

# Strategy for St Paul's Church, Winchmore Hill

## Introduction

In 2019, Father Daniel set up the Strategy Steering Group to develop a strategic plan to address key issues and areas for improvement at St Paul's Church, Winchmore Hill. This plan outlines the vision and mission for the future at St Paul's and details the strategy to achieve it. It has been agreed by the PCC and implementation is now underway.

### Sources drawn upon:

- Father Daniel Sandham's reflections from his first year at St Paul's
- Mission Plan held by the former Mission and Outreach Committee
- Report of the Worship Development Working Group
- The Parish Profile, sourced from feedback from the congregation
- 'Growing Faith – Churches, Schools, Families' – General Synod

### Key issues to be addressed:

- Lack of transition of families from the 9.15am congregation to the 10.30am service
- Plate and planned giving levels are relatively low for large electoral roll
- Shortage of volunteers for roles and events
- Low levels of participation for large electoral roll
- Lack of clear pathway for children at services and groups
- Lack of clarity of opportunity for adults to grow in faith
- Not enough resources for pastoral care
- Refurbishment and better use of premises
- Lack of a co-ordinated communication approach, internally and externally
- Lack of mention of inclusion and diversity within our current welcome message

### Success Factors

- Smoother transition of families from 9.15am congregation to the 10.30am service
- Families with school aged children attending the 10.30am service
- New people from the parish community attending services and events
- Children attending Sunday School groups
- Increased contributions through volunteering and giving levels
- Increased participation and discipleship
- Clear pathway for children to connect, belong and grow
- Clear opportunities for adults to connect, belong and grow
- Pastoral care available to those that need it
- Premises refurbished and utilisation maximised
- Improved co-ordination of communication
- More diverse communities attracted to our Church

### Our Vision and Mission: 'Growing Faith in Winchmore Hill'

**Strategy:** To establish and progress 3 key themes and 5 projects to deliver these desired outcomes, supported by a clear communication plan for adults and children to connect, belong and grow in fellowship, faith and discipleship at St Paul's, Winchmore Hill.

# Our mission:

## Growing Faith in Winchmore Hill

# Our strategy:

## Connect, Belong, Grow

- Connect with God; connect with others; connect others with God.
- Belong to the Church community; belong to God’s family; belong in fellowship with Christ.
- Grow in faith; grow in service; grow in whole-life discipleship.

### Key Projects:

<b>Connect</b> <i>(through attendance at services and events)</i>	<b>Belong</b> <i>(through community, contribution and fellowship)</i>	<b>Grow</b> <i>(through faith, service and discipleship)</i>
<ul style="list-style-type: none"> <li>• Welcome <b>Project 1: Welcome</b></li> </ul>	<ul style="list-style-type: none"> <li>• Volunteering <b>Project 3: Volunteer</b></li> </ul>	<ul style="list-style-type: none"> <li>• Nurture <b>Project 5: Nurture</b></li> </ul>
<ul style="list-style-type: none"> <li>• Social</li> </ul>	<ul style="list-style-type: none"> <li>• Caring for one another <b>Project 4: Pastoral Care</b></li> </ul>	<ul style="list-style-type: none"> <li>• Discipleship – service</li> </ul>
<ul style="list-style-type: none"> <li>• Ministry</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Giving</li> </ul>	<ul style="list-style-type: none"> <li>• Ambassadors</li> </ul>
<ul style="list-style-type: none"> <li>• Participation</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach</li> </ul>
<ul style="list-style-type: none"> <li>• Families <b>Project 2: Families</b></li> </ul>	<ul style="list-style-type: none"> <li>• Children see Project 2</li> </ul>	<ul style="list-style-type: none"> <li>• Environment</li> </ul>
<p><i>All supported by:</i> Communication Premises Finance People</p>		

## Connect

Welcome (Welcome Committee, Welcomer Team, Wardens and Sidespeople)

- **Project 1: Welcome (2019-2021): Review Welcome Pack, refresh Welcome Process, engage Welcome Team, Open Church, create Prayer space in Church**
  - Debate and construct a clear and inclusive message that our church is for all people, consider reference to minority groups, so all feel our welcome
  - Separate Family Welcome Pack and Adult Welcome Pack
  - Clear process from first point of contact, including follow-up
  - Support transition of families to 10.30am with Welcome Team/Event
  - Support transition from initial connection to belonging at St Paul's e.g. welcome coffee mornings/'connection cafes'
  - Welcome back to Church, families with children at St Paul's School
  - Boost Welcome Team at services
  - Make welcoming part of everyone's responsibility
  - Have an open church from Morning Prayer to Evening Prayer
  - Set up a space for prayer in Church, with votive candles, prayer board and cards, helplines, kneeling option.

