

Hampstead Parish Church

St John-at-Hampstead

Vision, Mission, Strategy

Hampstead Parish Church

Building an inclusive community of Christian love, faith, witness and action

*Hampstead Parish Church **aims to be***

a compassionate, open church, both locally rooted and globally connected, confidently sharing the good news of God, Father, Son and Holy Spirit, seeking justice, welcoming all, and walking alongside one another in love and faith

*With God's help, Hampstead Parish Church **is committed to***

- growing in impact and numbers
- offering open welcome and active invitation
- helping people of all ages to come to and deepen faith
- being creative and generous in offering worship, developing mission and working for justice
- acting in partnership with others to pursue shared goals

*In every aspect of church life Hampstead Parish Church **aims to be***

- inclusive and loving
- reflective and experimental
- transparent and accountable
- accessible and participative

Activities will be reviewed to ensure that these values permeate every aspect of the church's language, behaviours, meeting pattern and use of resources.

A: 1: Headline Priorities

1. Become a church known for invitation, inclusion, outreach and service
2. Offer new ways for people to worship, and come to and grow in faith
3. Attract and retain 20s – 40s
4. Support and Develop work with and among children and young people
5. Ensure facilities and buildings both facilitate the vision and reduce environmental impact

A: 2 Headline Actions

1. Recruit and employ a Children and Youth Worker
2. Welcome and support the refugee family, and look to host another
3. Host the C4WS winter shelter, and develop involvement in homelessness and housing justice
4. Commission a thorough review of the building and facilities to make them immediately accessible, more flexible, and a means of fulfilling the vision. Complete Solar Panels and Lighting projects.
5. Establish a group to plan work among 20s – 40s

A: Headline Outcomes

- a) Growth in numbers across generations/ backgrounds
- b) A deepening of faith, confidence and understanding
- c) Increased working for reconciliation, justice and righteousness
- d) Increased creativity in all that we do
- e) A culture of compassion, generosity, invitation and hospitality
- f) Positive collaborations with external partners

B: Immediate Priorities for 2018 – 2019

1. Worship, Music and The Arts

- a) 2018: Review the relationship between the PCC, Friends of the Music and HCMT, particularly around employment, fundraising and decision-making.
- b) 2019: Establish a worship and spirituality forum

2. Spirituality, Discipleship and Learning

- a) 2018: Convene a Bible Book Club
- b) 2018: A local pilgrimage – Westminster Abbey
- c) 2018 – 2019: Plan an Israel Pilgrimage
- d) 2018 – 2019: Further local pilgrimages – plan.
- e) 2019: Sermon Series and visiting speakers
- f) 2019 Lent: A focus on patterns of prayer/rule of life

3. Community Life and Pastoral Care

- a) 2018: Review the 'Friend at Church' Scheme
- b) 2019: Establish Development Group for the 20s – 40s age group

4. Children and Young People

- a) 2018: Compile Job Description for an employed post, advertise and recruit

5. Social Justice, Charity and Outreach

- a) 2018: September - Host refugee family
- b) 2018: Review charitable giving process, and offer recommendations to the PCC by November 2018
- c) 2018: Host C4WS Shelter Nov 2018 – Jan 2019

6. Communications

- a) 2018: Commission a 360^o Communications Review – especially current and intended 'audience' and their information needs
- b) 2018 – 2019 Develop more extensive online presence – social media
- c) 2019: Redevelop Website
- d) 2019: Branding exercise

7. Buildings and Facilities

- a) 2018: Establish Buildings for Mission group to review use of space
- b) 2018 – 2019: Choir Vestry repair and reorganise
- c) 2018 – 2019: Internal Lighting project
- d) 2019: Solar Panels

8. Resourcing, Finance and Stewardship

- a) 2018: Stewardship appeal Oct 2018
- b) 2018: Convene IT review

9. Governance and Structures

- a) 2018: Establish terms of reference for all groups and committees
- b) 2018: Review worship and music governance
- c) 2018 Form Mission Strategy Group
- d) 2019: 100 Frognal report

C: Desired Outcomes – Measuring Success

1. Worship, Music and The Arts:

- a) A growing number of worshippers of all ages
- b) A growing number of expressions and styles of worship on offer
- c) Increased partnership working in the arts, with more concerts and events

2. Spirituality, Discipleship and Learning

- a) Increase in sense of spiritual growth
- b) Growing sense of vocation: in daily life, to ministries in the church, to ordination

