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# St Michael's Church Alnwick

## Parish Development Plan for 2010 – 2014

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The Church of England Parish of St. Michael and St Paul, Alnwick  
[www.alnwickanglican.org.uk](http://www.alnwickanglican.org.uk)

Registered Charity Number 1131297

## **THE PARISH DEVELOPMENT PLAN**

This document has been created to provide a framework and direction for the work of the Parish over the next 5 years. It will be formally reviewed each year and updated to make it a rolling plan.

The purpose of this plan is to articulate the values and vision of the church, to identify our operational needs and strategic goals, and to provide detailed action plans to achieve these.

The plan is the culmination of several years' work, building on feedback from Lent Groups and Workstreams, and a number of sessions at the Church Council.

Throughout the document "St Michael's" is used to refer to The Parish of St Michael and St Paul, and "Church Council" to refer to the Parochial Church Council.

### **Structure**

The document is set out in the following sections:

1. Introduction - Information about Alnwick, local churches and some of the issues that we all face
2. The Church in Alnwick
3. St Michael's Profile
4. Strengths, Weaknesses, Opportunities & Threats - including a diagram, 'our tree of daily life'
5. Our values
6. Our vision
7. The Plan: Themes, Intentions and Actions
8. Implementation and Resourcing

## **1. Introduction**

St Michael's is the parish church in Alnwick, a market town in rural North Northumberland with a population of just over 8,000. There has been a place of worship on the site for over 1,000 years: and much of the current building date back to the 15<sup>th</sup> century, and replaced earlier Saxon and Norman churches. This is the historic church of the Dukes of Northumberland, and one of the architectural gems of the county. This very visible presence over many centuries has been combined with the less visible but much more important presence of a faithful worshipping community.

Although many people in Alnwick would describe St Michael's as 'our church', a growing proportion of the congregation is comprised of people who have moved into the area relatively recently due to work, family or retirement.

In common with most towns, there is 'more than one Alnwick'. For holiday visitors, it is a pretty town, in a beautiful undiscovered part of the country, with an internationally famous garden, and annual music and food festivals. For some residents, it is a quiet and pleasant place to live, with good local amenities including a theatre and leisure centre, but somewhat in the doldrums and a bit run down in places. Then there is the 'unseen' Alnwick, with pockets of social deprivation and serious drug and alcohol problems. In common with the other churches in the town, we have little regular contact with these communities, but this can change dramatically on pastoral occasions such as baptisms and funerals.

## **2. The Church in Alnwick**

St Michael's is one of eight church groups in Alnwick, whose total membership is approximately 1,000. As some travel to church from outside the town, we can probably use a figure of 900 living locally, or 11% of the population. This compares with a national figure of 15% regular church attendees according to research carried out by Tearfund in 2007<sup>(1)</sup>. This research also identified a total of 60% of people who are completely closed to the idea of church, split equally between those who have had some past experience of church and those who have had none. The proportion of 'closed non-churched' is particularly high in the 16-44 age groups.

From this it seems likely that normal Sunday worship services (of any denomination) will only cater for a minority of the people in Alnwick, and this fits with some of our own experiences. If we accept that a strategy based on attending traditional church services will not reach the majority, then it must encourage us to think of different ways in which we can serve them, help them to experience the love and forgiveness of God, and help them to share in the fellowship of local believers. This is perhaps something that can be done collectively by all the church groups, but it must also be part of our own Parish Plan.

