



CATHOLIC PARISH OF CHRISTCHURCH WEST

STRATEGIC PLAN

OCTOBER 2021





FROM OUR PARISH PRIEST

5 October 2021

Dear Parishioners,

I am presenting to you the initial five-year plan for our Parish of Christchurch West. This is very much a work in progress, and I want you to become familiar with it and to give us your thoughts and ideas.

Our five-year plan is not primarily about the reorganisation of the physical resources – it is more about what sort of parish we mean to be into the future. It is better that we reorganise in the light of our intentions, rather than what we have, and do right now. Many of you have questions about what is going to happen to our Parish churches and other buildings and resources during our reorganisation. Some I have been able to answer, and some I cannot, not until we have a new Bishop in place, and/or until our plan begins to unfurl over the next few years. I anticipate that we will be in a state of gradual reorganisation over several years and that very little will change about where we celebrate Mass and gather in the short term. I will keep you informed and seek your input when appropriate, about every reorganisation that will affect you over this time.

The amalgamation of our three former Parishes presents us with an opportunity to rethink our approach to mission and to being Christ in our world. In line with the Diocesan Plan for the renewal of our parishes, I brought together a group of parishioners to form a Strategic Team, to work with me and my Senior Leadership Team to plan for our future.

Not having a name for our Parish, nor a Diocesan Mission Statement, I chose at this time the Mission Statment of Christ as our Parish Mission Statement “Go therefore and make disciples of all nations” (Matt 28:19). For this reason the Strategic Team concentrated their thinking and planning on three key

stages of becoming intentional disciples of Jesus, and developed these as our Strategic Themes:

- Encountering Christ
- Friendship with Christ
- Bearing fruit

These three stages can be likened to the life of an apple tree, growing from a seedling, through maturation to bearing fruit. In order for the tree to grow however, the right conditions are needed, good quality soil, water, fertilizer etc., and we recognise that the same is true for growth in discipleship. The resources of the Parish must be used to provide the right 'soil' for growth in discipleship, so for this reason the Strategic Team proposes a fourth theme:

- Placing all at the service of the Mission

To develop these four Strategic Themes we have set out to answer four questions:

- How does our Parish invite people to an encounter with Christ?
- How does our Parish nurture our hearts and our minds, helping us to grow?
- How does our Parish help us discover our gifts and fulfil the call to bear fruit?
- How do we place ourselves, our finances, our data, our buildings and all our resources, at the service of the Mission – to make disciples of all nations?

I hope and pray that you will dream with us about what we should be, and about what we can become.

