

# St Andrew's MAP (Mission Action Plan) 2015 – 2017

## Context

To kick-start our Mission Planning, we invited the congregation to reflect on the type of church we are now and the challenges and opportunities we face going forward from this (our Centenary) year, also with an interregnum. We asked parishioners to share individual views and desires, not only to help us formulate a Mission Action Plan (MAP) for the next 2 – 3 years, but also to try to establish a culture of a *mission-focused, listening church*. We would wish this consultation to be a regular undertaking, perhaps every 2 – 3 years.

This MAP is designed to be an action plan for change and sustainability, in the form of 6 priority goals and detailed actions to deliver those goals in the next 2 – 3 years. This is a fluid plan such that, as circumstances change and with the benefit of new insights and leadership (from a new Priest-in-Charge) we could take decisions to either persevere or adjust our plan to reflect a decision to pivot.

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## **Mission**

We are called to be *sharing God's light for another 100 years in Coulsdon*. Our love of God and His service is behind everything we do to:

- “draw in” others, help them to integrate quickly into the church family and grow our community as a place to be and a place to belong
- care for each other, reach out to those in need with practical support and friendliness
- extend St Andrew's outside the church buildings and share the value of a spiritual life
- develop strong social ties among the congregation, so that even when things don't go to plan we can pick up and get on, still loving each other
- defending Christians and Christianity around the world

## **Vision**

We believe God is calling us, over the next 3 - 5 years, to:

- continue to be a friendly, liberal catholic church with a mix of beautiful reverent services, a robed choir and servers with wonderful music that enables all people to grow closer to Jesus and allow the Holy Spirit to transform their lives
- be a strong, positive, growing church working with others in Coulsdon for the benefit of all its people
- be the *people from the church with the light on the tower* extending the glow from its light into the whole community

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We have many strengths to celebrate, but we are not there yet! We have some weaknesses that could hold us back.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• we are <i>warm, welcoming and friendly</i> – a wonderful church family of loving people who extend a warm welcome to newcomers, care for one another and provide practical support to each other</li> <li>• we have <i>beautiful reverent services</i></li> <li>• there is a <i>strong music tradition</i> and wonderful music that reflect our love of God – a very talented organist and a wonderful choir</li> <li>• we are a <i>willing congregation</i> – a strong core group of eager volunteers carrying out many tasks, working well together</li> <li>• we have such <i>great facilities and resources</i> for community outreach and charitable support – evident for example in our Messy Church project and Contact Group</li> <li>• we share a <i>wider concern and action</i> for those in the local community and those suffering throughout the world</li> <li>• we do so much to <i>support the elderly</i> in our community through the contact group, but also evident in our outreach to the nursing homes</li> </ul>	<ul style="list-style-type: none"> <li>• we are an <i>ageing congregation</i> – mainly over 50's with insufficient new members to grow</li> <li>• there are <i>so few teenagers and younger people</i> to sustain the church</li> <li>• <i>Sunday School is small</i> and we reflect on the possibility that young people who attend a Sunday morning's service may not enjoy it, stay for the duration, or return the following Sunday, because they experience the service as too formal</li> <li>• there are <i>too few volunteers</i> for important roles and to meet the demand for new activities – there is just too small a pool to choose from</li> <li>• we need to bed in a <i>prayer groups format(s)</i> that works for most of us             <ul style="list-style-type: none"> <li>• the new one hour format seems to be working well, but “we need those youngsters with the energy” to do more frequent meetings that provides more opportunity for group prayer and bible study</li> </ul> </li> </ul>

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We believe we have to find new and innovative ways to grow our church and ministry in Coulsdon, and have outline 6 priority goals for the next 2 – 3 years.