<sup>(1)</sup> "Churchgoing in the UK", Tearfund 2007

### **3. St Michael's Profile**

Membership of the Electoral Roll (over 16 yrs)                    295

Average weekly total attendance at all services in 2009        203

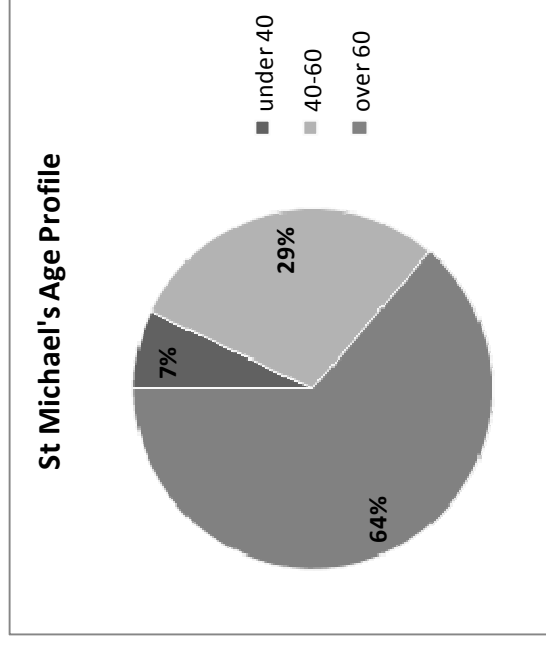
The Tearfund research found that regular churchgoing is more prevalent among older people, rising from only 10% of 16-24 year olds to 26% of over 75 year olds. This is building up a challenge for the future, as there will be a smaller proportion of 'churched' people in the population, and a smaller pool of people from which the churches have traditionally attracted members.

The picture in St Michael's is similar, but our profile is even more 'Third-Age'. At the most basic level we are an old church, with static or declining congregations, and departures compensated by people arriving as newcomers to the town.

But this is far from the complete picture: we also have many people who count themselves members of St. Michael's. We did 33 baptisms last year, at which attendance often reached 200, and similarly 300-400 regularly for funerals. The majority of funerals are still in church first.

Other points of contact/influence are:

- Denwick chapel
- The Parish Hall
- St Michael's School (200 pupils, services, financial support, Church Mice outreach)
- Work in all local schools at different levels even teaching at the Duchess'. Schools using church building and people as a resource – Easter Art Project
- 8 residential homes with 50 monthly communicants
- Visits to hospital
- Open Church - over 2000 visitors each year – tourists, holidaymakers and day visitors, some attending our services
- Places where people work, volunteer, spend their leisure and influence



### 3. SWOT analysis

Many organisations use a SWOT (Strengths, Weaknesses, Opportunities & Threats) table to help identify priorities.

This is not exhaustive, but serves to illustrate key issues and opportunities facing St Michael's :

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Our people and all the work they do</li> <li>• Faithful congregations</li> <li>• Many church and personal links with the community</li> <li>• Sound finances</li> <li>• Members offer a wide range of life experiences</li> <li>• Historic building valued by local people</li> </ul>	<ul style="list-style-type: none"> <li>• Much of the workload depends upon a few key people</li> <li>• The sheer number of tasks that need to be done</li> <li>• The age profile of our membership</li> <li>• The small numbers of younger people &amp; young families</li> <li>• Limited contact with non-churchgoing people in local community</li> <li>• Church building difficult/expensive to heat and maintain</li> <li>• Not comfortable compared with more modern venues</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Build on community links</li> <li>• Alnwick continues to attract retirees, a good source of new members, skills etc.</li> <li>• New ways for us to use the buildings (e.g. The Gathering)</li> <li>• Scope for wider community use of buildings if facilities improved</li> <li>• Local people may be willing to support maintenance of heritage assets</li> </ul>	<ul style="list-style-type: none"> <li>• Active membership could decline unless we attract new people</li> <li>• Decline in income, impact of economic climate on our community</li> <li>• Increasing maintenance &amp; running costs</li> <li>• Increasing proportion of population who are 'closed' to the idea of church</li> <li>• Larger financial &amp; work burden falling on fewer people, might become unsustainable</li> </ul>

This contact with the local community is one of the great strengths that we have as the Parish Church. The diagram below was assembled during a planning session with members of the church council (PCC). Whilst this does not cover all of our church members, it serves to illustrate the wide range of ways in which the congregation of St Michael's is engaged in the life of the church and the local community.

