

Supplementary Resources

Mission Planning: A guide for local churches

*What is God calling your church
to be and to do?*



Supplementary resources

The following suggested resources have been compiled to assist with the various phases of mission planning. The resources are intended to be read in conjunction with the guidebook *Mission Planning: A guide for local churches*.

If you require assistance with mission planning or using this guidebook, please contact the Parishes and Other Mission Agencies Commission (PMC): email: pmc@anglicanchurchsq.org.au or phone: (07) 3835 2284.

1.

Prepare

- A. Why do Mission Planning?
- B. Timeline and Program for Mission Planning
- C. Communication, Consultation, Consensus and Change
- D. Prayer and Study Resources



2.

Explore

- C. Communication, Consultation, Consensus and Change
- E. Understanding your Church
- F. Understanding your Local Community
- G. Understanding Church Purpose and Growth



3.

Envision

- C. Communication, Consultation, Consensus and Change
- H. Clarifying Vision and Values



4.

Plan

- I. Creating a Mission Plan



5.

Implement

- J. Implementing and Reviewing a Mission Plan



Why do Mission Planning?

This resource is a short exercise to help your Parish Council explore the relevance and importance of mission planning. It may be the first step in a deeper conversation and further exploration.

Further resources for prayer, study, reflection and worship can be found in *Resource D* and may be useful in encouraging your whole church to reflect on mission and mission planning.

'How to do Mission Action Planning' by Mike Chew and Mark Ireland is an excellent book to read if you want a deeper grounding in mission and mission planning before you begin.

Many Church of England Dioceses have developed their own 'Mission Action Plan' resources. Reviewing these resources can provide further insight into the mission planning process. The resources can best be found by searching online.

A Mission Planning Exploration Exercise

1. Mission: What is Christian mission?

Understanding Mission

Complete the following questions/activities (*allow 2-3 minutes for each*).

- Discuss the following quote:
*"our mission... means our committed participation as God's people, at God's invitation and command, in God's own mission within the history of God's world for the redemption of God's creation."*¹
- What does the following passage tell us about the foundation of Christian mission?
"But you are a chosen race, a royal priesthood, a holy nation, God's own people, in order that you may proclaim the mighty acts of him who called you out of darkness into his marvellous light." 1 Peter 2:9
- How does 'the church' fit in to God's mission (*see passage below*)?
"For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all the others." Romans 12:4-5
- How does your local church fit in to God's mission?

¹ Wright, C. *The Mission of God*, 2006. 22-23.

Why do Mission Planning? *(continued)*

Anglican Identity

Discuss the *Five Marks of Mission* in the Anglican Communion:

1. To proclaim the Good News of the Kingdom
2. To teach, baptise and nurture new believers
3. To respond to human need by loving service
4. To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation
5. To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

The Anglican Church Southern Queensland also considers the following as *Marks of Mission*:

6. To worship and celebrate the grace of God
7. To live as one holy catholic and apostolic Church

How do each of the *Marks of Mission* contribute to the definition of mission provided by Wright? *(see page 1)*

2. Planning: What is mission planning?

Consider these definitions:

Definition 1

Mission planning is a tool that help churches and other organisations to establish:

- **A Snapshot:** where they currently are and have been.
- **Goals:** where they want to be.
- **A Plan:** a strategy for realising the goals (including identifying processes, resources, and programs).

Definition 2

*"God plans and implements. As Creator and Redeemer God's visioning, planning and outworking is clearly evident. Godly leaders throughout Scripture reflected these characteristics. Moses sent the twelve scouts into Canaan with instructions to collect data so that the best strategies could be developed for the nation of Israel to enter the land. David made detailed preparation for the building of the Temple. Paul planned his mission trips for maximum impact to establish and encourage churches throughout the known world. In each case the leaders understood God's vision for their tasks and aligned their actions accordingly."*²

² The Anglican Diocese of Melbourne. *Mission Action Plans: A way forward through Process, Vision and Strategy*

Why do Mission Planning? *(continued)*

Definition 3

Strategic planning usually has two purposes:

1. The activity of seeking God's Will for a ministry or church; and
2. The decision to act in faith on what has been discerned.³

Discuss each of these questions/points:

- Why is mission planning helpful?
- Where in your work/personal experience has strategic planning helped you to achieve goals?
- Consider these findings published in the report *Anecdote to Evidence*, produced by the Church Growth Research Program in the UK:
 - Of churches that had a clear mission/vision, 64% grew and 25% declined. Whereas, of churches that didn't have a clear vision, 26% grew and 52% declined.
 - Churches that were healthy demonstrated intentionality in prioritising growth, chosen style of worship and nurturing disciples.
 - While growth in numbers is not the sole objective of a mission plan, the evidence suggests that the benefits of having a mission plan far outweigh the costs of not proceeding with one.
- Do you have any questions or concerns about mission planning?

3. Local church: How are we going?

Thinking about the *Marks of Mission*:

- Briefly think of where your church is doing well.
- Think about where there is a lot of improvement needed.
- Consider how mission planning might help your church to reach goals.

³ Episcopal Church Foundation Tools for Churches. *Strategic Planning for Your Church*, viewed 17 June 2019, [https://www.ecfvp.org/files/uploads/Strategic_Planning_\(1\).pdf](https://www.ecfvp.org/files/uploads/Strategic_Planning_(1).pdf)

Timeline and Program for Mission Planning

As you begin thinking about your mission plan you may have an urge to complete it as quickly as possible. It is important however to take the time needed to allow church members to participate, contribute, reflect on information and to pray and listen to God.

The amount of time needed might vary from church to church. It is important to take the time to consult widely and get strong support for the plan. This could take up to six months or longer. Below are some guidelines for how long each step might take.

It is advisable that you appoint a suitable facilitator and a small working group (5-7 people) to oversee the process and ensure it stays on track. You may want to ensure you have some diversity in the group in order to get a range of perspectives.

1. Prepare: What do we need to do to begin?

The time needed for 'Prepare' will depend entirely on how members of the church feel about mission planning and whether it is felt that some time is needed to explore its purpose and value in depth. This could include a period of intentional preaching and teaching on mission in the lead up to making a decision or beginning the process.

Task timeline:

- Explore with Parish Council why mission planning is beneficial and make the decision to start.
- Prepare a timeline and program for the work ahead.
 - *Allow 1-2 Parish Council meetings.*
- Inform church members that you are beginning a process of mission planning and recruit them to the process.
 - *Allow up to four Sundays of communication in order to share with all the members of the church. Other means of communication might also be used.*
- Engage church members in prayer, preaching, Bible study and worship focussed on mission and the work ahead.
 - *Allow for a period of 6-8 weeks for this work. Other work might occur during this activity.*

Timeline and Program for Mission Planning *(continued)*

2. Explore: Where are we starting from?

The length of the 'Explore' phase will depend on the depth of consultation needed. The first three elements listed below could be completed concurrently. It is also advised that a day or part of a day be set aside for exploring information collected and for church members to learn and contribute.