3. Community Life and Pastoral care

- a) Sense of belonging and care, especially among the single and the less mobile.
- b) Growth in involvement and numbers in the 20 – 40 age range
- c) Wider range of activities
- d) Growing sense of hospitality
- e) Growing sense of diversity

4. Children and Young People

- a) That growing numbers of children attend and continue to be involved
- b) That children develop their own desire to attend
- c) That children feel they belong
- d) That children and young people will have a sound understanding of the Christian faith and its application to their growth in maturity
- e) That parents and children will value worshipping and learning together
- f) That our curriculum will have purpose and coherence

5. Social Justice, Charity and Outreach

- a) A tangible link between faith, belief and action
- b) Growing work with the homeless and with refugees
- c) More diverse church membership

6. Communications

- a) A better informed congregation engaged with HPC's activities and priorities
- b) More engagement with an online community

7. Buildings and Facilities

- a) A church building with facilities fit for purpose until 2040

8. Finance and Stewardship

- a) Efficient running of activities
- b) Sufficient long term funding
- c) Five year financial plan

9. Governance

- a) Governance and processes which are fit for purpose, evidenced in reports to PCC

D: Implementation Structure

Groups will be Strategic; Delivery Groups; Development; Project Groups

Strategic Groups

Monitor progress and priorities and report to PCC

Mission Strategy Group – to review the MAP quarterly?

Standing Committee

Finance

Delivery Groups

Commissioned by PCC to implement the vision

Staff Meeting

Buildings

Children and Young People

Pastoral Care

Social Action, Charity, Outreach

Communications

Development Groups

Asked by PCC to challenge and develop proposals

Discipleship, Spirituality, Worship Forum

Arts Development Group

Outreach - Winning 20s – 40s

Buildings for Mission group

Project Groups

Specific time limited tasks as required

Stewardship

Charitable Giving

Governance review

Communications

E: Strategic Partnerships

Existing Partnerships

- Friends of the Drama
- Friends of the Music
- Hampstead Parochial School
- C4WS – Cold Weather Shelter
- Churches Together in Hampstead
- Hampstead Churches Community Sponsorship Group - Refugees
- Room Hirers: Charities and Addiction Groups
- Henderson Court and Spring Grove
- Camden Dementia Action Alliance
- Citizens UK
- Camden Interfaith Forum
- Hampstead Wells and Campden Trust
- Camden Deanery
- Edmonton Area
- The Diocese of London
- The Church of England and Anglican Communion
- Mission Agencies

Possible New Partnerships

- A Synagogue? A mosque?
- A Parish facing significantly different challenges to our own?
- A challenging mission situation?

F: Monitoring effective implementation

- Mission Strategy Group
- Standing item on PCC Agenda – 3x per year
- Standing Committee to monitor
- Groups to report progress against Plan priorities

F:

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F: Strategic Areas



- 1 Worship, Music and the Arts
- 2 Spirituality, Discipleship and Learning
- 3 Community Life and Pastoral Care
- 4 Children and Young People
- 5 Social Justice, Charity and Outreach
- 6 Communications
- 7 Buildings and Facilities
- 8 Resourcing, Finance and Stewardship
- 9 Governance and Structures

G: Detailed Strategic Priorities

I Worship, Music and the Arts

To worship God in the beauty of Holiness

I.1 Invite and welcome new people of all ages to worship

- choral evensong reception
- Midweek services
- Child friendly and dementia friendly worship
- grow the congregation's diversity

I.2 Nurture established forms of worship

- offer daily prayer
- celebrate the church year
- involve laity in all aspects of worship
- invest in professionally staffed music

I.3 Establish new/ additional forms of worship

- review service length and times
- review opportunities for AAE and Evensong
- involve young people more

I.4 Develop a comprehensive arts programme

- establish an Arts Development Group
- establish music outreach
- review working relationships between different organisations: HCMT/FoM/PCC/FoD

Short Term

2018: Review the relationship between the PCC, Friends of the Music and the HCMT, particularly around employment, fundraising and decision-making.

2019: Establish a worship and spirituality forum

Medium Term

2019 – 2020 Establish an Arts Development Group

Longer Term

Desired Outcomes

A growing number of worshippers of all ages

A growing number of expressions and styles of worship on offer

Increased partnership working in the arts, with more concerts and events

Who is responsible?