## OUR TREE OF DAILY LIFE

### Sport – culture - leisure

Alnwick Historical Society  
Choral Society  
Northumb Advanced Motorcyclists  
Sports centre/ Gym /fitness  
Volunteer Estate Warden, Cragside  
Art class  
Talks to local groups  
Alnwick Garden volunteers  
Alnwick International Music Festival  
U3A/ U3A – walking group  
Northumb & Newcastle Society  
Alnwick Playhouse/Friends of  
The Fleece/ Northumbrian music nights  
Northern Sinfonia/Sage events  
Various local clubs and societies...  
...& Coffee with friends

### Enterprise – economy – work

Farmers' market supporter/ promoter  
Alnwick Markets  
Market Town Welcome  
Talking Newspaper  
Food Local Food  
Business Consultancy  
Fair Trade/ Fair Trade consultancy  
Tourism/heritage consultancy  
Tourism businesses  
Rotary Club  
Alnwick Civic Society  
... & Shopping/supporting local shops (& getting to know people!)

### Roles within Church

Reader (lay preacher)  
Diocesan Readers Exec  
Facilitator for NN Readers  
Church Council member - most of us!  
Brass cleaner  
Worship stream  
Liturgy update  
Choir  
Tourism group  
Church visitor welcome steward  
Home communions  
Education & Nurture stream  
11.15 team/planning  
11.15 leading/talks  
11.15 music group  
Children's Society  
CVM Men's Breakfast  
Communications Group  
Church website  
Sidesman  
Deanery Synod  
Lay ministry development  
Baptism group/visitor

### Family – health - caring

Monthly service at Abbeyfield  
Work with refugees in Newcastle  
NE Aids Care  
School health  
Look after dogs/ dog walking  
Carer to relatives  
...& lots of family roles:  
Wife/husband  
Parents/grandparents... etc!

### Education - youth

St M First School Governor  
School Governor  
School Assemblies  
Mettle (youth group)

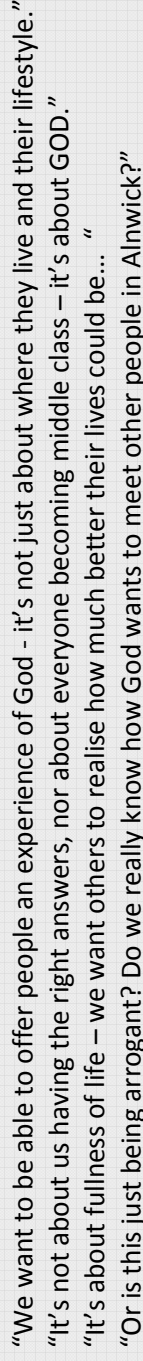
#### **4. Our Values**

In 2008 the Church Council met to consider the opportunities, challenges and priorities arising from the year's Lent Study Groups. In the process of looking at these responses, a set of 'core values' emerged:

- Becoming more outward-looking as a church
- Valuing a diversity of expressions of worship
- Welcoming and encouraging young people and valuing their contribution
- Developing and strengthening our 'Monday to Saturday' faith
- Sharing life experiences with one another

The report continues: "Our values as a church are rooted in our beliefs about what is important about God, the world and the purpose of the Church... Our values explain WHY we do the things we do. They determine what we give priority to as a church, but also the extent to which we see our own particular gifts or areas of service fitting into a bigger picture of what our church is actually about."

The 'outward-looking' theme was developed further during a Church Council planning session, with a good deal of discussion about the challenges of reaching out into the community, both as a church and as individuals:



"We want to be able to offer people an experience of God - it's not just about where they live and their lifestyle."  
"It's not about us having the right answers, nor about everyone becoming middle class - it's about GOD."  
"It's about fullness of life - we want others to realise how much better their lives could be... "  
"Or is this just being arrogant? Do we really know how God wants to meet other people in Alnwick?"

We need to balance our responsibility to maintain what we have in our current set-up (buildings, worship, etc) with our responsibility to proclaim the gospel to those around us in ways that are appropriate to them and the world in which they live. It is no good expecting people to come to us 'on our own terms'. We need to look hard at what we do, discern what is important (and what is not), and work out if there are other ways we can do things, and other things we should be doing.

Above all, we need to be clear that 'Church' is (above all) about us as people, and overcome the common assumption that it is just about a building.