Task timeline:

- Gather information about the church, its members and activities.
 - *Gather information about the local community.*
 - *Learn what research says about church growth and health.*
 - *Allow 1-3 months for these first three tasks. Time will be needed to collect information and also to meet for a day.*
- Meet with church members to share information collected and contribute to creating a church/community profile together.
 - *Allow ½–1 day.*
- Have a small working group draw together the information into a church/community profile.
 - *Allow for the group to meet 1-3 times over a month.*
- Share the profile with church members, allowing for feedback.
 - *Allow enough time for information to be shared adequately with all members.*

3. Envision: Where do we want to get to?

The 'Envision' phase requires church members to share their dreams for the church through discerning what they believe God is calling the church to be and to do. Once they have considered the information gathered in the 'Explore' phase, a meeting to share their vision ideas could be arranged. Other methods might be used to collect people's ideas such as surveys.

- Provide church members with an opportunity to share their vision for the church.
 - *Ideally this would occur at a day or part day meeting. Other methods might also be used and time should be allowed for people to respond.*
- Prepare a draft church vision.
 - *Allow 1-3 meetings with a small working group.*
- Share the draft vision with the Parish Council, church members and wider community, allowing for feedback.
 - *Allow enough time for information to be shared adequately with all stakeholders.*

Timeline and Program for Mission Planning *(continued)*

4. Plan: What's the best way to get there?

By the time you have reached the 'Plan' phase, you should have enough information for a working group to prepare a mission plan.

Task timeline:

- Gather a small team to prepare a mission plan.
- Prepare a mission plan.
 - *Allow for the team to meet a couple of times.*
- Seek feedback on the plan from Parish Council.
- Seek feedback on the plan from church members.
- Finalise and publish the church vision and mission plan.
 - *Allow enough time for information to be shared adequately with all stakeholders.*

5. Implement: What is the next thing we need to do?

The 'Implement' phase is where the rubber hits the road. The mission plan is launched and the ongoing work of implementation begins.

Task timeline:

- Launch the church vision and mission plan.
 - *Allow for a launch event.*
- Engage intentionally with those responsible for realising goals.
 - *Allow for communication and follow-up with each person on a recurring basis e.g. monthly.*
- Review the progress of the plan.
 - *Allow for review at every Parish Council meeting.*

Timeline for Mission Planning

1.

Prepare

1–2 Parish Council meetings — Explore and make a decision.

Up to four Sundays — Inform church members.

6–8 weeks — Prayer, preaching, Bible study and worship (may occur before decision, after it and during other phases in the timeline).

2.

Explore

1–3 months — Gather information about the church and local community.

½–1 day — Meet with church members to share information collected and contribute to creating a church/community profile together.

1–3 meetings — Working group creates church/community profile.

Allow time to share the profile with church members and receive feedback.

3.

Envision

½–1 day — Provide church members with an opportunity to share their vision for the church (if using other methods allow time for people to contribute).

1–3 meetings — Working group prepares draft church vision.

Allow time to share the vision with church members and receive feedback.

4.

Plan

1–3 meetings — Working group prepares plan.

Allow time to share the profile with Parish Council and church members and seek feedback.

5.

Implement

1 event – Launch the plan.

Every Parish Council meeting – Review progress.

Ongoing – Communication and follow-up with those responsible for realising goals.

Communication, Consultation, Consensus and Change

Effective mission planning and implementation requires clear, ongoing communication with your church members and wider community. This communication will include consultation and consensus building. It might require some knowledge of how cultural change is effected in a community of people. This resource provides some guidance on how you might do this throughout the mission planning process.

Communication

From the beginning to the end of the mission planning process, and at every step along the way, it will be necessary to let church members know what is going on. There is a saying 'what people aren't up on, they may be down on'. When people feel they know what is going on they will feel freer to think, to ask questions and to contribute. In sharing information, it is essential you are clear on what you want to say. Consider how you will share information. If information is shared in Sunday worship, the same information may need to be repeated over a month. Other methods should also be considered including social and print media.

Taking the Temperature

Before embarking on mission planning the temperature of the church for engaging in this kind of process might need to be taken. This might include casual conversations with church members asking about their vision for the future of the church and what they think about making a plan. If there is significant resistance, work may be needed to educate church members on the importance of mission planning.

Consultation

Consultation means drawing on the ideas, thoughts and feelings of your church. It is giving members an opportunity to have input into the mission planning process. A variety of opportunities should be provided. This could be done by holding meetings to enable people to share. It could also include surveys or other non-gathered methods. This might include taking plans and visions back to the church to hear what they think. Consultation does not mean that every idea suggested should be included in the plan. From the outset people should know that the process will involve considering and sifting ideas from the whole church.

Consensus

While not all suggestions need to be included, a consensus and level of support needs to be built around any plan. It is possible that many conversations need to be had to allay concerns people have or to help them understand why a particular direction is being taken. Consensus does not mean that everyone in the church agrees but ideally you may want the majority of people happy to go along with the plan.

Communication, Consultation, Consensus and Change *(continued)*

Managing Change

Mission planning may require some understanding of change management. Resource 7B in the *Manchester Mission Action Planning* resources has some useful information for considering this issue.

<https://www.manchester.anglican.org/documents/mission-action-planning-toolkit/>

Additional Resources

Canoeing in the Mountains — Tod Bolsinger

Advanced Facilitation Strategies — Ingrid Bens

Facilitator's Guide to Participatory Decision-Making — Lenny Lind and Sam Kaner

Prayer and Study Resources

Mission planning should be grounded in prayer, the scriptures and theological reflection. Below are some useful resources for this work.

Prayer and Liturgy

Prayer within your church might focus on what God is calling your church to be and to do, its understanding of the local community and how the church might serve it. You might want to pray for growth in spirituality, in service and prayer.

Include the mission planning process and plan (when it is developed) in intercessions and at other times. You may wish to invite people to create a prayer wall for the church during the process.

A prayer for mission could be written and placed in the pew bulletin every Sunday. The Anglican Church Southern Queensland uses the following prayer for mission:

*Living God,
creator, redeemer, strengthener;
enliven, guide and strengthen your Church in all you send us to do.
By your Holy Spirit enable us to grow –
in faith,
in service,
in generous giving;
and add to your Church new disciples
that your saving, reconciling, recreating work may go forward,
through Jesus Christ our Lord. Amen.*

Prayer and Study Resources *(continued)*

Table 1: Prayer resources

SOURCE: MAP Toolkit – Anglican Diocese of Manchester (p. 73)

We pray for God's grace. Lord, receive our praise **and hear our prayer.**

Lord God, through your grace we are your people: through your Son you have redeemed us; in your Spirit you have made us as your own. We pray for ... [new Christians, the Church].
Make our hearts respond to your love. Lord, receive our praise and hear our prayer.