Clergy, Readers, Churchwardens + Music Directors

A Worship and Spirituality 'Forum'

Arts Development Group

PCC

2 Spirituality, Discipleship and Learning

To develop the same mind that was in Christ Jesus

2.1 Develop innovative learning streams

- sermon series
- courses and online materials
- study and prayer groups
- Bible book club

2.2 Establish pattern of retreats/ pilgrimages

- local
- national
- Israel

2.3 Prepare and support people at key life events

- baptism
- confirmation
- marriage
- admission to Communion
- funerals and the bereaved

Short Term

- 2018: Convene a Bible Book Club
2018: A local pilgrimage – Westminster Abbey
2018 – 2019: Plan an Israel Pilgrimage
2018 – 2019: Further local pilgrimages – plan.
2019: Sermon Series and visiting speakers
2019 Lent: A focus on patterns of prayer/rule of life

Medium Term

- 2019 – 2020: Plan a pattern of prayer events, quiet days, 'at home'
2019 – 2020: Plan a pattern of national visits/holidays/pilgrimages
2019 – 2020: Develop learning materials and online resources

Long Term

Desired Outcomes

- Increase in sense of spiritual growth
Growing sense of vocation: in daily life, to ministries in the church, to ordination

Who is Responsible?

- Clergy and Readers
Worship and Spirituality 'forum'

3 Community Life and Pastoral Care

To love one another with the love of Christ

3.1 Care for the Church Community

- look after those with specific needs
- ensure those on their own have a 'friend at church'
- home and hospital visiting
- review those not now attending

3.2 Build up Community Life

- establish visiting programme
- increase food based hospitality
- develop further social activities
- review the welcome of newcomers
- examine diversity, accessibility, inclusion

3.3 Attract and retain 20s – 40s

- establish a Development Group to research and plan
- examine attendance patterns
- make connections between people
- develop age appropriate activities

Short Term

2018: Review the 'Friend at Church' Scheme

2019: Establish Development Group for the 20s – 40s age group

Medium Term

2019 – 2020: Examine attendance patterns and research those who leave

Long Term

Desired Outcomes

Sense of belonging and care, especially among the single and the less mobile.

Growth in involvement and numbers in the 20 – 40 age range

Wider range of activities

Growing sense of hospitality

Growing sense of diversity

Who is Responsible?

Pastoral Care Working Group

Development Group for 20s – 40s

Clergy and Readers

4 Children and Young People

To help children and young people discover, understand and deepen faith

4.1 Employ a specific member of staff

- involve more volunteer leaders, including non Junior Church parents
- review when learning takes place
- review current age groupings

4.2 Review space requirements

4.3 Grow and develop Junior Church

- support and develop volunteer leaders
- provide age appropriate teaching
- enable choristers to develop their faith
- support non-choristers in other roles

4.4 Manage transitions between stages of life

- Holy Hamsters and toddlers
- regular Youth Group
- From school to university

4.5 Support of all family members

- support Junior Church parents and carers
- develop relationships with HPS community
- develop links with other local schools

Short Term

2018: Compile Job Description for an employed post, advertise and recruit

Medium Term

2019: Deploy and support staff member

2019: Establish further out of school and holiday activities

2019: Establish regular (weekly?) youth activities

2019 – 2020: Deepen relationship with HPS

2019 – 2020: Develop relationships with other schools

Long Term

Desired Outcomes

That growing numbers of children attend and continue to be involved

That children develop their own desire to attend

That children feel they belong

That children and young people will have a sound understanding of the Christian faith and its application to their growth in maturity

That parents and children will value worshipping and learning together

That our curriculum will have purpose and coherence

Who is Responsible?

Children and Young People Working Group

Children and Youth Worker (to be appointed)

5 Social Justice, Charity and Outreach

To follow Christ's command to "go and do likewise"

5.1 Nurture existing opportunities to engage

- C4WS Shelter
- Camden Dementia Action Alliance – Tea Service and other projects
- Foodbank
- Holiday in Hampstead
- Hosting Addiction groups
- Traidcraft and Fairtrade

5.2 Develop new opportunities to engage

- support refugee families
- promote housing justice
- support Camden Safety Commission

5.3 Engage with the diversity of the parish population

- review the demography of the parish
- engage with areas of poverty and deprivation
- direct approach and invitation to neighbours

5.4 Review charitable giving

- focus on social justice and Christian mission

Short Term

2018: September - Host refugee family

2018: Review charitable giving process, and offer recommendations to the PCC by November 2018

2018: Host C4WS Shelter Nov 2018 – Jan 2019

Medium Term

2019 – 2020 Extend refugee hosting to more than one family

2019 – 2020 Continue to host the Shelter

Long Term

2020 – 2022 Develop further involvement in Housing Justice

2021 Review charitable and mission giving

Desired Outcomes

A tangible link between faith, belief and action

Growing work with the homeless and with refugees

More diverse church membership

Who is Responsible?