Fr Michael Therese Scheerger, CSJ



PARISH MISSION STATEMENT

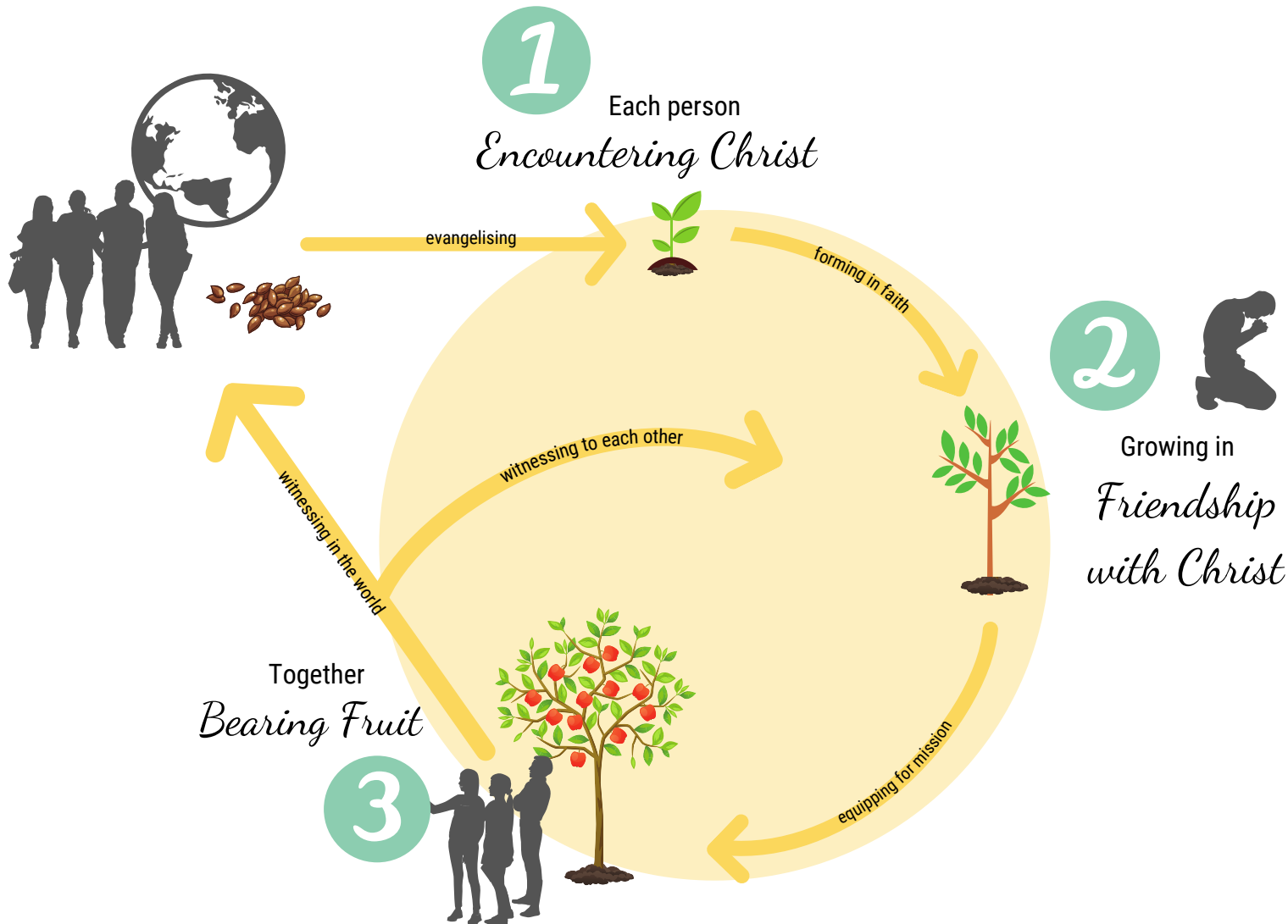
Recognising that the call that Jesus placed on His disciples is our call too,
our Parish Mission Statement is
"Go therefore and make disciples of all nations"
Matt 28:19

DIOCESAN PRIORITIES

In December 2020 Bishop Paul Martin SM proposed the following three Diocesan Priorities,
which have shaped our goals and strategies for the Parish

- Growing in Holiness**
- Strengthening our Catholic Community**
- Proclaiming the Good News**

OUR JOURNEY



In light of our Parish Mission Statement "Go and make disciples of all nations" the Strategic Team sought a common language to explain what the journey of discipleship might look like for those who come to the Catholic Parish of Christchurch West.

This model has been developed, and points to three distinct stages of growth: 1) Encountering Christ; 2) Friendship with Christ; 3) Bearing Fruit. The arrows indicate how we might move from stage to stage and how we can help others to move forward on the journey with us.

OVERVIEW OF STRATEGIC PLAN

The Strategic Team took the three stages above, and looked at how we as a Parish, (individuals, Parish groups, staff and volunteers) could support individuals to journey through these stages. These pastoral strategic themes directly address our Parish Mission. A fourth strategic theme ensures all our resources - finances, data, buildings and people are oriented to the service of the Mission.