We pray for... [the local community]. Make our lives bear witness to your glory in the world.
Lord, receive our praise **and hear our prayer.**

We pray for... [people in need, Christian service]. Make our wills eager to obey, and our hands ready to heal. Lord, receive our praise **and hear our prayer.**

We give thanks for... Make our voices one with all your people in heaven and on earth. Lord of life, hear our prayer, and make us one in heart and mind to serve you with joy for ever. **Amen.**

Available at https://cofemanchester.contentfiles.net/media/documents/document/2017/11/MAP_Toolkit_Nov_2017_SA_edit.pdf

SOURCE: ABM

A litany for mission.

Available at https://www.abmission.org/data/resources/2015_/A_Liturgy_for_Mission.pdf

SOURCE: Mission Action Planning Prayer – Anglican Diocese of Sheffield

God of Mission
who alone brings growth to your Church
send your Holy Spirit to give
 vision to our planning
 wisdom to our actions
 and power to our witness.

Help your church to grow
 in numbers
 in spiritual commitment to you
 and in service to your world

through Jesus Christ our Lord. **Amen.**

Available at <https://www.sheffield.anglican.org/moremappages>

Prayer and Study Resources *(continued)*

SOURCE: Mission Action Planning – Anglican Diocese of Glasgow

O God the Father of our Lord Jesus Christ, hear us as we pray for the mission of your Church: For the outpouring of your Spirit upon the Church, for your way to be known upon earth, and your salvation among all nations, we pray to you, O God. **Lord, hear our prayer.**

For this diocese, and [Gregor] our Bishop, for grace and strength to lead us in mission, we pray to you, O God. **Lord, hear our prayer.**

For grace to work together in the growth of your kingdom, we pray to you, O God.

Lord, hear our prayer.

For grace to serve you, and preach the gospel to all people, we pray to you, O God.

Lord, hear our prayer.

For grace to worship you in spirit and in truth, we pray to you, O God. **Lord, hear our prayer.**

For our Mission Action Plan, for [x] our Facilitator, and for all who help and guide us, we pray to you, O God. **Lord, hear our prayer.**

(In this section, choose some specific mission planning focus-points, and add particular petitions.)

For growth in our ministry to children and young people: [in particular for ...] we pray to you, O God. **Lord, hear our prayer.**

For growth in prayer and the life of the spirit: [in particular for ...] we pray to you, O God.

Lord, hear our prayer.

For growth in sound learning and faithful discipleship: [in particular for ...] we pray to you, O God. **Lord, hear our prayer.**

For growth in numbers, so we may welcome everyone as Christ welcomes us:

[in particular for ...] we pray to you, O God. **Lord, hear our prayer.**

For growth as leaders in mission, to use the gifts you have given us: [in particular for ...] we pray to you, O God. **Lord, hear our prayer.**

For growth as witnesses to Christ in our community, to reach out to our neighbours with imagination and understanding: [in particular for ...] we pray to you, O God.

Lord, hear our prayer.

For our brothers and sisters in Christ in this region, for their own plans for action in mission:

[in particular for ...] we pray to you, O God. **Lord, hear our prayer.**

For our brothers and sisters who have gone before us, encouraged us by their example, strengthened us by their fellowship, and helped us by their prayers: we pray to you, O God.

Lord, hear our prayer.

For the courage, imagination, and energy to continue on the road of mission in this, our journey of faith: [in particular for ...] we pray to you, O God. **Lord, hear our prayer.**

Spirit of our Loving God, in your mercy and compassion inspire, encourage and empower us to live and work together as a Diocese, to allow your mission for us to take flesh through Jesus Christ our Living and Eternal Lord. **Amen.**

Available at <https://glasgow.anglican.org/wp-content/uploads/2015/08/Mission-Action-Plan-Prayers-of-the-People.pdf>

Prayer and Study Resources *(continued)*

SOURCE: Parish Strategic Planning – Greek Orthodox Metropolis of San Francisco

- Lord Jesus Christ, our God, You have said, “Apart from Me you can do nothing.” In faith we embrace Your words, Lord, and we entreat Your goodness. Help us to carry out the work we are about to begin and to bring it to completion. To You do we give glory, to the Father, Son and Holy Spirit. **Amen.**
- Almighty God, our Help and Refuge, who knows that we can do nothing right without Your guidance and help; direct us by Your wisdom and power, that we may accomplish this task and whatever we do according to Your divine will, so that it may be beneficial to us and others, and to the glory of Your Holy Name. **Amen.**
- Our Lord and Savior, You became man and labored with Your hands until the time of Your ministry. Bless us as we begin this work. Help us to bring it to completion. Lord, enlighten our minds and strengthen our bodies, that we may accomplish our task according to Your will. Guide us to bring about works of goodness to Your service and glory. **Amen.**
- Steer the ship of our life, good Lord, to your own quiet harbor, where we can be safe from the storms of sin and conflict. Show us the course we should take. **Amen.**
- Renew in us the gift of discernment, so that we can always see the right direction in which we should go. And give us the strength and the courage to choose the right course, even when the sea is rough and the waves are high, in Your name we shall find comfort and peace. **Amen.**
- Christ, the true light, who enlightens and sanctifies every person coming into the world, let the light of Your countenance shine upon us that we may see Your unapproachable light; and guide our steps in the way of Your commandments, through the intercessions of Your all-holy Mother and of all the Saints. **Amen.**

Available at http://sfstrategicplan.net/wp-content/uploads/2015/04/parish_strategic_planning_guidebook_print.pdf

SOURCE: Anglican Communion

A service of the word centred on the *Five Marks of Mission*.

Available at <https://www.anglicancommunion.org/media/98405/97-Marks-of-Mission.pdf>

SOURCE: RCCDSB Religious Education & Family Life Resource Office, USA

A prayer service for strategic planning by Catholic School Boards, which could be adapted.

Available at <http://religiouseducation.rccdsb.edu.on.ca/wp-content/uploads/sites/26/2010/06/PlanningtheRoadAhead.pdf>

Prayer and Study Resources *(continued)*

SOURCE: Prayer for Mission – Catholic Diocese of Auckland

*Gracious and merciful God,
we pray that through the Holy Spirit
we may all hear your call to mission
and seek a deeper relationship with your Son, Jesus.*

*We pray
that our plan “Fit For Mission” will renew our diocese,
inspiring all Catholics to “go forth and make disciples of all nations” and transform society
through the power of the Gospel.*

*We pray
for all members of the Church,
that we heed the words of Christ
—“do not be afraid”—
and strengthened by the Holy Spirit’s gift of courage,
give witness to the Gospel and share our faith with others.*

*We pray
that we may become
like the father of the prodigal son
—filled with compassion for our missing brothers and sisters—
and run to embrace them upon their return.*

*We pray
that all people
yearning to know Christ and the Church
may encounter him through the faithful
who witness to his love in their lives.*

*We pray
that we may learn to use modern means of communication
to spread the good news, to reach out
and touch those who tweet and twitter and email and text.
We ask that you inspire us to embrace the new media in your name.*

*Loving God, our Creator,
strengthen us to become witnesses
to the saving grace of your Son,
Jesus, our Lord,
who lives and reigns with you,
in the unity of the Holy Spirit,
one God, forever and ever.*

Amen.