Social Action group

Community Sponsorship Group

Shelter Team

6 Communications

To preach the gospel of peace and bring glad tidings of good things

6.1 Review and nurture existing communications strategy

- website
- notice sheet
- weekly email
- social media presence
- magazine

6.2 Improve internal communications

- develop further use of database
- create announcement chain for emergencies

6.3 Develop external presence

- review “brand”
- develop online – video/podcast
- review streaming of services
- ensure all content is accessible and inclusive

Short Term

2018: Commission a 360° Communications Review – especially current and intended ‘audience’ and their information needs

2018 – 2019 Develop more extensive online presence – social media

2019: Redevelop Website

2019: Branding exercise

Medium Term

2019 – 2020: Develop online, streaming and podcast resources according to need

Long Term

Desired Outcomes

A better informed congregation engaged with HPC’s activities and priorities
More engagement with an online community

Who is Responsible?

Communications working party

7 Buildings and Facilities

To maintain, develop and use our buildings as the House of God and gate of heaven

7.1 Improve accessibility

- worship space; Crypt rooms
- ensure the building remains open to visitors

7.2 Reduce environmental impact

- solar panels
- improved heating
- better recycling

7.3 Deliver maintenance and planned improvement projects

- carry out QI recommendations
- restore clock and bell
- review sound system
- restore monuments
- redecorate church
- new interior lighting
- new exterior lighting
- repair and improve the organ
- Property Management for external properties

7.4 Review use of our buildings to fulfil the vision

- back of church coffee/ refreshment
- the Gallery
- children's activities
- office and vestry
- flexibility for worship

Short Term

- 2018: Establish Buildings for Mission group to review use of space
2018 – 2019: Choir Vestry repair and reorganise
2018 – 2019: Internal Lighting project
2019: Solar Panels

Medium term

- 2019 – 2020: Costed and prioritised capital projects plan
2019 – 2020: Plan improvement and development projects
2019 – 2020: External lighting project
2019 – 2020 Formalise property management for flats and house

Long Term

- 2020 – 2022 Deliver buildings improvement
2022: New Inspecting Architect

Desired Outcomes

A church building with facilities fit for purpose until 2040

Who is responsible?

Buildings working party; Buildings for Mission Group

8 Resourcing, Finance and Stewardship

To respond generously to God's love for all

8.1 Ensure funding to fulfil the vision

- approve annual revenue and capital budgets
- actively monitor spending and reserves
- set annual targets for Stewardship programme and other fund-raising
- run annual Stewardship and other appeals for specific needs

8.2 Increase involvement of congregations

- develop culture of generosity
- create specific opportunities to share gifts in service
- make volunteer roles clear and more manageable
- ensure sustainability of projects and guard against overreach

8.3 Maintain transparent and accountable processes

- handle all cash and donations appropriately
- ensure the Gift Aid process is efficient
- ensure all our processes are legal and accountable

8.4 Review all IT and operational processes

- activities and scope of parish office
- paid accountant/ book-keeper
- technology, networking and data storage review

Short Term

2018: Stewardship appeal Convene Stewardship planning group for process in October 2018

2018: Convene IT review

Medium Term

2019 – 2020: Set Capital budget for all projects

Long Term

Desired Outcomes

Efficient running of activities

Sufficient long term funding

Five year financial plan

Who is responsible?

Finance Committee, Treasurer

9 Governance and Structures

To ensure appropriate governance and accountability

9.1 Ensure effective governance

- review committee terms of reference and decision-making
- review 100 Frognal learning – property management
- review relationship with other charitable and community bodies (HCMT, FoM)

9.2 Hold groups accountable for progress

- review plan, priorities and progress regularly
- Form Mission Strategy Group

9.3 Ensure that contracts are up to date and fit for purpose

- HR contracts
- Safeguarding, Health and Safety, Hiring and other policies

Short Term

- 2018: Review worship and music governance
- 2018: Establish terms of reference for all groups and committees
- 2018: Form Mission Strategy Group
- 2019: 100 Frognal report

Medium Term

- 2020: Mid term review of Plan

Long Term

Desired Outcomes

Governance and processes which are fit for purpose, evidenced in reports to PCC

Who is responsible?

Standing Committee, PCC and specific Development or Project groups