 people attend each week. We are currently looking at developing Alpha within the church family and have the interest to hold a second morning for Tollcross Tots. We would need increased manpower and resources to extend Tollcross Tots to two mornings.

### WHY INVEST IN THIS AREA?

This is a great way to love our local community and provide a valued meeting and contact point. We want this to help people engage with the Christian faith. We also want to meet the demands for this service.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will explore holding Tollcross Tots on a second morning of the week. This would see 100 parents having a relationship with the Central family and having an opportunity to further explore faith. We will consider the possibility of running an Alpha Course for Tollcross Tots parents.

## PROGRESSION & LINKS BETWEEN YOUTH & FAMILIES MINISTRIES

We have good activities and are intentional at being missional, but we need to consider how we integrate those who come our church through this outreach.

It is important that we have connections between the different programmes and opportunities for all individuals to go further in their faith.

We will have **clear pathways and progressions** between the various programmes and missional endeavours. This will be addressed through the **Welcome Pipeline** (Communities and Connections).

## SPIRITUAL GROWTH

WE UNDERSTAND THAT OUR NUMBER 1 PRIORITY FOR ALL THOSE IN THE 0–18s AGE RANGE IS THAT THEY HAVE AN EVER-GROWING RELATIONSHIP WITH GOD. WE WANT TO NURTURE THIS AND GIVE THEM THE SKILLS TO DO THIS INDEPENDENTLY AND WITH OTHERS.

### WHERE ARE WE NOW?

We are at the early stages of providing kids and youth with a 1-1 mentoring programme. We need to develop communication with the wider church and families, ensuring that mentors have the relevant training and skills for this to happen.

We need to continue to research and determine what teaching topics and subjects are relevant for the 0-18s over the next 3 years. We are creating a curriculum that shows progression for each age group and gives young people practical and relevant applications. We need to determine what the current teaching programme is and work out what this should look like for 18/19, and beyond.

We currently give young people and older children some education around Baptism, and how they might become baptised.

### WHY INVEST IN THIS AREA?

We would like all young people to have an opportunity to be 1-1 mentored for spiritual growth.

We need to develop an effective teaching curriculum for 0-18s that encourages spiritual growth. It is important that our young people have the tools to apply the teaching they receive to their daily lives.

We want young people to understand the importance of Baptism and see this as an important step on their faith journeys.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

20 kids and young people being **discipled** and encouraged by wise individuals within the church family. More **cross-generational family** within the church.

Training for mentorship in place.

A **revised linear progressive curriculum** and programme will be in place for each age group. A cohesive and clear curriculum that allows young people to **grow in their discipleship** and make a visible difference in their daily lives.

Our Teaching curriculum will have clear application for individuals in their daily lives.

In the course of this plan, we want to see **at least 50 young people choosing to be baptised and publicly declaring their faith in Jesus**. We want them to have confidence in their testimonies and to **actively invite their friends**.

We want to explore **additional ways** that young people can make a public profession of faith.

## YOUNG ADULTS

**WE WANT TO SEE YOUNG ADULTS EQUIPPED AND ENVISIONED TO LEAD WITHIN THE CHURCH AND ITS MISSION TO THE CITY. THIS INCLUDES BUILDING COMMUNITY AND LOVING EDINBURGH IN A VARIETY OF WAYS.**

### WHERE ARE WE NOW?

We have the workings of a core team, but this needs to be developed and also needs to have more visible prominence within the church family.

We have some huddles for young adults and informal training but need to determine what the focus is and the best possible training. Many of our young adults are passionate about being missional in their workplace.

We currently have one young adults' focussed community. We need to raise up further young adults' communities and leaders.

We have regular social events for young adults.

### WHY INVEST IN THIS AREA?

We need to develop a core team to ensure effective vision, strategy and prayer around our young adults. This is important so that our young adults are equipped and trained to lead ministry and the communities connected to Central. This will also support them in being missional in the workplace and to love Edinburgh through their daily lives, and communities.

We want to see young adults feeling welcomed into Central. We want communities in place to provide them with support as they live their lives in our city.

We want to build a stronger sense of community amongst the young adults, so that they and newcomers will feel more at home.

## YOUNG ADULTS

**WE WANT TO SEE YOUNG ADULTS EQUIPPED AND ENVISIONED TO LEAD WITHIN THE CHURCH AND ITS MISSION TO THE CITY. THIS INCLUDES BUILDING COMMUNITY AND LOVING EDINBURGH IN A VARIETY OF WAYS.**

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will **establish a team** to lead Young Adults at Central. There will be an **identified young adults link member on the Senior Leadership Team**.