Available at <https://www.aucklandcatholic.org.nz/mission-evangelisation/pastoral-planning/liturgy-resources/>

Prayer and Study Resources *(continued)*

SOURCE: Prayers based on the *Marks of Mission* – The Very Rev'd Dr Iain Luke

Lord Jesus Christ, let your presence fill our hearts and overflow in our actions, that we may proclaim the good news of your Kingdom. Let your glory fill this place, **Let your glory fill this world.**

Lord, fill us with your welcoming Spirit of truth, that we may faithfully teach, baptize and nurture those who come to believe in you. Let your glory fill this place, **Let your glory fill this world.**

Lord, as you came to serve and not to be served, fill us with the compassion and insight to respond to human need by loving service. Let your glory fill this place, **Let your glory fill this world.**

Lord, let the fire of your goodness and justice burn into us and through us, that we may seek to transform the unjust structures of society. Let your glory fill this place, **Let your glory fill this world.**

Lord, as you come into our lives to redeem all that is good, guide us in our turn to renew and sustain the life of your creation. Let your glory fill this place, **Let your glory fill this world.**

Almighty God, in our baptism you adopted us for your own. Quicken, we pray, your Spirit within us, that we, being renewed both in body and mind, may worship you in sincerity and truth; through Jesus Christ our Lord, who lives and reigns with you and the Holy Spirit, one God, now and for ever. **Amen.**

Available at

<https://www.anglican.ca/wp-content/uploads/Prayers-Based-on-Marks-of-Mission.pdf>

SOURCE: St Louis University Prayer Book

Heavenly Father, we come to you today asking for your guidance, wisdom, and support as we begin this meeting. Help us to engage in meaningful discussion; allow us to grow closer as a group and nurture the bonds of community. Fill us with your grace, Lord God, as we make decisions that might affect the students, staff, faculty, alumni and friends of Saint Louis University. And continue to remind us that all that we do here today, all that we accomplish, is for the pursuit of truth for the greater glory of You, and for the service of humanity. We ask these things in your name, **Amen.**

Available at <https://www.ignatianspirituality.com/5080/prayer-before-a-meeting>

SOURCE: Catholic School Parents WA

Prayers for Plenary Council, which could be adapted.

Available at <http://www.pff.wa.edu.au/prayers-for-meetings>

Prayer and Study Resources *(continued)*

SOURCE: Veronica Hongaya

In the name of the Father, of the Son and of the Holy Spirit, Amen.

We praise and glorify You oh Lord. We give back to You all the blessings that unfold to us this morning. Thank You God for the gift of Life, for the gift of work and for our health and peace of mind.

Thank You for giving us this day, for gathering us here today in this nice place for our planning session. Lord let this venue inspire us to devise strategic plans that could help improve our company. Grant us Lord a clear vision that we may be able to foresee the right recourse to the demands of the future.

Share to us oh Lord a ray of Your brilliance and wisdom that would guide us to an interactive and productive session. Send Oh God Your Holy Spirit and wrap us with your love to carry us through the challenges of day.

All these we ask through the Holy and Mighty name of Your Son, Jesus Christ our Lord, **Amen.**

In the name of the Father, of the Son, and of the Holy Spirit, **Amen.**

Available at <https://www.scribd.com/doc/72475434/Prayer-for-Strategic-Planning>

Prayer and Study Resources *(continued)*

Preaching

Preaching and teaching can be important to help church members understand where mission planning fits into the life of the Christian community and Anglican Church. The resources below may provide some ideas about what direction to take.

Table 2: Preaching resources

SOURCE: Anglican Diocese of Derby
A summary of the <i>Five Marks of Mission</i> with relevant suggestions for preaching and bible study on each theme.
Available at http://derby.anglican.org/en/our-mission/mission-action-plans-map/stage-1-explore/download/2271_823b15cfd8e9f89fecb04e9d0040ecd2.html
SOURCE: Anglican Diocese of Manchester
Tool 8a-8h. Scripture and themes suitable for a preaching series or bible study.
Available at https://www.manchester.anglican.org/documents/mission-action-planning-toolkit/
SOURCE: Olem Blog
Sermons on passages exploring mission and the Five Marks. (Brief thematic overviews can be found on the website.)
<ul style="list-style-type: none"> • Love God — 1 John 4:7-17. • Tell the Good News — Mark 1:1-8. • Teaching one another — Deuteronomy 6:4-9. • Tend to others — Mark 10:46-52. • Transform society — Amos 5:9-15, 21-24. • Treasure God's creation — Luke 19:28-40 (Palm Sunday) or Romans 8:18-25.
Available at https://0lem.wordpress.com/2016/02/19/5marks-sermons/
SOURCE: Ed Stetzer
Ten scripture texts on God's Mission.
Available at https://www.christianitytoday.com/edstetzer/2010/january/ten-scripture-texts-on-gods-mission.html

Prayer and Study Resources *(continued)*

Bible Study Resources

Encouraging church members to study mission through Bible study groups may deepen their understanding and commitment to the mission planning process.

Table 3: Bible study resources

SOURCE: CMS
A large range of Bible studies on mission including high quality video content.
Available at https://churchmissionsociety.org/resources-cms-uk-publications/mission
SOURCE: United Society Partners in the Gospel
A Heart for Mission — A high quality and in depth study of the <i>Five Marks of Mission</i> produced in conjunction with the Anglican Diocese of Myanmar.
Available at https://www.uspg.org.uk/docstore/173.pdf
SOURCE: ABM
Living <i>Marks of Mission</i> — a high quality and in depth study on the <i>Five Marks of Mission</i> .
Available at https://www.abmission.org/data/Advocacy/Marks_of_Mission_series_RGB.pdf
SOURCE: ABM
A Lenten Bible study on mission.
Available at https://www.abmission.org/data/Lent/2015/Bible_Studies_Lent.docx
SOURCE: Blog — Revvin' it up
A five week study on the <i>Five Marks of Mission</i> . Could also be used as the basis of a preaching series.
Available at https://revvinitup.com/5-marks-of-mission-bible-study/
SOURCE: Anglican Diocese of St Edmundsbury & Ipswich
A resource for small groups to explore each Mark of Mission.
Available at http://www.wdanetwork.org.uk/dioceses/stedsresources/Five%20Marks%20of%20Mission.doc

Prayer and Study Resources *(continued)*

SOURCE: Biblical Association for the Church of Ireland

A Lenten Study on the *Five Marks of Mission*.

Available at https://bibliahibernica.files.wordpress.com/2018/01/2018_lenten_study_baci.pdf

SOURCE: OMF International

A Bible study to encourage thinking about cross-cultural (local or otherwise) mission.

Available at <https://omf.org/resources-for-mission/missionbiblestudies/>

SOURCE: The Lutheran Church — Missouri Synod

An in depth Bible study on the mission of God.

Available at <http://www.lcms.org/Document.fdoc?src=lcm&id=963>

Understanding your Church

The purpose of this step is to create a 'church profile' — a clear picture of what your church is like. It should include consideration of the health of activities, buildings, congregations and finances. There are many ways this profile can be created and church members should be given ample opportunity to contribute.