<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• <i>be more effective in the local community by:</i><ul style="list-style-type: none"><li>• increasing our community outreach across Coulsdon and to all ethnic backgrounds</li><li>• working with other churches and pooling our resources - e.g. floating shelter</li><li>• working within local schools and introducing more local parents to the church</li><li>• ensuring that those outside church continue to learn more about the Christian faith in a non-threatening environment</li></ul></li><li>• <i>attract all age groups</i> to the church and encourage younger families within the community to take an active part in church life</li><li>• <i>encourage wider leadership</i> among church members taking an active part in all aspects of church life and continuing to strengthening our mission within the community</li><li>• <i>facilitate more group prayer and bible study opportunities</i> that help us learn and grow spiritually</li></ul>	<p><b>Priority Goals</b></p> <ol style="list-style-type: none"><li>1. <a href="#">Leadership</a> – attracting a new incumbent with the versatility and energy to lead us through the challenges ahead</li><li>2. <a href="#">Week-day worship and devotion</a> – sustaining and extending the weekly/bi-weekly Eucharist and general access to Church</li><li>3. <a href="#">Increased Engagement</a> by blended and multiple liturgy, music form, youth ministry, improved presentation and communication</li><li>4. <a href="#">Outreach</a> – creating space for building good relationships in our local community</li><li>5. <a href="#">Building</a> – maintaining our church buildings for the next generation and ensuring that meeting and social facilities can be used to the fullest extent, to maximize income</li><li>6. <a href="#">Prayer</a> – developing our prayer ministry with more home groups and even extensions into Pilgrim-type courses</li></ol>
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ACTIVITY	2014			Q1 2015			Easter > Pentecost'15		Summer'15			Autumn'15			Christmas'15	Q1 2016			Easter > Pentecost'16			Summer'16			Autumn'16			Christmas'16	2017
	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	December	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	December	Jan	
<b>#1 Leadership (new Priest-in-charge)</b>																													
Shortlist																													
Interviews and visits																													
Appointment																													
Notice period																													
New Priest-in-charge in place																													
<b>#1a Shared Leadership</b>																													
Complete and agree MAP																													
Update Parish Membership Database																													
Restart "My Life, My Church, My Faith"																													
Skills and Talents Audit																													
Clergy role review and priorities																													
Key committees' role update																													
Succession planning																													
<b>#2 Week-day Worship and Devotion</b>																													
Weekly morning prayer & Eucharist																													
"Open church" Rota																													
Ready to publicize "open church"																													
<b>#3 Increased engagement</b>																													
0945 service review and development																													
Announce changes																													
Leaflet for new Cane Hill development time TBC																													
Continue to develop role of music in worship																													
Maintain church grounds																													
Maintain notices - paper and digital																													
Review and upgrade marketing																													
<b>#3a Youth engagement</b>																													
Establish sustaining monthly Renew / All sorts																													
Develop and publicise Youth Ministry umbrella																													
Launch Family Worship Sunday																													
Engage with Baptism families																													
"Younger" Choral Evensong alternatives																													
Create viable "Social" Calendar																													
Ready to publicize "social calendar"																													
<b>#4 Outreach</b>																													
Maintain current outreach and support																													
Continue Messy Church																													
Enhanced Pastoral Care - "on the fringe" groups																													
<b>#5 Buildings</b>																													
Ensuring disabled Access to church buildings																													
Prominent notice on special needs provision																													
Upgrade sound system																													
Upgrade screen & projector																													
Items requiring prompt attention																													
Items requiring attention within two years																													
<b>#6 Prayer</b>																													
Continue existing Bible Study																													
Teaching on prayer																													
Healing Prayer Group training																													
Additional Prayer Resources																													
Faith-based discussion / workshops development																													
Publicise discussion / workshop series																													
Launch discussion / workshop series																													
Develop Home Groups Network																													