## 5. Our Vision

The PCC spent time considering the following questions:

- Imagining: Imagine how St Michael's could be in ten years time (using a series of photographs)  
Observing: How much do we really know about our parish?  
Discerning: Who is the Church for?

Some key themes emerged:

### Welcome & Solace

A place of warmth, growth & nurturing  
A place of welcome, refreshing & reviving  
A traditional place of solace & support

### A Bridge

A bridge between church and world  
It might be perilous  
Only one way – we need to cross first

### Led by the Holy Spirit

We are NOT normal, but a radical people  
We must have roots, but open to the Spirit  
We want to help people experience God

### Outward Looking

Not just about 'bums on seats'  
We need to meet people where they are  
We need to be engaged in the community

### Different but Together

Like an orchestra, working together  
Young and old; diversity of experience  
A whole fruit bowl, not a single variety

### A Journey

Embarking on a journey  
Not alone, journeying with others  
Adapting to changing times

We have therefore distilled this into a statement of our vision for St Michael's:

## TO BE AN OPEN AND INCLUSIVE CHURCH, SHARING THE GOOD NEWS OF JESUS CHRIST AND SERVING THE LOCAL COMMUNITY

- To be a worshipping community, celebrating and sharing our life together in Christ
- To provide a place of solace, peace, healing, support and friendship to those in need
  - To reach out and serve the local community as a church and as individuals
  - To proclaim the healing and life-giving power of the gospel of Jesus Christ

## 6. The Plan: Themes, Intentions and Actions

The life and work of St Michael's is supported via three main 'workstreams' (working groups that report to the Church Council). These workstreams in turn connect up with, and support, the work of many smaller groups and individuals with particular voluntary duties and responsibilities.

We have therefore presented our key Themes, Intentions and Actions, to make it easier to see where responsibility would lie for taking or encouraging action, and for monitoring progress. The aim of this section is to clarify priorities, simplify lines of communication, and make life a bit easier for all involved!

The plan is therefore grouped as follows:

Workstream	Themes
WORSHIP, EDUCATION & NURTURE	Our worship and prayer life Supporting and developing our church family Working with children and young people
MISSION	Engaging with and supporting our community Sharing the Christian story
ASSETS	Effective communication Making the best use of our church buildings Financial stability of the parish Good governance and administration

*In all of this, we recognise that circumstances may change, and want to be open to God's guidance which might lead us to review our priorities.*

### Taking this forward

The role of each 'workstream' is to assemble a small team (from the Church Council and the wider church) to co-ordinate progress on the key actions, and identify the resources that will be needed. 'Workstream' members will need to review their part of the plan, perhaps do further research, and refine the actions to make these more specific where necessary. Of course we are limited by resources (people and time), but not all the actions need to happen immediately, and some actions will not start until others are finished.

<b>Workstream: WORSHIP, EDUCATION &amp; NURTURE</b>				
<b>Theme: Our worship and prayer life</b>				
<b>Intention: Provide forms of worship, thanks giving and prayer that glorify God, and meeting the needs of parish groups and visitors.</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When? C: current S: by end 2011 M: by end 2013 L: 2014 or later</b>	<b>Who leads?</b>	<b>Also involved?</b>
W1. Examine if we are using all of our buildings and people as effectively as possible. <i>Cross-reference to Assets A1</i>	<ul style="list-style-type: none"> <li>Establish how the buildings/people are being used at the moment.</li> <li>Research the needs of present and future congregations.</li> </ul>	L	Assets	WEN
W2. Continue to support the worship for young people and their services.	<ul style="list-style-type: none"> <li>Support the Gathering by prayer, the cafe, financially and through the publicity of their programme.</li> </ul>	S		
W3. Continue to develop a ministry of healing.	<ul style="list-style-type: none"> <li>To develop three healing services annually.</li> <li>Continue to publicise and educate about the services</li> </ul>	S		
W4. Publish calendar of special and teaching programmes for 2011.	<ul style="list-style-type: none"> <li>Draw up the teaching programme.</li> <li>Liaise with St Michaels School.</li> <li>Advise Church Council on programme of special services calendar 2011.</li> </ul>	S		
W5. Encourage the expansion of music in the church.	<ul style="list-style-type: none"> <li>Support and encourage people to sing with the church choir on special occasions.</li> <li>Coordinate those who expressed an interest in taking part in music in the time and talents survey with music leaders.</li> <li>Find opportunities for joint music.</li> <li>Help publicise the informal praise sing-a-long lunch.</li> </ul>	S		