We will promote **monthly leadership breakfasts**, so that young adults feel they have some support and training for the workplace.

We will **review our current huddles** to ensure they are appropriate to both help individuals lead Central communities and equip them for life in the workplace.

We want to see **young adults being missional** in their daily lives, workplaces and communities.

We will have at least **5 thriving communities** that impact this city and engage different demographics of young adults.

We will continue to **develop social events**. We want to see a growing Young Adults' Ministry. We will seek to develop weekly social events that will be conducive to bringing others along.

**Operations**



## OPERATIONS

Operations at Central are led by the Operations Director. The key areas include: Venues and Events; Finance and Governance; Human Resources; Compliance and Communications.

We are blessed with an incredible venue in the heart of the City Centre. It is the desire of the Operations Team, that we steward this well, and keep it fit for purpose, in serving our church community and the City of Edinburgh.

We have recently conducted a thorough review of how we manage and steward our finances.

We are committed to ensuring that we make best use of our financial resources to serve our vision.

We have a skilled, enthusiastic and highly committed staff at Central.

We want to ensure our policies and practices create an excellent and efficient working environment for all. We want Central to be a sought after working environment.

We want to demonstrate best practice in Risk Management; Health & Safety; Data Protection; Safeguarding; Equality & Diversity and Environment & Sustainability.

We want our communications to serve our community well, to reach as many people as possible, and to tell the stories of Central and our communities.

### CENTRAL HALL AS A VENUE FOR THE CHURCH

#### WHERE ARE WE NOW?

We have a first-rate resource in Central Hall.

#### WHY INVEST IN THIS AREA?

We need to ensure that our building is fit for purpose and adequately serving the needs of its users. We have a duty of care for such a blessing, and we need to dedicate professional care and sufficient funds for its upkeep and development.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We want to keep developing our building to ensure **accessibility** for all.

The **Gallery will be updated** to enhance the experience for those who use it.

We want to acquire additional accommodation to develop our **Central Compassion Centre**.

Review and **upgrade** the appearance and functionality of our **entrance foyer**, and the **signage/identity** at street level.

We want to enhance the **heating systems** around our hospitality area between the Auditorium and Hall.

We will improve **heat and sound insulation** in the Hall.

We will continue to upgrade the meeting rooms and offices to suit the needs of users.

### CENTRAL HALL AS A VENUE FOR PARTNER ORGANISATIONS

#### WHERE ARE WE NOW?

As a church we provide working space, and discounted meeting space, for organisations who align with the visions and values at Central.

Those currently with working space include: 24/7 Prayer, Scotland; Junction 42; Catalyse Change; Cairn; Muddy Pearl Publishers; No Logo Media; Lead; and Christians Against Poverty Scotland.

#### WHY INVEST IN THIS AREA?

We see this as a way of loving Edinburgh and beyond. This collaboration helps us to learn from, and support one another.

We want to support business enterprise and developing companies.

We recognise the enormous blessing of Central Hall, and wish to share it with others for the advancement of the Kingdom.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will continue to **develop unused space** for the use of partner organisations and individuals.

### CENTRAL HALL AS A VENUE FOR EDINBURGH

#### WHERE ARE WE NOW?

Central Hall is widely used by many organisations as key conference, performance and ceremonial venue.

#### WHY INVEST IN THIS AREA?

We want our building to be used and appreciated by the people of Edinburgh.

The use of Central Hall as a venue for Edinburgh, provides a valuable source of revenue for the church: £150,307 gross income between April 2017 – March 2018.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will continue to **promote Central as a city venue**. We want to support more organisations through subsidised letting, so that even more people can benefit from the use of our space. This will involve **creating a process to allow organisations to apply for subsidised use in addition to our set charitable rates**.

Central is well known for **excellence in customer service**, which we intend to continue to develop. This helps us grow strong relationships with our clients. We want to **demonstrate our values** through serving those who hire the venue. We want our clients to notice the **quality of the team** first and foremost, over and above the high quality of the building.

We want to have the **best reputation** in Edinburgh as a venue for any function.

RISK MANAGEMENT

WHERE ARE WE NOW?

We have risk assessment procedures in place and hold a risk register.

WHY INVEST IN THIS AREA?

This is a highly important area and we have identified this as requiring a full review to ensure best practices are in place to provide well planned protection for our organisation and those who interact with us.

WHERE DO WE WANT TO BE IN 3 YEARS TIME?

Risk assessments will be consistent, robust and reflect best practice. The Risk Register is engaged with at all levels and carefully monitored and evaluated by the Senior Team and Elders. Staff and volunteers will receive training in best practice and policy.

SAFEGUARDING

We have a safeguarding team, policy and procedures.