## St Andrew's MAP (Mission Action Plan) 2015 – 2017

### Action Plan

Goal & Specific Actions	Who & Resources	When
1. <b>Leadership</b> – attracting a new incumbent with the versatility and energy to lead us through the challenges ahead		
<i>Chronicles 1:10</i> "Give me now wisdom and knowledge to go out and come in before this people, for who can govern this people of yours, which is so great?"		
Complete the <b>church profile</b> and agree job description	Working group <b>A</b>	July 2014
Prepare PACK with application form, overview of interview process w and other requirements	Wardens	Aug 2014
Start advertising the vacancy	Wardens & Church Times	<b>Sep 2014</b>
Secure a strong shortlist to Interview		Early Oct 2014
Parish visit and interviews	Wardens, Area Dean, Bishop, "Visit" Volunteers	Late Oct 2014
Interview with the Bishop and selection		<b>Nov 2014</b>
<b>New Priest-in-Charge in post before Easter 2015</b>		
1a. <b>Shared Leadership</b> – ensuring that everyone feels able to contribute of themselves and their skills and explore new areas of discipleship		
<i>Matthew 25.23</i> "Well done, good and trustworthy servant; you have been trustworthy in a few things. I will put you in charge of many things; enter into the joy of your master"		
<b>Complete and Agree Mission Action Plan (MAP)</b>	Working Group <b>A</b>	Nov 2014
Update Parish Membership Database to allow more efficient operation of many of the following action points	Church Admin, Wardens, Working group <b>B</b>	Autumn 2014
Re-instate "My Life, My Church, My Faith" – everyone in every seat in every row should feel empowered to speak	Church Admin, Wardens, Announcement	Jan 2015 then ongoing
Complete an audit of skills, talents and interest among all ages	Working group <b>B</b>	Jan 2015
Review and agree clergy role and priorities <ul style="list-style-type: none"> <li>with recommendations for Reader training, Server activities, use of Admin time etc.</li> <li>identifying key skill / resource gaps</li> </ul>	Working group <b>B</b> , New Priest-in-Charge	By Easter 2015
Update roles and responsibilities of key committees in light of the MAP	Clergy, PCC	By summer 2015
Succession planning for key roles	Clergy, Wardens	Summer 2015

# St Andrew's MAP (Mission Action Plan) 2015 – 2017

## Action Plan continued

Goal & Specific Actions	Who & Resources	When
<b>2. <i>Week-day Worship and Devotion</i></b> - sustaining and extending the weekly/bi-weekly Eucharist and general access to Church		
<i>1 Thessalonians 5:16-18</i> <i>"Always be joyful and never stop praying. Whatever happens, keep thanking God because of Jesus Christ. This is what God wants you to do."</i>		
Maintain the weekly (week-day) Morning Prayers and Eucharist in the Lady Chapel	Clergy, Home Communion team, others able to pray with someone, bless them etc.	Ongoing
Establish an "open church" Rota of people to be present in church for an agreed period of time each week to facilitate casual visitors, quiet prayer and reflection <ul style="list-style-type: none"> <li>Each person would volunteering no more than 1 hour on any one day of the week</li> <li>Focus on the times when the church is already open</li> </ul>	To progress this we need: <ul style="list-style-type: none"> <li>Risk Assessment</li> <li>Safeguarding review</li> <li>"lone-worker" policy</li> <li>Mobile phone / panic button / self-defense etc.</li> </ul>	Jan 2016 then ongoing
Publicize "open church times" on the website, in the notices and other publications		December 2015
<b>3. <i>Increased Engagement</i></b> –blended and multiple liturgy and music form, youth ministry, plus improved presentation and communication		
<i>2 Corinthians 4:15</i> <i>"For it is all for your sake, so that as grace extends to more and more people it may increase thanksgiving, to the glory of God."</i>		
Regular review and evolutionary development of the 9:45am Parish Communion service as our main united act of worship, without changing its fundamental nature	Stage 1 – with new Priest-in-Charge <ul style="list-style-type: none"> <li><b>Announce any changes at APCM</b></li> </ul>	After Easter – Summer 2015  <b>Autumn 2015</b>
Continue to develop the role of music in worship with, e.g.: <ul style="list-style-type: none"> <li>continued visibility on the web,</li> <li>recording of CDs, and</li> <li>incorporating of other "choirs" for key events</li> </ul>	Director of Music, PCC	Ongoing
Produce a leaflet with the other churches in Coulsdon, for distribution on the Cane Hill site when some housing has been completed	PCC, Church Admin	TBC