Below are a number of strategies that could be employed to help build a profile. You don't need to do all of them. Choose what works for you. Many of these activities might be best conducted by drawing people together to draw, write and discuss.

Having done this work, think about how you might synthesize and present the profile so that the information is in a format that can be easily understood and shared with those inside and outside the church. This could include using pictures, stories, infographics and statistics. Consideration should be given to what information is important and what can be left out.

Activities and Sources of Information

Description

Describe as many aspects of your church as possible. Include styles of worship, members, resources, activities and connecting points with the community.

History Audit

Explore together the themes that have shaped the church and local community, including points of growth and sticking points. This could be done by creating a timeline on butchers paper, marking up key events and discussing them.

SWOT or SOAR Analysis

Conduct a SWOT (strengths, weakness, opportunities and threats) analysis or a SOAR (strengths, opportunities, aspirations and results) analysis on your church and local community. Divide your space into the four designated areas, for example, strengths, weakness, opportunities and threats. Provide butchers paper and pens for people to write their ideas. Alternatively use different coloured post it notes to represent the four different areas and as people write their ideas stick them up on the walls.

What if...

In small groups discuss the following questions:

1. If this church closed down what would the congregation/s miss?
2. If this church closed down what would the local community miss?
3. If this church closed down who would notice?

Understanding your Church *(continued)*

Metaphors

In seeking to discover the values of the church, metaphors may help people express how they see themselves. Have people finish a sentence such as:

My church is like... [a family...a farmyard...]

When people have completed the sentence, invite them to explain the meaning behind their metaphor. The themes and ideas that come from these answers can bring useful insights into the church.

Audit

Invite someone in to do an audit of your church considering elements such as welcome, worship, buildings and communication.

Survey

You might consider creating and conducting your own survey to find out what people think about your church. You could also interview people or conduct focus group discussions.

NCLS Church Life Survey

The NCLS Church Life Survey is an evaluative tool that churches can use to reflect on their vitality and health. It's an effective way for church leaders to listen to and receive feedback from church members including adults, children, youth and leaders. The survey results, which are presented in a format that's easy to interpret, provide a credible evidence base for churches to evaluate and strengthen their vitality, develop effective leadership and inform their ministry and mission. A Church Life Survey can be completed at any time.

<https://www.ncls.org.au/planning/about-church-life-survey>

NCD

Natural Church Development (NCD) is a survey tool that enables a church to get a clear picture of the status of its key characteristics that relate to church health and growth. The survey results help a congregation to pinpoint in everyday terms where action or intervention may be appropriate. When a congregation intentionally and consistently addresses the issues that are scored lowest in the survey, the process helps to release the growth potential that God has put within each congregation. NCD focuses on increasing the quality of a church rather than on numerical growth goals, with the assumption that quality improvement will lead to numerical growth over time.

An NCD survey can be completed at any time. For further information about NCD or to conduct a survey, contact the Parishes and Other Mission Agencies Commission on pmc@anglicanchurchsq.org.au.

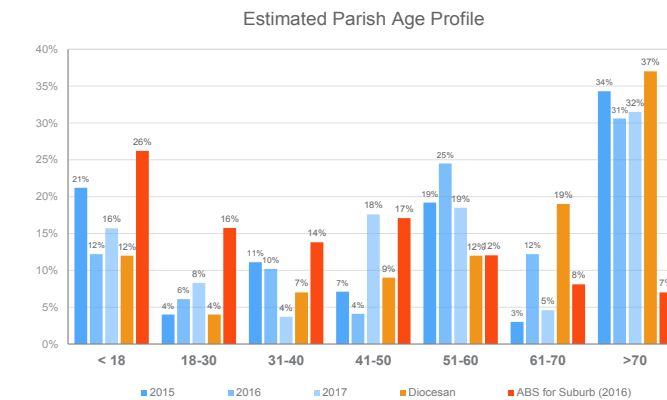
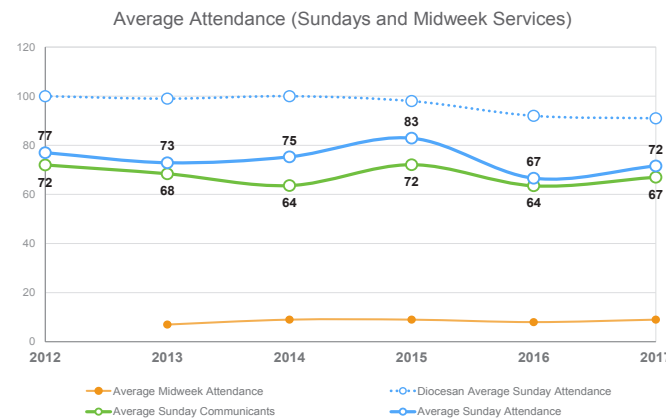
Understanding your Church *(continued)*

Parish Dashboard

The Parish Dashboard provided by the PMC and developed from information collected through the annual returns can provide helpful insights into your church's health.

Example of a Parish Dashboard

Name of parish



Summary Indicators for Services, Vitality, and Giving

	2012	2013	2014	2015	2016	2017
SERVICES						
Average Sunday Attendance	77	73	75	83	67	72
Average Sunday Communicants	72	68	64	72	64	67
Average Number of Children			8	11	9	7
Christmas Day Attendance	95	54	46	40	48	26
Easter Day Attendance	78	100	76	81	97	90
Midweek Attendance			9	9	8	9
VITALITY						
Number of New Adults			4	2	7	5
Number of New Children			1	1	0	1
Small Group Involvement			42%	41%	48%	50%
Introduction to Christianity Courses			Annual	Annual	< Year	Annual
PASTORAL						
Funerals	1	3	2	2	2	2
Marriages	0	1	0	0	0	0
Confirmations and Receptions	0	2	0	4	4	3
Baptisms (Child)	0	0	1	0	0	0
Baptisms (Adult)	0	0	0	0	0	0
FINANCES						
Income	\$ 228,195	\$ 221,683	\$ 225,564	\$ 231,689	\$ 250,414	\$ 307,733
Offertery	\$ 189,973	\$ 198,629	\$ 186,276	\$ 197,680	\$ 220,807	\$ 209,305
Average Annual Offering per Person	\$ 2,467	\$ 2,725	\$ 2,474	\$ 2,385	\$ 3,315	\$ 2,923
Contribution	\$ 17,160	\$ 18,000	\$ 18,900	\$ 18,900	\$ 18,900	\$ 18,900
Mission Giving	\$ 35,094	\$ 25,750	\$ 18,020	\$ 18,660	\$ 20,137	\$ 20,916

Summary Information

Parish: _____ Church Size in 2016: **Small** Church Size in 2017: **Small**
 Region: _____ Archdeaconry: _____
 Deaconry: _____ ASA: 67 ASA: 72
 ABS Code: _____

Growth 2012 to 2017	Growth 2014 to 2017	Growth 2016 to 2017
Decline	Neutral	Growth
77 to 72	75 to 72	67 to 72

For further information on using this dashboard, please refer to the accompanying notes. For further assistance or queries, please call the PMC on (07) 3835 2284.