<p>W6. Develop access and training in ICT and Media.</p>	<ul style="list-style-type: none"> <li>• Coordinating members to help with presentation techniques and the possibilities that IT can offer.</li> <li>• Recording services to be shown in other places.</li> </ul>	<p>M</p>		
<p>W7. Develop a regular Saturday prayer group meeting.</p>	<ul style="list-style-type: none"> <li>• Find someone to facilitate the group.</li> <li>• Advertise the meetings.</li> </ul>	<p>S</p>		

<b>Workstream: WORSHIP, EDUCATION &amp; NURTURE</b>				
<b>Theme: Supporting and developing our church family</b>				
<b>Intention: Support members of the church in our lives both within and 'outside' church.</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When? C: current S: by end 2011 M: by end 2013 L: 2014 or later</b>	<b>Who leads?</b>	<b>Also involved?</b>
W8. Encourage reflection on our Monday to Saturday lives	<ul style="list-style-type: none"> <li>Series of sermons on "Monday to Saturday Lives" and teaching programme.</li> <li>Identify people to take part.</li> </ul>	<b>S</b>		
W9. Encourage home groups to develop faith and understanding.	<ul style="list-style-type: none"> <li>This should be link with the teaching programme.</li> <li>Create a book group, which could then be run by those interested.</li> </ul>	<b>S</b>		
W10. Create opportunities for housebound to be included in services.	<ul style="list-style-type: none"> <li>Find someone to coordinate lifts to church offered with those who need it.</li> <li>Explore possibility of streaming services</li> </ul>	<b>M</b>		
W11. Find new welcomers.	<ul style="list-style-type: none"> <li>Provide training to new welcomers.</li> <li>Redesign welcome leaflet (see M15).</li> </ul>	<b>S</b>		
W12. Develop leadership and gifts of church members.	<ul style="list-style-type: none"> <li>Identify and offer training for leadership and development of gifts.</li> </ul>	<b>L</b>		

<b>Workstream: WORSHIP, EDUCATION &amp; NURTURE</b>				
<b>Theme: Working with children and young people.</b>				
<b>Intention: Strengthen our investment in children and young people, local schools and especially our link with St Michael's School</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When? C: current S: by end 2011 M: by end 2013 L: 2014 or later</b>	<b>Who leads?</b>	<b>Also involved?</b>
W13. Identify, train and support adults within the parish who have a gift for working with children and young people	<ul style="list-style-type: none"> <li>Reorganisation of junior church.</li> <li>Public meeting of those interested</li> </ul>	<b>S</b>		
W14. Celebrate and encourage attendance at baptisms (etc), develop as an opportunity to engage with our community	<ul style="list-style-type: none"> <li>Continue with the Baptism reunion.</li> <li>Use services as an outreach opportunity especially at 11.15</li> <li>Developing children's activities for baptism services.</li> </ul>	<b>S</b>		
W15. Encourage St Michael's School to play an increasingly active part of church life.	<ul style="list-style-type: none"> <li>Liaise with Head about 2011 calendar.</li> <li>Regular displays in church about school life.</li> <li>Encourage congregation to attend school services.</li> <li>Expand parish involvement in 'Church Mice'</li> </ul>	<b>S</b>		
W16. Continue to work with all the schools in Alnwick.	<ul style="list-style-type: none"> <li>Through assemblies and special occasions.</li> <li>Development of future Holy Week activities.</li> </ul>	<b>L</b>		
W17. Establish links with youth projects throughout the area, trying to establish what help/support we as a church could offer.	<ul style="list-style-type: none"> <li>Meet with the Gallery Youth Project.</li> <li>Meet with the community centre.</li> </ul>	<b>M</b>		
W18. Consider offering a group or service for people with young children.	<ul style="list-style-type: none"> <li>Create a parent group with a possible link to the Mother's Union.</li> </ul>	<b>M</b>		