# St Andrew's MAP (Mission Action Plan) 2015 – 2017

## Action Plan continued

Goal & Specific Actions	Who & Resources	When
Ensure that church grounds are maintained, with vegetation cut back with clear direction to church entrance	Current Working Group(s)	Ongoing
Ensure that notices – paper and digital (notice boards and website) are relevant and well presented at all times	Church Admin, Web Master	Ongoing
Review and upgrade our marketing activity – traditional and viral	Church Admin, Web Master	January 2015
<b>3a. Youth Engagement</b> – establishing a Children and Youth Ministry “umbrella”		
<i>Proverbs 22:6</i> <i>“Train up a child in the way he should go; even when he is old he will not depart from it.”</i>		
<p>Establish a self-sustaining monthly “Renew/All Sorts/Family Worship” format that is more inclusive, lively, with modern music and an appealing format, to non-regular worshippers.</p> <ul style="list-style-type: none"> <li>Extend this format to Mothering Sunday, Harvest, Pentecost</li> </ul>	<p>To progress this we need:</p> <ul style="list-style-type: none"> <li>Working Group C</li> <li>Visiting other churches to learn best practice</li> <li>Experiment and refine format</li> <li>Identify, mentor and train volunteers</li> </ul>	From Nov 2014 – Mar 2015
<p>Develop and publicise <b>Children and Youth Ministry</b> as Junior Church, to include:</p> <ul style="list-style-type: none"> <li>Sunday School</li> <li>Family Worship Sunday</li> <li>Specific communication for children by children – e.g. specific space in the magazine for children, weekly emails for young people</li> <li>Messy church work with Tim Hill to nurture relationships with young people and the church</li> </ul>	Working Group C	In time for <b>Easter 2015</b>
<b>Launch the 1<sup>st</sup> Family Worship Sunday on 3<sup>rd</sup> Sunday of every month</b>		<b>Easter - 2015</b>
<p>Engage with post baptism families</p> <ul style="list-style-type: none"> <li>Re-connect with baptism families from 3 – 5 years ago with a special invitation to Family Worship Sunday</li> <li>Send cards and the church events to all who have been baptised, confirmed or married here on their anniversaries to remind them that they are welcome to join us at any time and that they are still in our prayers.</li> </ul>	Working Group C	Pentecost 2015 then ongoing

## St Andrew's MAP (Mission Action Plan) 2015 – 2017

### Action Plan continued

Goal & Specific Actions	Who & Resources	When
Consider alternatives to Choral Evensong for younger people and families <ul style="list-style-type: none"> <li>• Earlier start time</li> <li>• Sunday afternoon group for young teenagers – e.g. seasonal movies and discussion</li> </ul>	Director of Music, Working Group C <ul style="list-style-type: none"> <li>• Recommendations to PCC</li> </ul>	By Sep 2015
Put on more “social” event to draw people into the life of the church - e.g. family fun days, annual BBQs	Clergy, PCC <ul style="list-style-type: none"> <li>• Create viable social calendar</li> </ul>	Over Summer 2015
Advertising on the notice board CR5, what St Andrew's provision is for Children and Youth and “social Calendar”	Clergy, PCC	September 2015 then and ongoing
<b>4. Outreach</b> - creating space for building good relationships in our local community		
<i>Romans 10:14</i> <i>“How then will they call on him in whom they have not believed? And how are they to believe in him of whom they have never heard? And how are they to hear without someone preaching?”</i>		
Maintain our current outreach and charitable support commitments – i.e. <ul style="list-style-type: none"> <li>• Contact Group</li> <li>• Charitable giving</li> <li>• Purley Food Hub</li> <li>• Christian Aid</li> </ul>	Current Working Group(s) with current remit.	Ongoing
Continue the monthly Messy Church to widen our outreach to young families	Current working Group Volunteers	Ongoing
Enhanced pastoral care to include groups for people “on the fringe” – e.g. singles, divorcees, new to faith	Clergy	By Easter 2016