As a Parish we will focus on

Encountering Christ

"Come and see"
John 1:32

1

Friendship with Christ

"You are my friends"
John 15:14

2

Bearing Fruit

"I am the vine"
John 15:5

3

Placing all at the service of the Mission

"Honour my Father's house"
John 2:16

4

We will do this by

Inviting & welcoming people
Sharing the kerygma
Inviting people to encounter Christ
Connecting people to the community

Learning about our faith
Living faith through the sacraments
Growing our faith
Growing our community

Forming parishioners to bear fruit
Serving the poor
Bearing witness to the faith
Reaching the wider community

Being wise stewards
Caring for our staff and volunteers
Communicating well
Taking responsibility for the safety of all

We'll know we've been successful when

The culture of the Parish welcomes and invites all to encounter Christ.

Every parishioner seeks to grow in knowledge and love of Christ and of the other.

Each parishioner sees how, in their own proper charism, they are called to bear fruit and are empowered by the parish to do that.

All our resources are placed at the service of the Gospel and are conformed to the laws of the land.

STRATEGIC THEME ONE: ENCOUNTERING CHRIST

The culture of the Parish welcomes and invites all to encounter Christ.



| We will achieve this by... | Intended outcome in five years | Strategies |
|-------------------------------------|--|--|
| Inviting & welcoming people | Parishioners will regularly invite friends, family and colleagues to participate in programmes and events at the Parish. All are conscious of new people attending Sunday Mass or any other parish event and they are approached and welcomed. | 1) Build on existing avenues of invitation and welcome in the Parish by giving parishioners and groups encouragement, teaching and practical strategies. 2) Identify ways in which we can improve the physical, interpersonal and online welcome of the Parish. |
| Sharing the kerygma | Every leader and volunteer is conscious of the importance of Kerygma (the first proclamation of the gospel) and incorporates it into their programmes. | 1) Introduce Parish leaders to the culture of welcome and invitation (Alpha). 2) Provide teaching, practical strategies and encouragement to group leaders in communicating the kerygma. |
| Inviting people to encounter Christ | Opportunities are regularly offered that specifically aim to bring people to a "first" encounter with Christ. | 1) Develop and implement a plan for retreats and pilgrimages and other events, that meet the needs of our diverse community. |
| Connecting people to the community | The majority of parishioners will have increased their engagement and involvement. People make a personal connection within the Parish community. | 1) Establish and implement workflows to connect parishioners with groups, activities and service opportunities in the parish. (eg parents who have attended the infant baptism preparation course are invited to the Parish Mums & Dads and Bubs Group.) 2) Develop ways by which we can connect newcomers into the community, with particular care given to new families attending our Catholic Schools. |

STRATEGIC THEME TWO: FRIENDSHIP WITH CHRIST

Every parishioner seeks to grow in knowledge and love of Christ and of the other.



We will achieve this by: Intended outcome in five years

Strategies

| | | |
|---|---|---|
| Learning about our faith | Parishioners actively seek out opportunities to grow in knowledge of Christ and their Catholic Faith. | <ol style="list-style-type: none"> 1) Establish a Formation Team. 2) Formation Team clearly articulates the overarching concept for formation, and develops an integrated Formation Programme. Particular attention is given to the young people of the Parish and a Youth Ministry Co-ordinator is employed. 3) Foster a greater awareness and understanding of the Mass |
| Living our faith through the Sacraments | <p>Parishioners actively and regularly participate in the Sacraments of Eucharist and Reconciliation.</p> <p>Sunday Mass is increasingly a reflection of Heaven on Earth, through improved participation, music and preaching.</p> <p>Parishioners actively participate in the Sacraments of Initiation, Marriage and Anointing of the Sick and they are celebrated worthily.</p> | <ol style="list-style-type: none"> 1) Encourage Parishioners to foster a love for, and commitment to, the Mass. 2) Evaluate and enrich the vitality of liturgies through music: providing support, direction and formation for those who serve. 3) Give special care and attention to the Masses of the Triduum, Christmas and Major Feasts. 4) Actively accompany each person who approaches the Parish for the Sacraments. 5) Encourage parishioners to engage more with the Sacraments. |
| Growing our faith | <p>Parishioners have guidance in developing personal prayer lives, Adoration of the Blessed Sacrament and devotions.</p> <p>There are many opportunities to take part in small, prayer focused, groups.</p> | <ol style="list-style-type: none"> 1) Cultivate the virtue of daily prayer 2) Increase opportunities of Adoration of the Blessed Sacrament 3) Invest in building individual and small group opportunities for parishioners to develop their prayer lives. 4) Provide retreat opportunities for Parish groups. |
| Growing our community | <p>Parishioners experience the Parish as a place where they are known and loved, and feel they have a place.</p> <p>Parishioners have a growing sense of responsibility for each other.</p> <p>The Parish has the financial resources to enable it to grow its pastoral programme.</p> | <ol style="list-style-type: none"> 1) Foster deepening relationships between parishioners through regular fellowship. 2) Develop new ways of deepening relationships between the wider Parish and our primary schools. 3) Develop a programme that fosters responsibility to the parish through financial giving and service. |