W19. Encourage young people to take a more active role in church, including planning and leadership activities	<ul style="list-style-type: none"><li>• Support the young people who currently serve and are in the choir and junior church.</li><li>• Involve young people in expressing opinions regarding activities and services that they are involved in.</li></ul>	<b>M</b>		
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<b>Workstream: MISSION</b>				
<b>Theme: Engaging with and supporting our community</b>				
<b>Intention: Develop a growing role and presence for the church in the local community</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When?</b> C: current S: by end 2011 M: by end 2013 L: 2014 or later	<b>Who leads?</b>	<b>Also involved?</b>
M1. Social and cultural events for church and community together	<ul style="list-style-type: none"> <li>Plan two public cultural events (music, art, drama)</li> <li>QuizAid (Christian Aid)</li> <li>Invitation at-home coffee</li> </ul>	S C S	Mission W/s Home Group Mission W/s	
M2. Increase community awareness of heritage and resource St Michael's represents in the town	<ul style="list-style-type: none"> <li>Website, Banners, events, media</li> </ul>	C	Comms group	
M3. Develop interest groups open to non-church people	<ul style="list-style-type: none"> <li>Walkers</li> <li>Music Society</li> <li>Crafts</li> </ul>	S C S	rpe mg md	autonomous
M4. Provide space for prayer and reflection in response to local, national and international crises	<ul style="list-style-type: none"> <li>Identify small group including Clergy to manage reactive responses</li> </ul>	S	Mission W/s /rs	MW
M5. Develop tourism resources	<ul style="list-style-type: none"> <li>Tourism Service, website, banners, for-sale resources</li> </ul>	C	Tourism Group	Comms group
M6. Identify individuals' needs in the community that we can respond to effectively	<ul style="list-style-type: none"> <li>Review PDP audit &amp; investigate possible action/ partners</li> </ul>	L	A subgroup of Mission W/s	

<b>Workstream: MISSION</b>				
<b>Theme: Sharing the Christian Story</b>				
<b>Intention: Help people living in, and visiting Alnwick to experience the love and forgiveness of God and the fellowship of Christian believers.</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When?</b> C: current S: by end 2011 M: by end 2013 L: 2014 or later	<b>Who leads?</b>	<b>Also involved?</b>
M7. Work out how we proclaim the gospel to the town	<ul style="list-style-type: none"> <li>Set up interactive consultation</li> </ul>	<b>M/L</b>	Mission W/s /rs	Bishop's Adviser for Local Evangelism
M8. Develop activities that help people find their spiritual journey	<ul style="list-style-type: none"> <li>On church website</li> <li>Alpha, Emmaus, special services</li> </ul>	<b>M</b>	Mission W/s /rs	
M9. Outreach to young people	<ul style="list-style-type: none"> <li>Workgroup to look at reaching young people who have no contact with church</li> </ul>	<b>S</b>	Mission W/s	Contagious Church Mice
M10. Contribute to Christian presence and dialogue in all the schools	<ul style="list-style-type: none"> <li>Ongoing (need to specify?)</li> </ul>	<b>C</b>	rs	
M11. Do worship, prayer and proclamation in other places e.g. supermarkets, sports centre, the Alnwick Garden, <i>residential care homes</i> ?	<ul style="list-style-type: none"> <li>Hospital Services</li> <li>Town Posada</li> </ul>	<b>C</b>	Clergy Mission W/s	Christians Together in Alnwick (CTIA)
M12. Develop more public inter-church activity in the town	<ul style="list-style-type: none"> <li>Liaise with Christians Together in Alnwick on M1, M3, M4, M6, M7, M8, M9, M11, M14</li> </ul>	<b>M</b>	Mission W/s Comms	CTIA