Social (Social Committee)

- Continue to provide inclusive opportunities and events for Church members and the wider Parish community to attend and connect with others at St Paul's
- Appoint someone to co-ordinate events and set up an electronic diary
- Co-ordination of the coffee rota and volunteer database

Ministry (Clergy/Office)

- Clear process of follow-up from first contact from baptisms, weddings, funerals, sickness, All Souls service etc.

Participation (Clergy/Lay Readers/Intercessions)

- Encourage regular attendance on Sundays through messages in sermons, prayers, notices, & magazine articles.

Families (Clergy/Children and Families Worker)

- **Project 2: Families (2020-21): Create and communicate a clear pathway for children and families to attend Church services and groups**
  - Appropriate resourcing for both 9.15am and 10.30am services and Children's Groups
  - Lead the transition of families from the 9.15am congregation to the 10.30 service
  - Communicate with families once they have stopped signing register to encourage continued attendance and pathway through children's groups
  - Communicate with families with reception aged children to encourage attendance at 10.30
  - Communicate with families with Year 5/6 aged children to join group for older children
  - Provide leadership for the children's groups, provide clarity of roles and support the development of the team leading the children's groups
  - Create a connection between what happens in the services and what happens in the Children's Groups at Sunday 10.30am service
  - Consider starting a 'Prayer and Praise' type service &/or Youth Group to attract older children
  - Consider an evening service on Sundays for people that have other activities on Sunday mornings.
  - Re-launch the Junior Choir and re-energise the Band to perform at both Sunday services

# Belong

## Volunteering (Office, Committees, Social Committee)

- **Project 3: Volunteer (2021-22)**
  - Create a database of volunteers (already started for GDPR) and keep it updated
  - Produce a chart of all Church roles, committees and groups
  - Clear Terms of Reference for all Committees
  - Establish leaders for groups of volunteers and an overall Volunteer Co-ordinator
  - Communicate opportunities for volunteering, reading and serving through notices (verbal and printed), magazine, emails, coffee mornings and open day
  - Communicate more regularly with volunteers to acknowledge their contribution and create a sense of belonging
  - Encourage volunteers to recruit others
  - Consider use of WhatsApp type platforms to organise events and activities

## Caring for one another

- **Project 4: Pastoral Care (2020-2022): Develop a pastoral care approach and provision**
  - Establish and train a Pastoral Care team to offer formal and informal support to those who need it within the congregation and community
  - Support the sick, elderly, bereaved, vulnerable and those in need, through noticing them (especially if absent), visiting them, administering the sacrament, conversation, praying with them and connecting them with others
  - The Team to provide 'prayer time' after Sunday services in Church
  - Continue to support the neighbourhood volunteers in supporting members of the congregation who need it with practical support

## Financial Giving (Planned Giving Team/Treasurer)

- Giving campaign to promote the importance of financial contribution and commitment (already launched September 2019)

## Fundraising (Charities Committee)

- Continue its work to provide opportunities for the parish and community to support a diverse range of charities throughout the year.

## Children (Clergy/Children and Families Worker/Wardens/PCC)

- See **Project 2** above
- Engage all children and young people more in services
- Support parents with crying babies by having a place to take them, still hearing the service
- Promote use of toy bags for small children at all services except 9.15
- Have specific jobs that children can sign up to e.g. readings, prayers, serving, giving out books, taking the collection, carrying banners/candles, Junior Church Wardens
- Have families doing several jobs at one service
- Re-introduce the crèche at 10.30am service if required
- When more children are attending, start a Junior Church Council
- Hold a 'Church Together' single service on a Sunday morning at 10am, combining 9.15 and 10.30 services and congregations 5/6 times per year, e.g. at Patronal Festival, Harvest etc.
- Once these are happening regularly, phase out the All-age Eucharist on 1<sup>st</sup> Sunday monthly 10.30
- Weekly 10.30am service to have children's groups every week, so there is provision for families to come weekly instead of monthly
- Renaming of services to be agreed once new pattern is settled.