STRATEGIC THEME THREE: BEARING FRUIT

Each parishioner sees, how in their own proper charism, they are called to bear fruit, and are empowered by the Parish to do that.



We will achieve this by: Intended outcome in five years

Strategies

Forming parishioners to bear fruit

Parishioners actively discern their gifts and Charisms. Parishioners seek out formation and attend training to help equip them in service.

- 1) Develop a culture of discernment where parishioners ask, "How has God gifted me?" and, "where and how can I use those gifts to be of service to God and others?"
- 2) Support Parish groups to develop induction and training programmes for their volunteers.

Serving the poor

Parishioners actively seek out ways to serve those in need in our local community and beyond.

- 1) Identify and foster an attentiveness to those in need.
- 2) Connect parishioners with existing opportunities for service to those in need.

Bearing witness to the faith

Parishioners are confident in their faith and share their faith with others.

- 1) Develop a culture of faith sharing.
- 2) Establish evangelisation as a priority of the Parish.

Reaching the wider community

The Parish makes regular contact with the wider community.

- 1) Review and improve physical and virtual communications to the wider community.
- 2) Continue to collaborate with the five Catholic schools within our Parish in evangelisation of the wider community.
- 3) Establish regular communication through local/ community newspapers, community noticeboards, school newsletters etc.

STRATEGIC THEME FOUR: PLACING ALL AT THE SERVICE OF THE MISSION

All our resources are placed at the service of the Gospel and are conformed to the laws of the land.



We will achieve this by: Intended outcome in five years

Strategies

Being wise stewards

In all financial matters there will be transparency, accountability, and compliance with Parish Norms.
There will be an improved culture of stewardship and a subsequent increase in weekly giving.
Clear decisions will have been made as to how the Parish will implement the Diocesan plan in regards to buildings.
Our fixed assets are well maintained.

- 1) Establish clear workflows, policies and procedures for the transparent handling of all incoming and outgoing funds, including an annual audit.
- 2) Develop a regular reporting schedule for reporting by staff to Mission Support (Finance Council) and Mission Support to Parish.
- 3) Carry out financial forecasting annually.
- 4) Develop a fundraising strategy (1/3/5 year) that includes regular and creative ventures that involve all in the parish.
- 5) Establish a short – medium - long term asset plan.
- 6) Establish a maintenance schedule.

Caring for our staff and volunteers

Human resources practices will be robust, responsive and future facing.
Volunteer induction processes are well developed.
Good volunteer relationship management is in place.

- 1) Establish healthy review and reporting systems for all staff.
- 2) Establish solid professional development plans for individuals and the staff team.
- 3) Develop comprehensive succession plans for staff and volunteers.
- 4) Develop robust processes for the induction of volunteers.
- 5) Review of volunteer management carried out.

Continued on next page...

STRATEGIC THEME FOUR: PLACING ALL AT THE SERVICE OF THE MISSION

All our resources are placed at the service of the Gospel and are conformed to the laws of the land.



We will achieve this by: **Intended outcome in five years**

Strategies

Communicating well

Relevant information is collected from parishioners that allows for an understanding of our parish demographics and for effective communication with all in the Parish.
Parishioner engagement understood and regularly measured.
A comprehensive Communications Strategy is in place.
Technological resources including: Elvanto (Database), Xero (Finance), Wix (Website), Church Apps (Parish App), Canva (newsletter) are used to their full potential.