Safeguarding in Central's context, covers a very broad range of people – from children to vulnerable adults.

We want to ensure best practice in this area, and for all in our community to have full confidence in our policy and procedures.

We demonstrate best practice in Safeguarding. Roles and responsibilities are clear, and effectively communicated across the Church. Or environment is safe and secure for all our community. Staff and volunteers will receive training in best practice and policy.

HEALTH,  
SAFETY &  
HYGIENE

WHERE  
ARE WE NOW?

Health & Safety Policy in place.  
We ensure compliance in health, safety and hygiene and are subject to inspections in these areas.

WHY INVEST  
IN THIS AREA?

It is important that Central is as safe as possible in all contexts.

WHERE DO WE WANT  
TO BE IN 3 YEARS TIME?

We want to ensure that Central is regarded as **best practitioners** in Health, Safety and Hygiene.  
We will **develop Central's buildings** to be the highest quality they can be.  
Staff and volunteers will receive **training** in best practice and policy.

DATA  
PROTECTION

We have a data protection policy, which fully adheres to current requirements.  
We've recently completed a data audit as part of the GDPR regulations.

We want to simplify the data that we hold, so that we only store that which is of use.  
We want to ensure that any sensitive data that we might hold, again reflects best practice in secure storage and effective use.

GDPR regulations embedded.  
Central will reflect **best practice** in the processing and storage of data.  
Staff and volunteers will receive **training** in best practice and policy.

EQUALITY &  
DIVERSITY

Central is committed to being a fully inclusive community where everybody feels accepted and valued.

We want to ensure that our practice effectively reflects our commitment to these values.

We will develop the building to the best possible level of **accessibility**. Our community will reflect **diversity**. We will aim to continue our development as a diverse community. This will include creating an **Equality and Diversity Policy**.

ENVIRONMENT & SUSTAINABILITY

WHERE ARE WE NOW?

We have a limited number of recycling bins. We recycle paper and card in the offices. We also recycle metal and plastic in the kitchens.

Where possible we choose renewable energy suppliers.

WHY INVEST IN THIS AREA?

We want to be better in our stewardship practices, in terms of environment and sustainability.

WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will have a more comprehensive recycling process in operation at Central.

We will actively reduce our use of plastic at Central e.g. use of disposable cups; plastic straws.

We will improve our management of food waste.

We will continue to source suppliers that best reflect concern for the environment and sustainability.

We will create an all-age Environment & Sustainability Team to spearhead this improvement work.

We will upgrade our boiler systems and insulation to the most efficient available.

## FINANCE

### WHERE ARE WE NOW?

We have created a Finance Team which includes the Senior and Executive Pastors, Operations Director and Central's Accountant. We now meet monthly to review finances and consider risks and forecasts/projections. We are more accurately measuring and analysing our finances and reinforcing best stewardship. We have increased the availability of updated information on our finance for members of the Church Community.

In terms of accountability, the creation of the Central Finance Team has been a significant step forward. The Church Accountant and auditors provide another level of support and accountability. They ensure that we adhere to financial regulations as laid out by OSCR, the Scottish Charity Regulator. We have adjusted the financial year. It now runs from September to August, which helps us financially plan more effectively, as this now mirrors the Church Year.

### WHY INVEST IN THIS AREA?

We want to steward all that God gives us to the best of our ability.

We want those who give to us to have full confidence that we will make best use of these gifts for the furthering of the Kingdom.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will continue to develop our **financial policies** and practices to ensure transparency; strong stewardship and value in all that we do.

We will aim to access and secure more **alternative sources of funding**, e.g. grants for building work and grants for community initiatives.

We will continue to provide **Biblical teaching on giving and stewardship** to encourage and develop healthy financial practice for all.

We want to be **aspirational with Finance**, because we know that God can and will provide financially, so whilst we exercise caution and care over our finances, we know that God's resources are unlimited.



### HUMAN RESOURCES

#### WHERE ARE WE NOW?

We have a senior leader with responsibility for Human Resources.

#### WHY INVEST IN THIS AREA?

We want to ensure that we demonstrate best practice in human resources as part of our desire to provide an outstanding workplace for our staff.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will have a full **review of our Human Resources management.**

This will involve **reviewing key policies and procedures** e.g. Performance and Line Management; the Recruitment Process and career progression within Central.

### COMMUNICATIONS

#### WHERE ARE WE NOW?

We have a very strong social media presence. These platforms have proved an effective tool in communications.

Feedback indicated that we needed to improve our communications within the Church Family.

In early 2018, we introduced a weekly email for Central, to replace the monthly email. We also reintroduced a monthly notice sheet and also a prayer guidance sheet.