Understanding your Church *(continued)*

Review the most recent dashboard for your church and complete the 'Observe', 'Interpret' and 'Act' questions for each key metric listed in the table below.

	OBSERVE	INTERPRET	ACT
	What are the key patterns?	Why might this be the case?	What action could be taken to influence the key patterns?
Average Sunday Attendance			
Average Sunday Communicants			
Number of New Adults and Children			
Small Group Involvement			
Introduction to Christianity/ discipleship programs			
Average Annual Offerings per Person			
Age Profile			
Other			

Understanding your Local Community

In this step the main task is collecting information to develop a 'community profile' — a picture of the local community. This could include information about demographics but might also include anecdotal information from within the community.

Below are a list of activities and resources you could use to help understand your community. You might like to bring your church together to talk about your local community and the opportunities that exist within it.

Having done this work, think about how you might synthesize and present the profile so that the information is in a format that can be easily understood and shared with those inside and outside the church. This could include using pictures, stories, infographics and statistics. Consideration should be given to what information is important and what can be left out.

Community Audit

Compile a profile of your neighbourhood. Include information about local organisations and amenities. Use Census data from the ABS to profile the population.

Phone a Friend

Encourage church members to ask friends and neighbours about the needs of the local community and how the church might help serve the local community. Also talk to local politicians, business people and service workers.

Say 'Cheese'

Ask church members to take a photograph of something that speaks about their church community. Come together and ask people to share why they took the photo and what it means.

Interview and Focus Groups

Interviews and focus group discussions with people and organisations can help you understand the needs, opportunities, strengths and weaknesses of your area through the eyes of people who don't normally come to church. Think about who might have important knowledge of your community including politicians, school principals, local doctors and community welfare workers.

NCLS Community Social Profile

The NCLS Community Social Profile (CSP) is a 28 page profile of your local community, showing key information about the people living in your neighbourhood, using data from the 2016 National Census. The CSP identifies what's changing in the social make-up of your community, helping your church or organisation to understand the people around you, in an easy to see format.

<https://www.communitysocialprofiles.com>

Australian Bureau of Statistics

The ABS is a huge source of demographic data about your local community. This includes information such as age profiles, ethnicity and religious affiliation.

<http://www.abs.gov.au>

Supplementary Resources

Mission Planning: A guide for local churches

Understanding Church Purpose and Growth

In this phase if you haven't already done so it might be worth exploring with your church the purpose of 'the church' as well as some of the research on what makes churches grow.

Resource A contains some useful resources for exploring the church's mission. Below you will find a summary of church health and growth research.

Introduction

The following focuses on studies produced by the Church of England and some supporting research in the Australian context. *From Anecdote to Evidence*, a landmark study produced by the Church Growth Research Programme in the UK, forms the basis for these key findings.

Research

From Anecdote to Evidence, Church Growth Research Programme, Church of England

It's important to note that this study focussed on numerical growth (i.e. not 'spiritual' growth). The study demonstrated that:

- **There is no single indicator of growth. However, there are a number of common characteristics that are found in many different contexts:**
 - Good leadership
 - Clear mission and purpose
 - Willingness to self-reflect and change/adapt
 - Involvement of lay people
 - Intentionality in
 - prioritising growth
 - chosen style of worship
 - nurturing disciples
- **There are indicators for decline:**
 - Churches with no children or U16's are likely to be in decline.
 - Multi church amalgamations often decline (best practice is one leader for one church community).

Understanding Church Purpose and Growth *(continued)*

○ There are a number of key growth indicators:

- 1. Effective leadership** that results in growth is the result of a combination of specific qualities and skills and a drive to grow.
 - Only 13% of respondents prioritised numerical growth (over spiritual growth or social transformation). This choice was significantly correlated with actual growth.
 - Leadership qualities included: motivating, envisioning and innovating.
 - Other factors were:
 - being outgoing with outsiders
 - prioritising growth
 - ability to train others for mission
 - being intentional about worship style
 - having and developing and communicating a vision.
- 2. A clear mission/vision:**
 - Of churches that had a clear mission/vision, 64% grew and 25% declined.
 - Of churches that didn't have a clear vision, 26% grew and 52% declined.
- 3. A willingness to change and adapt:** researchers found that across the spectrum, churches that were willing to change and adapt to the needs of new people grew.
- 4. Lay leadership:** the research showed that good quality lay leadership (that is rotated to give more people the opportunity to serve) is linked with growth. When churches were asked about rotation of lay leadership roles:
 - 8% grew that had the same people in roles.
 - 19% grew that had some rotation.
 - 47% grew that had a lot of rotation.
- 5. Active engagement of children and teenagers:** Churches which offered programmes for children and teenagers were 50% more likely to be growing.
- 6. Active engagement of people outside of the church:** While not all outreach programmes result in numerical growth (i.e. some result in predominantly social transformation) some programmes providing social services resulted in numerical growth. Positive use of social media was also linked with growth. This may be because it is a sign of young, dynamic leadership.
- 7. Good welcoming and follow up of visitors.** Comments from survey participants noted the importance of building on-going relationships with newcomers.
- 8. Commitment to nurturing spiritual growth.** Two thirds of churches which offered some form of discipleship courses reported growth.

Understanding Church Purpose and Growth *(continued)*

Churches with a Vision for the Future, NCLS Occasional Paper

Based on the 2011 NCLS data, this paper found that communication of a clear vision for growth resulted in increased church vitality and numerical growth.

“The churches that grew were not those where the leadership simply produced a vision, but where attenders responded well to the vision and adopted it as their own. The vision has been communicated clearly and has been formed in a way that has led to ownership by church attenders.”

The Church Growth Research Programme Report on Strands 1 and 2 — Numerical change in church attendance: National, local and individual factors. Voas, David; Watt, Laura. 2014.

- The reason for church decline (in the UK) is the failure to replace older generations of churchgoers.
- Thus it is critical to retain children and youth in the church.
- Context is an important determinant of growth. Rural settings which are generally in decline report a high percentage of attendance (of the local population) and find it difficult to grow. Urban and suburban settings where a lower percentage of the population attends find it easier to grow. This is also attributed to large numbers of immigrants in suburban areas in the UK.
- Churches with a clear willingness to give things a go (i.e. different worship styles, discipleship or outreach programmes) were consistently linked with growth.
- Churches which promoted ‘being invitational’ to church were more likely to grow.
- Growth and agreement with “Our church has a clear mission and purpose” have a consistently strong correspondence. Roughly two thirds of these churches had little to substantial growth compared to less than a quarter of churches that disagreed with the statement.
- Leadership style has a big influence on growth. Leaders who had strengths in motivating others and having a vision were associated with growth.
- Notably the association between churchmanship and growth is not strong. There is a slight skew towards evangelical, conservative and charismatic churches with the charismatic (as opposed to non-charismatic) being the most significant determinant of growth.
- Of a number of qualities of priests, three (motivating, envisioning and innovating) were strongly correlated with growth.