<b>Workstream: MISSION</b>			
<b>Theme: Our mission and outreach activities</b>			
<b>Intention: Strengthen our understanding of, and engagement with, the mission of the church in the world</b>			
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When?</b> C: current S: by end 2011 M: by end 2013 L: 2014 or later	<b>Who leads?</b>
M13. Improve the focus of our support for mission, with special attention to doing a few things well and building personal links with overseas missions.	<ul style="list-style-type: none"> <li>Refine mission support/links policy and review live links/ new opportunities</li> </ul>	<b>M</b>	Mission W/s
			<b>Also involved?</b> Mission group MW

<b>Workstream: MISSION</b>				
<b>Theme: Effective communication</b>				
<b>Intention: Communicate effectively and efficiently with the members, parish, local communities and wider world</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When?</b> C: current S: by end 2011 M: by end 2013 L: 2014 or later	<b>Who leads?</b>	<b>Also involved?</b>
M14. Maintain a high level of visibility in the town, tourism services and holiday accommodation	<ul style="list-style-type: none"> <li>Ongoing – ref M5, M15, M16, etc</li> </ul>	<b>C</b>	Comms	
M15. Review and upgrade magazine, welcome pack, notice boards etc.	<ul style="list-style-type: none"> <li>Complete work on content &amp; design of welcome pack.</li> <li>Continue upgrading notice boards.</li> <li>Working group to consider ‘branding’ Gateway and its role as public communication.</li> </ul>	<b>C</b> <b>S</b> <b>M</b>	Comms	Gateway team
M16. Develop website, internet social networks and press and media relations	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Complete new website &amp; content</li> </ul>	<b>C</b> <b>S</b>	Comms	
M17. Encourage members to communicate electronically	<ul style="list-style-type: none"> <li>Provide advice to church people on setting up e-mail etc.</li> </ul>	<b>S</b>	Comms	
M18. Foster communication between mission partners and church	<ul style="list-style-type: none"> <li>See M13</li> </ul>			
M19. Ensure that any work or activities that do take place are fed back to the church community.	<ul style="list-style-type: none"> <li>Establish communication channels for website content.</li> <li>Consider appropriate technology e.g. digital notice board in church, use of digital projection in services, etc.</li> </ul>	<b>S</b> <b>M</b>	Comms	Clergy Gateway team Other activity co-ordinators

<b>Workstream: ASSETS</b>				
<b>Theme: Making the best use of our church buildings</b>				
<b>Intention: Ensure church buildings meet needs of today's congregation and for the future.</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When? C: current S: by end 2011 M: by end 2013 L: 2014 or later</b>	<b>Who leads?</b>	<b>Also involved?</b>
A1. Develop a shared vision for how our church buildings might function (cost effectively) in future.	<ul style="list-style-type: none"> <li>Establish how the church is being used by people at the moment.</li> <li>Research the needs of present congregations and consider future developments</li> <li>Produce a draft plan to share with congregation</li> </ul>	<b>S</b> <b>M</b> <b>L</b>	Assets W/s	WEN W/s
A2. Consider how we might adapt or alter our parish buildings in order to get more effective use from them	<ul style="list-style-type: none"> <li>Continue current discussion on future of Denwick chapel</li> <li>Undertake feasibility study on future of Parish Hall</li> <li>(omit item about lighting)</li> <li>Develop action plan to implement A1,2 and 3</li> </ul>	<b>S</b> <b>S</b> <b>S</b>	Assets W/s	
A3. Improve accessibility, comfort and enable more flexible use of worship space in the church and to meet Disability Discrimination Act requirements	<ul style="list-style-type: none"> <li>Explore how needs of people with disabilities could be met more adequately</li> <li>Make changes to facilities /equipment to encourage such participation (by all age groups)</li> </ul>	<b>M</b> <b>M</b>	Assets W/s	WEN W/s