# St Andrew's MAP (Mission Action Plan) 2015 – 2017

## Action Plan continued

What & Specific Actions	Who & Resources	When
<p>5. <b>Buildings</b> – maintain our church buildings for the next generation and ensuring that meeting and social facilities can be used to the fullest extent, to maximize income</p>		
<p><i>Acts 11:26</i>  <i>“And when he had found him, he brought him to Antioch. For a whole year they met with the church and taught a great many people. And in Antioch the disciples were first called Christians.”</i></p>		
Address any remaining practical issues which impede people’s access to worship – e.g. disabled access to all parts of the building.	Current Working Group(s)	Ongoing
Have a prominent notice (visible / notice sheet) about help for those with disabilities, hearing loop, wheelchair, gluten free wafers etc. Have non-alcoholic wine available on request.	Church Admin?	In time for Christmas 2014
Upgrade our sound system as necessary to allow more flexibility in use of singers / instruments in worship	PCC, Faculty	End Summer 2015
Upgrade our screen / projection facilities appropriately, to facilitate additional forms of service,	PCC, Faculty	In time for Easter 2015
Review items requiring “prompt attention” in the 2013 Quinquennial Report (para 17.1) and instigate a work program as required	PCC, Working Group D, Faculty	Easter 2015
Review items requiring “attention within two years” in the 2013 Quinquennial Report (para 17.2) and instigate a work program as required	PCC, Working Group D, Faculty	Q3, 2015
<p>6. <b>Prayer</b> – develop our prayer ministry with more home groups and even extensions into Pilgrim type courses</p>		
<p><i>Philippians 4:6</i>  <i>Do not be anxious about anything, but in everything by prayer and supplication with thanksgiving let your requests be made known to God.</i></p>		
The existing Bible Study should continue and be supported	Current Prayer Group(s)	Ongoing
“How to Pray” teaching series – provide teaching on prayer – using a variety of teaching methods (verbal and non-verbal)	Current Prayer Group(s), Clergy	Easter 2016
Healing Prayer Group Training for new members - to strengthen the role of the Healing Prayer Group		Summer 2016

## St Andrew's MAP (Mission Action Plan) 2015 – 2017

### Action Plan continued

What & Specific Actions	Who & Resources	When
Provide additional / alternative opportunities for prayer <ul style="list-style-type: none"> <li>E.g. a prayer chain to pass prayer requests quickly around church</li> <li>E.g. prayer resources, bookstall or library</li> </ul>		Autumn 2016 then ongoing
Faith-based discussion / workshop series - a regular programme of learning and discussion should be available on a weekday or Sundays so that people can explore the faith and Christian discipleship, ask questions and learn from each other. <ul style="list-style-type: none"> <li>E.g. "Adult Sunday School"?</li> <li>E.g. Women's Breakfast with special guest speaker about life and faith</li> <li>E.g. Men's evening with special guest speaker about life and faith</li> </ul>	Mother's Union?, Clergy  This progress this we need: <ul style="list-style-type: none"> <li>Develop</li> <li>Publise</li> <li>Launch</li> </ul>	2016/17  Summer Christmas January 2017
Develop a network of Home Groups <ul style="list-style-type: none"> <li>Link all newcomers to a home group for fellowship and pastoral care</li> </ul>	Volunteers  Launch	Autumn 2016  Christmas'16

### Workgroup Remits

- A** Church profile, Mission Action Plan
- B** Parish Membership database, skills and talents audit, clergy role and priorities
- C** Children and Youth Ministry
- D** Quinquennial work programs