Understanding Church Purpose and Growth *(continued)*

Synthesis

The research in this field is summed up well by the report *From Anecdote to Evidence*. This is a synthesis of each of the resources listed above.

- **Leadership:** From the research covered it is clear that strong leadership, both lay and ordained, were strongly correlated to numerical growth. Leaders who were good at casting a strong vision for growth, motivating, and involving laypeople are regularly associated with growth.
- **Vision:** churches which had a strong and well communicated vision for growth are more likely to grow. The NCLS paper makes particular note of the importance of the leader to motivate and equip their church to see the vision as achievable and therefore strive for it.
- **Willingness:** churches need to be willing to self-reflect and change to meet the changing needs of the mission field. What was clear was that change is not always necessary (i.e. 'traditional' worship still appeals to many). However, it is the ability to reflect on practices and evaluate if they can or will achieve a vision for growth that gives purpose to any activity. A greater sense of purpose (no doubt because of a clear vision) leads to increased lay participation which is a positive determinant for growth.
- **Welcoming:** growing churches are welcoming to newcomers (promoting and invitational culture aids this). Such churches strive to quickly build inclusive and lasting relationships with newcomers.
- **Discipleship:** Spiritual growth and numerical growth are correlated, and most likely feed each other i.e. spiritual growth resulting from self-reflection on the mission and purpose of the church can lead to numerical growth which can in turn necessitate the discipleship programs for new and returning believers.
- **Youth:** Retaining youth is critical in church growth. Churches which have programs for children and teenagers were more likely to retain them. One report noted that young clergy are more likely to see growth than older clergy and this increases if the clergyperson has a young family presumably because of an increased focus on ministry to youth.
- **Multicultural outreach:** This was demonstrated to greater effect in Report 001 on leadership qualities. However, it is still important given the large number of immigrants moving to Australia. This is especially the case in suburban and urban churches where there is a greater number of immigrants.
- **For the church to grow it needs leaders who have:**
 - a strong vision for growth
 - the ability to cast that vision to their church
 - the ability to motivate and encourage change/self-reflection
 - the ability to train leaders
 - an emphasis on discipleship
 - an emphasis on evangelism and being invitational/welcoming

Understanding Church Purpose and Growth *(continued)*

Resources

<http://www.churchgrowthresearch.org.uk/UserFiles/File/Reports/FromAnecdoteToEvidence1.0.pdf>

<https://www.ncls.org.au/research/ncls-occasional-paper-16-01>

http://www.churchgrowthresearch.org.uk/UserFiles/File/Reports/Report_Strands_1_2_rev2.pdf

<http://community.dur.ac.uk/churchgrowth.research/>

Clarifying Vision and Values

By this stage you will have a well-developed picture of your church and local community. You may also have done some work on understanding the purpose of the church and what might help it to be healthy and growing. It is now time to create a vision of what you want your church to do and to be. This will include a distinct vision statement.

Some examples from churches in our Diocese are:

Being released for the mission of Jesus Christ. We seek to be a local community church with a diverse worship life, seeking committed discipleship so that we might act in loving service.

The Parish of Chelmer-Graceville

To be a vibrant centre of Christian Spirituality in the heart of the city, and to empower our community to become disciples of Christ by growing deeper into their relationship with God, through prayer, learning about the scriptures and practising his word.

The Parish of Ipswich

We participate in god's mission of transforming individuals and communities offering meaning, purpose and hope through Jesus Christ.

The Parish of New Farm

To be an inclusive, welcoming Christian community: nurturing people, building disciples and knowing Jesus more deeply.

The Parish of Springfield

We exist to glorify God by making and maturing disciples of Jesus Christ.

The Parish of St Bart's Toowoomba

Your church's vision may include a more expansive document that describes where the church wants to go and how it might get there. Your church's vision should be inspiring but also achievable. A description of the values that are important to your church may also be included.

Consider the vision documents of the following churches:

- The Parish of Chelmer-Graceville
https://docs.wixstatic.com/ugd/587db7_f95a4eb193a241e484b1abc59a3d07c4.pdf
- The Parish of Noosa
<http://anglicanchurchnoosa.org/vision2020/>
- The Parish of Waterloo Bay
<http://www.apwb.net/future/>

The ideas that follow may be useful in helping your church to dream about the future and shape a statement of vision and values. The ideas could be used as part of a church visioning day, or through other approaches such as surveys or small group discussion.

While you want as much input as possible and may hold a church visioning day, ultimately you will need to draw a small group together to do the work of writing and refining the vision.

Clarifying Vision and Values *(continued)*

As you write your vision, consider:

- What God calling your church to be and to do.
- What your church would ideally like to achieve.
- What issues your church and community feel are of key importance.
- What important aspects of Christian faith and mission are currently underdeveloped or missing from your church.⁴

You may like to explore vision statements from other churches to give you some inspiration for what your church's vision might be like.

Tell the story

Encourage church members to tell stories by reflecting on the following questions and sharing them in small groups. Make sure you have way of capturing and sharing with the whole group some of the key information.

- **Individual stories** – how did God bring you here?
- **The church's story** – how has God been at work through this church?
- **Dreams** – what do you hope for in the future of the church (dream big without any constraints of resources)?
- **Key issues** – what do you believe are the key issues in the church's life locally, and which are most important?

In five years' time...

Ask church members in small groups to answer the following question:

- How would you like this church to be in five years' time? (this might include 'things we ought to be doing' or 'what it feels to be part of it').
- How would Jesus like this church to be in five years' time?⁵

Values prioritisation

Take the list of values at the end of this section and write them on separate pieces of paper to stick up around the room. Add any other values you think are important. Give everyone five sticky dots and invite them to place their dots on the values they think are most important. Find out which are most popular. Do people agree that these are the most important?

⁴The Diocese of Exeter. *Short Guide to Creating a Mission Action Plan*.

⁵The Diocese of Exeter. *Short Guide to Creating a Mission Action Plan*.

Clarifying Vision and Values *(continued)*

Values discussion

Gather members of the church together in groups and have them discuss the following questions:

- What makes this church unique?
- What are people enthusiastic about in this church?
- What decisions has the church made that were particularly good decisions?
- What hopes for the future are expressed repeatedly around the church?
- What stories from our church have become legendary and are often retold?
- What qualities of this church draw new people to it?
- What do the answers tell you about the core values of your church?

Values list

A place of safety	Family	Prayerful
Artistic	Formality	Radical
Biblical Excellence	Generous	Relational
Biblical preaching	Good music	Service to others
Child-orientated	Holy	Spirituality
Christ-likeness	Hospitable	Spontaneity
Community	Humour	Sustainable
Concerned for Justice	Inclusive	Traditional
Concerned for Truth	Innovative	Trinitarian
Contemplative	Loving	Vibrant worship
Contemporary	Mission-focused	Welcoming the outsider
Discussion	Offering Healing	Order and Reverence
Diversity	Open to the Spirit Creativity	Where Jesus is Lord
Equipping	Openness	
Experimentation	Orthodox	

Creating a Mission Plan

Having developed a church vision it is now time to decide on priorities, set some goals and work out how to achieve them. This part of the process should be conducted by a small working group. A mission plan should cover a period of no more than three years, even if the vision takes in a longer period of time.