<b>Workstream: ASSETS</b>					
<b>Theme: Financial stability of the parish.</b>					
<b>Intention: To have in place funding plans to support the life and ministry of the church and appropriate community activities, with special sensitivity to our unique heritage assets.</b>					
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When?</b> C: current S: by end 2011 M: by end 2013 L: 2014 or later	<b>Who leads?</b>	<b>Also involved?</b>	
A4. Manage the finances and assets of the parish to meet the revenue and capital budgets agreed by the PCC	<ul style="list-style-type: none"> <li>• Prepare annual budgets and regular reports for approval by PCC</li> <li>• Ensure that church endowment and restricted funds (including a dedicated fabric fund) are used appropriately according to the terms of their origins.</li> </ul>	<b>C</b>	Treasurer	Assets W/s	
A5. Maintain and where necessary improve the condition of our church buildings and environs	<ul style="list-style-type: none"> <li>• Maintain a register of defects in preparation for the Quinquennial inspection and other discussions with the Architect at appropriate times</li> <li>• Explore how work (including voluntary activity) could be undertaken to improve housekeeping standards</li> </ul>	<b>C</b>          <b>S</b>	Treasurer	Church Wardens	Assets W/s Architect

<b>Workstream: ASSETS</b>				
<b>Theme: Good governance and administration</b>				
<b>Intention: To manage the buildings, finances and human resources of the parish to support the ministry and mission of the church.</b>				
<b>What we want to achieve</b>	<b>Action to be taken</b>	<b>When? C: current S: by end 2011 M: by end 2013 L: 2014 or later</b>	<b>Who leads?</b>	<b>Also involved?</b>
A6. Manage the affairs of the Church in line with good practice and the requirements of the General Synod of the Church of England, legislation and the Charity Commission.	<ul style="list-style-type: none"> <li>Maintain democratic and transparent policies, practices and procedures for clergy, Lay office holders and PCC members.</li> <li>Develop and maintain good practice in relation to the protection of children and vulnerable adults.</li> <li>Meet the requirements of the Charity Commission and of Health and Safety legislation</li> </ul>	<b>C</b>		
A7. Ensure that opportunities exist for people to offer skills and take responsibility	<ul style="list-style-type: none"> <li>Develop 'succession planning' for Lay office holders and PCC members.</li> <li>Create systems and procedures whereby members of the congregation can volunteer to undertake specific tasks</li> </ul>	<b>C/S</b>	Assets W/s Assets W/s	
A8. Maintain income raising activities to meet on-going commitments	<ul style="list-style-type: none"> <li>Run stewardship programmes to increase awareness of financial needs and responsibilities and participation in regular financial giving, and develop long-term plans.</li> <li>Produce a fundraising plan for the next three years encouraging innovative ideas.</li> </ul>	<b>C (annual)</b>	Treasurer & Finance Committee a/a	
A9. Create a mechanism by which the wider public can support the	<ul style="list-style-type: none"> <li>Set up a 'Friends of St. Michael's' group to run fundraising activities to encourage community</li> </ul>	<b>M</b>	Assets W/s & PCC	

<p>heritage assets of the church</p>	<p>support for the historic fabric and community assets of the church.</p> <ul style="list-style-type: none"> <li>Encourage Friends of St. Michael's to pursue grant funding from sources other than church specific ones.</li> <li>See action under A8 above</li> </ul>		<p>Assets W/s</p>	
<p>A10. Make every effort to maintain 10% of regular church income given to charities.</p>			<p>Assets W/s</p>	<p>Mission W/s</p>

## **7. Accountability and Resources.**

In order to assure the timely implementation and review of this Development Plan, the Church Council will:

1. Accept primary responsibility for overseeing and resourcing the Plan's execution.
  - Assign implementation of Development Plan objectives to appropriate workstreams or task groups.
  - Receive reports on plan progress at each Church Council meeting.
  - Make decisions on resourcing priorities to achieve Plan Intentions
  - Agree any recommendations for action via appropriate Diocesan channels, e.g., Mission Action Plans, Faculty approvals process, etc.
  - Report on the Development Plan at the Annual Parish Church Meeting.
2. Regularly update the Development Plan.
  - Review the Development Plan in January 2012 and January 2014, or more often as required.
  - Actively solicit comments and suggestions from the congregation in advance of these biennial reviews.