- 1) Standardised database and communication policy developed for use by all parish ministries.
- 2) Annual Parish Survey is established to measure engagement and key indicators and ascertain parish needs.
- 3) Establish ways for information gathered to be used to evaluate effectiveness of programmes and ministries.
- 4) Develop a comprehensive communications strategy.
- 5) Establish training for all staff and relevant volunteers to ensure they are well equipped to use the technological resources used by the Parish.

Taking responsibility for the safety of all

Comprehensive Health and Safety procedures established and implemented.
A culture of Safeguarding established within the Parish and appropriate policies and procedures in place.
Policies and procedures for privacy and the storage of information have been implemented.

- 1) Health and Safety manual completed with relevant policies for all Parish sites.
- 2) Annual review of all Health and Safety and Safeguarding practices.
- 3) All relevant staff and volunteers complete Safeguarding training in a timely manner.
- 4) Establish solid policies for registration for events and programmes, with appropriate data protection.

SUMMARY OF INITIATIVES FOR 2022

This document is not meant to be exclusive to our leadership team, the four strategic themes are meant to be applied in each individual's life and points for discussion and reflection for all Parish groups. We hope you will reflect on these Strategic Themes with us and see how the Lord may be calling you to something more, or something new. We have never-the-less specified particular things that are necessary for our various parish committees and staff to begin working on. These initiatives are taken from across all four strategic themes. We ask you to consider whether the Lord is asking you to contribute in a specific way. The person or team responsible for each initiative is indicated in brackets, if you feel called to contribute please be in touch with these people or contact the office.

New Teams and Staff

- Establish an Outreach and Encounter Team who will identify and begin to implement priorities for 2023 and beyond. (Senior Leadership Team)
- Establish a Formation Team that will identify priorities for 2023 and beyond and contribute to the leadership forum. (Senior Leadership Team)
- Establish a special Liturgical Events team that will co-ordinate events such as Holy Week. (Sunday Co-ordinator)
- Confirm Mass Managers for each Sunday Mass and establish regular meetings. (Sunday Co-ordinator)
- Employ a Youth Ministry Co-ordinator. (Evangelisation and Discipleship Co-ordinator)

Evaluating and establishing a way forward

- Initiate an Annual Parish Survey which looks to gather quantitative and qualitative data. (Mission Support Team/Finance Council)
- Conduct an evaluation of current liturgy and develop priorities for 2023 and beyond. (Sunday Co-ordinator)
- Develop a schedule of retreats and begin to implement. (Formation Team)
- Make a plan for developing a culture of faith sharing. (Evangelisation and Discipleship Co-ordinator)
- Further develop support for Parish groups in the area of training. (Evangelisation and Discipleship Co-ordinator)
- Develop a catalogue of service opportunities. (Admin staff)
- Develop Fundraising strategy. (Mission Support Team/Finance Council)

Getting started

- Establish a Parish Leadership Forum – a regular gathering of key parish leaders for information updates, training and support. (Parish Priest)
- Begin delivery of the integrated formation process. (Formation Team)
- Hold the Parish's inaugural financial giving and rosters campaign. (Mission Support Team/Finance Council)
- Initiate annual Financial Audit. (Mission Support Team/Finance Council)
- Initiate annual review of all Health and Safety and Safeguarding practices. (Mission Support Team/Finance Council)
- Health and Safety manual completed with relevant policies for all parish sites. (Mission Support Team/Finance Council)
- Develop comprehensive succession plans for staff and volunteers. (Mission Support Team/Finance Council) Develop induction processes for volunteers. (Mission Support Team/Finance Council and Evangelisation & Discipleship Co-ordinator)
- Develop standardised database and communication policy. (Mission Support Team/Finance Council)
- Develop comprehensive communications strategy. (Mission Support Team/Finance Council and admin staff)
- Develop and initiate a reporting schedule. (Mission Support Team/Finance Council)