Priorities are aspects of the vision that are the most important and should be addressed first. Part of identifying priorities for achieving the vision might include a conversation about:

- What do we want to stop doing?
- What do we want to start doing?
- What do we want to continue doing?

For instance you might identify the following things as important to achieving the vision:

- A high degree of lay leadership
- A functioning youth and children's ministry
- A well-established faith formation/small group program.
- Effective programs for serving the church members and the local community
- A more effective web presence
- Greater social media presence

All of these are important but you might think that a faith formation program is top of the list followed by the development of lay leadership. These are the priorities. It is best to have no more than three prioritise for any one year. The other parts of the vision that aren't priorities can be put aside for future years.

You may put all six elements of your vision into your plan but you will need to indicate that some are longer term goals with a later deadline.

A table like the one provided on page 2 might be used to develop a mission plan. While the priority is a broad element of the vision, the goals should be 'SMART'; that is:

- **S**pecific – they clearly say what outcome is desired
- **M**asurable – you know if and when they are achieved.
- **A**chievable – they are something you believe the church can complete.
- **R**elevant – they contribute to the desired outcome.
- **T**ime-bound – there is a date when they should be completed.

Resources

In developing a mission plan consideration will need to be given to what resources are needed to achieve each priority and goal. This includes:

- Who will be responsible?
- What training, support or encouragement might people need?
- What physical space will be needed?
- Will there be a financial cost?

Supplementary Resources

Mission Planning: A guide for local churches

Creating a Mission Plan *(continued)*

Mission Plan — Example

Priority	Mark of Mission	Goals	Date for Completion	Person Responsible	Resources
Develop a faith formation program.	<ul style="list-style-type: none"> • Proclaim the Gospel • Teach new believers 	1. By the end of 2019 we will have developed a faith formation plan that outlines the areas of learning for church members.	Dec 2019	David S (lead) and faith formation group	
		2. In 2020 (and each year after) we will hold four faith formation events with a guest speaker.	Dec 2020	Jane E	Budget for speaker costs, food and promotion.
		3. We will recruit and train three small group leaders by the end of 2020.	Dec 2020	Dianne J	Training resources.
		4. By the end of 2021 half the adult members of the church will be part of a small group.	Dec 2021	Bill R	

Creating a Mission Plan *(continued)*

Mission Plan — Template

Priority	Mark of Mission	Goals	Date for Completion	Person Responsible	Resources

Creating a Mission Plan *(continued)*

As you develop a mission plan, consider the following:

FAITHFUL
MISSION
<ul style="list-style-type: none"> • Is the mission plan clear? • Is the mission plan grounded in the <i>Marks of Mission</i>?
ECCLESIOLOGY
<p>Does the mission plan fulfil the church's call to:</p> <ul style="list-style-type: none"> • Wider community involvement (Ministry) • Reaching the unchurched (Evangelism) • Spiritual nurture (Discipleship) • Worship • Social life/Caring relationships (Fellowship)
TRADITION
<ul style="list-style-type: none"> • Is the mission plan faithful to the spirit of the Anglican tradition? (Biblical, Liturgical, Sacramental, Incarnational, Communal, Pastoral)
EFFECTIVE
STRATEGIC
<ul style="list-style-type: none"> • Are the mission goals clear and achievable? • How will mission goals be measured and reviewed against progress? • Are existing resources adequate and effectively utilised? • What additional resourcing is required? • Does the mission fit with Deanery, Regional and Diocesan plans? • Do mission outcomes take into account the work of other churches and faith-based service providers in the area?
OPERATIONAL
<ul style="list-style-type: none"> • Are there adequate people, structures and resources in the church to implement the mission plan? • What might prevent the mission plan from being fulfilled?
COMMUNICATIVE
<ul style="list-style-type: none"> • Has there been adequate consultation with the church and wider community? • Is there broad support from the church leadership team and church members? • Is the mission plan creative, exciting or inspiring?
SUMMING UP
<ul style="list-style-type: none"> • Is this mission plan faithful to our call to be the Anglican Church? • Is this mission plan realistic and achievable? • Is this mission plan one that you would want to contribute money to or be part of? • Is there a compelling strategic reason for supporting this mission plan? (e.g. sparsity of church presence, socio-economic)

Supplementary Resources

Mission Planning: A guide for local churches

Implementing and Reviewing a Mission Plan

Once you have developed a mission plan that outlines your church's goals, shared it with church members, received feedback and made refinements, it is time to launch and begin implementation.

You might like to have an event to launch and celebrate the completion of your mission plan.

Your mission plan should be available to everyone within the church. It will be of particular importance to the church leadership team, including Parish Council.

One way of beginning the work of implementation is to encourage Parish Council to look at the mission plan at each meeting to consider progress. For each goal it might be helpful to ask:

- What is the next action required to achieve the goal?
- Who is responsible for the action?
- What resources are needed to complete the action?
- What is the date set for completion?

One way of doing this is by looking at each goal and answering the question: *We will have achieved this goal when...*

For example:

We will have developed a faith formation plan that outlines the areas of learning for our church when we:

- evaluate what church members already know.
- decide on learning priorities for church members.
- consider strategies to increase learning.
- decide on delivery methods.

Doing this activity will assist in determining the next action for each goal. It is likely that there will be many actions for each of the goals.

A template to assist Parish Council with this activity is attached.

Annual Review

It is recommended that Parish Council review the plan each year to discuss and determine:

- How are we doing?
- Is there anything we want to delete or change?
- Are any priorities or goals completed?
- Are there any barriers or problems?
- Is the resourcing proving adequate?
- What are the priorities and goals for the year ahead?

Implementing and Reviewing a Mission Plan *(continued)*

Next Actions — Example

Priority	Goals	Date for Completion	Person Responsible	Next Actions	Action Deadline	Resources or Training Needed	Person Responsible for Next Action
Develop a faith formation program.	By the end of 2019 we will have developed a faith formation plan that outlines the areas of learning for church members.	Dec 2019	David S (lead) and faith formation group	<p>Evaluate what church members already know.</p> <p>Decide on learning priorities for church members.</p> <p>Consider strategies to increase learning.</p> <p>Decide on delivery methods.</p>	<p>June 5</p> <p>July 31</p> <p>August 6</p> <p>August 6</p>		<p>Judy G</p> <p>Faith formation group</p> <p>Roger B</p> <p>Kylie K</p>

Implementing and Reviewing a Mission Plan *(continued)*

Next Actions — Template

Priority	Goals	Date for Completion	Person Responsible	Next Actions	Action Deadline	Resources or Training Needed	Person Responsible for Next Action