## Grow

Nurture (Ministry Team, Group Leaders, Communication)

- **Project 5: Nurture (2021-2023): Develop clear opportunities for adults to connect, belong and grow in faith from baptism/adult confirmation, pilgrim courses, house group membership to group leadership through to lay and ordained leadership**
  - Improve communication in the church about who does what and how to get involved
  - Improve advertising of and communication about existing small groups
  - Reinvigorate small groups
  - Consider running courses to nurture spiritual development, first ones held Sept 2019 and 2020
  - Promote opportunities and pathways to group leadership through to lay and ordained leadership
  - Pilgrimages and Lent Groups
  - Publish annual plan of events and opportunities for spiritual growth

Discipleship (Clergy)

- Develop individual discipleship and encourage growth through service
- Encourage and ask people to fulfil specific roles, e.g. PCC, committees, wardens, servers
- Promote a variety of Christian Studies courses, perhaps via house groups
- Encourage development into Lay Ministry and leadership roles at St Paul's

Ambassadors/Confident Disciples (Outreach Committee to lead/All)

- Continue to use the Ambassadors 2020 programme, moving to the 2030 Confident Disciple programme of the Diocese of London
- Include references to this in sermons, prayers and the magazine
- Encourage individuals or families to talk at Church about how they are ambassadors for and disciples of Christ in their daily lives

Outreach (Outreach Committee, Communication)

- Continue to have a representative at Churches Together and share local events
- Continue involvement in the Night Shelter – Jan-April
- Provide more support to the North Enfield Food Bank e.g. rota of volunteers for shifts
- Support Winchmore Hill Community Care Scheme through volunteering
- Continue Carols on the Green annually in December
- Have representation at the School Summer Fete and N21 Fair annually
- Hold an annual Open Day and promote in the community annually
- Invite people from the local community to events to support people who might be lonely

Environment (PCC/Environment Officer)

- Promote the use of St Paul's Eco cups
- Set up recycling in the Hall kitchen
- Reconsider Eco Church activity
- Reconsider solar panels on Church roof
- Registration as a Fairtrade Church
- To be carbon-neutral by 2030, in line with The General Synod target

## **Communication Strategy** (Clergy/Communications Officer/Team)

To have a clear and consistent message that all are welcome.

To attract newcomers to the Church.

To attract parishioners to attend more frequently, to feel like they belong to and are part of the Church, to contribute through volunteering and giving, and to grow through service and discipleship, being Christ centred and Jesus shaped by the 5 Marks of Mission, in line with the Church of England's Vision for the 2020's.

Appoint a Communications Officer to co-ordinate and oversee internal and external communications.

Specific communications activities include:

1. Produce a St Paul's, Winchmore Hill brochure to show visitors around the Church building
2. Produce a St Paul's, Winchmore Hill brochure to promote regular services and groups with contact points
3. Enhance the website for usability and keep information up to date
4. Encourage promotion of Church activity through social media
5. Continue to promote Easter and Christmas services through leaflets to the Parish

## **Premises Strategy** (Premises Committee)

To ensure buildings and grounds are maintained and are fit for purpose to support the needs of church and other users.

To develop a funded strategic plan to 2028 (our bicentennial) for improvements to the church buildings as a place of worship of almighty God, and also in terms of wider church and community use, to include lighting, decoration, and use of furniture.

## **Finance** (Treasurer, Planned Giving Officer and PCC)

To ensure that the Church raises and maintains sufficient funds to cover its costs, fund projects, hold reserves and contribute to the Diocese annually.

To run regular Stewardship Campaigns.

## **People** (PCC, Safeguarding team)

To ensure employed people are managed, developed and paid appropriately.

To ensure parishioners are attracted to the Church, welcomed, retained, cared for, nurtured and given the opportunity to grow and develop spiritually into faith and whole-life discipleship.

To ensure proper safeguarding processes are in place and active.

21/04/2021