This has led to significant improvement in this area.

Feedback also tells us our shop window is an effective way of communicating with the local community, and beyond.

#### WHY INVEST IN THIS AREA?

We recognise the importance of strong communication within the Church Family, and also beyond.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

## COMMUNICATIONS

We want to be the best that we can be in terms of communicating to our church family and beyond.

We will continue with the **weekly email and monthly notice and prayer sheets**. The priority will be on getting information out, and this may mean more basic standards of finish on the communication materials. We are committed to providing information, and not being restricted with production budget.

We will continue to **develop our strong social media presence**.

We will continue to use the **shop window** to engage, provoke thought, and encourage those who pass Central Hall. We will continue to explore ways of communicating beyond Central, e.g. advertising campaigns.

**We will improve how we tell the stories of Central and our communities**. This will be through slots at gatherings, email, social media and through visual displays at Central Hall.

We will consider how we can improve the **visual presence** of Central Hall in the community – particularly at street level.

We will continue to **simplify and refine how we communicate amongst the Staff and related teams**, e.g. the communication platforms we use.

# Staff Development & Interns

## **STAFF DEVELOPMENT**

Central Church is committed to the development of the staff who serve us. Our belief is that everyone is a leader at Central, therefore staff development is ultimately leadership development. We want to develop great leaders at Central.

We want to provide quality experience and development, not just for Central's benefit, but so that we can serve the wider church, by sending out as excellent leaders to a variety of fields. When we provide staff development, we aim to ensure that we address the following core components:

### **Knowledge**

This can include church policies and procedures; or skill areas like goal setting and reflective evaluation. It is around those things that staff need to know to lead well.

### **Relationship**

Some staff development can occur one to one, but most is done in groups, or as a whole staff. The purpose of leadership is to influence others, so we need to provide plenty of opportunity to relate to others.

### **Experience**

We learn best by doing – by providing related experience. It is important that as we input knowledge, staff get to experience using it. This is how we will develop excellence in our leaders.

### **Spiritual**

Along with developing knowledge and experience, we want to nurture our staff spiritually. All leadership is spiritual. We need to ensure that all our staff are confident in our vision and values, so these can be modelled in their work for Central.

## INTERNS

Apprenticeship is a culture and a core value at Central. Internship is a more formal way of expressing this value – we are all learning and we are all called to raise up the next generation of leaders. We believe Internship is a key vehicle for this. Our interns are a greatly valued component of our staff team. We are grateful for their service and input, and without them we would be more limited in all areas of the Church.

We believe that they will learn and grow through the experiences they will have at Central. We want to honour our interns, by ensuring their time at Central is highly valuable. We want to invest in the best of training and experiences to develop them in their leadership development. We want internship at Central to be highly sought after.

## LINE MANAGEMENT

### WHERE ARE WE NOW?

All staff have a designated line manager.

Line Management meetings occur, but these differ between departments and line managers.

We need to revise the line management system at Central for consistency and to be more focussed on goals and targets. We want to be able to measure needs and development more accurately, in order to provide the best staff development and grow the best leaders.

### WHY INVEST IN THIS AREA?

We want our staff to be the best they can be.

We believe in life-long learning and want to instil this value in our staff.

We want Central to be a highly sought-after workplace due to the quality of staff development and opportunities offered.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will create a **new policy for line management at Central**. The model created will be consistent across all departments and all levels. It will be more focussed on goals and outcomes, and it will be a key measure for progression through salary scales.

**All line managers will receive training** in the new Central 'Performance Review and Development' process.

There will **four main targets**:

1. The Whole Staff Target.
2. The Team Target.
3. The Personal Development Target.
4. A Target for Personal Spiritual Growth.

**Targets will be in line with the MAP/Annual Church Action Plans.**

## STAFF DEVELOPMENT

### ANNUAL REVIEWS

#### WHERE ARE WE NOW?

All staff have an annual review with their line manager.

#### WHY INVEST IN THIS AREA?

We need to ensure that these are more useful and meaningful in developing our staff.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will create a **revised annual review pro forma** in line with the new line management policy for Central.

### STAFF DEVOTIONS

Each day begins with 25 minutes of devotions which are held in the prayer room.

Staff are encouraged to attend and whilst this is voluntary, on Tuesday all staff are expected to be there. On other days, staff should make attending devotions a key priority.

Devotions are currently led by a Senior Leadership Team member each day.

Devotions are important for our spiritual and team development. They are important in reminding us of the need for spiritual focus in what we do.

They remind us of why we do what we do at Central.

**Staff will be expected to be at staff devotions daily**, unless there are extenuating circumstances. This reflects the importance we hold for devotions.

As part of our culture of apprenticeship, **we want to develop all staff in leading devotions.**

All staff will have the opportunity to lead devotions at least once in the year. **One day per week will be identified** for this and a member of SLT will oversee the rota and support those taking part.



### FULL STAFF TRAINING

#### WHERE ARE WE NOW?

The first Tuesday in the month is used for full staff training.

A variety of topics and opportunities are provided in these sessions.

Sessions are provided by staff members and external visitors.

Tuesday Training includes updates from various ministry areas of the church.

#### WHY INVEST IN THIS AREA?

It is essential that we provide our staff with the best possible development training.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

All training will be linked to the MAP Action Plans' priorities. Training provided will cover the core components:

**Knowledge; Experience;  
Relationship; Spiritual.**

We will ensure that training is varied in delivery and style to meet the needs of all types of learner.

### TRAINING WITHIN TEAMS

#### WHERE ARE WE NOW?

Training within teams varies from department to department.

We need to have a more consistent approach to this.

#### WHY INVEST IN THIS AREA?

To provide the best in staff development there needs to be team specific training that is not necessarily needed for all staff.

#### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

**Team Leaders will identify the training needs specific to their teams.** This will be discussed with the Staff Development Leader, as the action plans are written each year.

This will help with consistency and ensure training needs are met within each team. This will also help us identify key areas for whole staff training.

**A pro forma will be created to aid this process.**

### SUPPORT FOR INDIVIDUAL STUDY

At the moment, we support a number of staff in pursuing individual training/study – e.g. counselling courses; Theological training.

This tends to be ad hoc and needs to be more clear and consistent.

We want to develop great leaders who believe and practise life-long learning. We want to invest in our staff in every area of their development.

**We will develop a policy that will set out how we might support staff** in individual training and study. This will assure fairness and consistency. This will be subject to a formal approval process and would relate directly to an individual's performance and development plan.

## INTERN RECRUITMENT

### WHERE ARE WE NOW?

We are fortunate to have a strong team of interns each year, who bring much to our community at Central.

They are recruited annually for 1 year, which some interns extend to 2 years. Interns are present in all key areas of the church.

Recruitment is through application and interview.

### WHY INVEST IN THIS AREA?

We want to recruit the best interns possible to work with us at Central.

We want Central to have an excellent reputation for the quality of our Interns' Programme.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will aim to recruit 12 interns per year.

## LINE MANAGEMENT & SUPPORT OF INTERNS

The Central Intern Coordinator, as appointed by the Senior Leadership Team, is responsible for the Interns. Each intern has a line manager within their chosen department.

There is a monthly Interns' gathering, off site, for prayer, fellowship and support.

Some interns have access to huddle, but not all interns are provided with this.

Again, we want to provide the best possible intern experience to grow great leaders for our, and other churches/fields. This requires excellence in line management and support.

We want to see all interns take significant steps forward in their Service for God, having completed their time at Central.

We will record next step destinations and keep in touch through the **formation of an alumni network**. This will be helpful in sharing resources and in helping future interns find next step placements.

**Line Management of Interns will be reviewed** to mirror the new line management process for staff. **All interns will be in a huddle.**

## TRAINING

### WHERE ARE WE NOW?

All 1st year interns do Cairn's Training Hub.

We recognise that there is valuable training in simply being around the rhythms of life at Central.

All 2nd Year interns have bespoke training, depending on their needs and aspirations, e.g. Theology Training at St Paul's and St George's, or LifeCare training.

### WHY INVEST IN THIS AREA?

The quality of our training must be excellent.

### WHERE DO WE WANT TO BE IN 3 YEARS TIME?

We will continue to work with Cairn in our training programme. This has potential to change as the Cairn Ministry School is established, and we hope to partner in this exciting development.

## **CENTRAL ACTION PLANS**

Key actions to implement the Map, will be covered by an annual Central Action Plan, (CAP):

**CAP 1: 2018-2019**

**CAP 2: 2019-2020**

**CAP 3: 2020-2021**

These annual action plans will be prepared in August/September of each year of the Map.

An annual priorities/summary poster will be created to highlight the key priorities for the Church and each department in that year.

Arrangements for the Elders, in consultation with the Senior Pastor, to monitor, review & evaluate progress made in relation to the Map:

The Elders will be updated on the progress of the implementation of each area by the Senior Pastor, and senior leaders at Elders' Business meetings.

Each Central Action Plan will be evaluated for progress by the Senior Leadership Team, in June and July of each year. This will support the writing of the next year's Action Plan.

Action plans will include estimated financial costings.

