

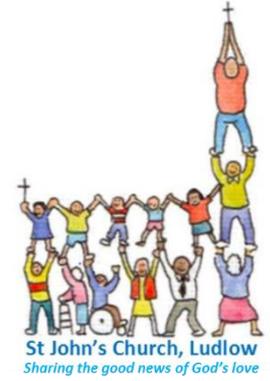
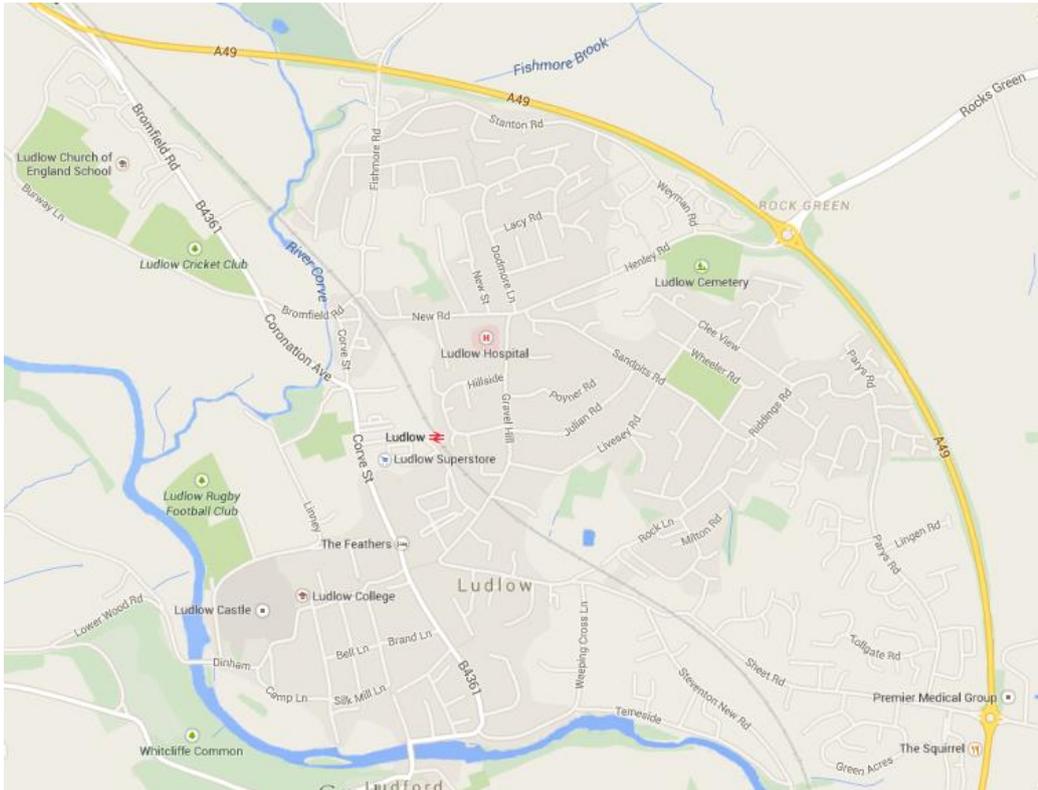
ST JOHN THE EVANGELIST CHURCH, LUDLOW

2014 – 2020 MISSION ACTION PLAN

Autumn 2014

Executive Summary

Ludlow today



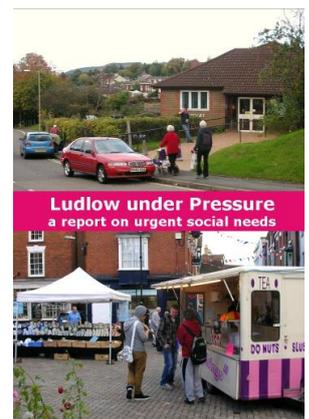
The key needs in Ludlow

The 2012 *Ludlow Under Pressure* Report recommended:

- targeting priority help to older people at risk
- targeting priority help to young people in the 16 -24 age group who are experiencing low employment options and limited housing options
- increasing the resources for community transport and for social and affordable housing

The 2014 update launched on 6 November concludes that despite modest advances in some areas overall the level of need is growing while the resources available to meet it are either contracting or at best static. The picture seems to be of a situation in which it is becoming necessary to run ever faster in order to go backwards more slowly.

Ecumenically each church in Ludlow has a distinctive part to play in contributing to the collaborative provision of Christian service, witness and leadership in the town in response to *Ludlow Under Pressure*. Ludlow parish is served by two Anglican Churches – each with a distinctive character and ministry within the wider ecumenical picture.



Developing the distinctive contribution of St John's Church to God's mission in Ludlow

Now St John's is close to Ludlow Infant School and Alexandra House Nursing Home, within walking distance of Ludlow Hospital, the Whitefriars development and the Rock Spring Community Centre and Sandpits housing estate.

St John's has significant and well-established and valued ministries among local people and families, as well as a small but growing ministry among local young people exploring Christian faith.

St John's values:

In the steps of our patron saint St John the Evangelist:

Sharing the good news of God's love

- praying, worshipping, and witnessing locally
- caring for and serving people in need locally;
- welcoming in Christ's name
- inspiration and support for living
- generosity and openness
- social justice locally and in the wider world
- partnership and collaboration



Our "2020 vision"

We picture

sharing the good news of God's love

through

serving the people of our local neighbourhoods in Jesus' name

particularly local elderly, young people and families, under pressure.

We picture a buzzing multi-use Christian community building – a "hub", open throughout the week, **a living witness to Christian prayer and faith in action, and to God's bias to the poor** - ministering to people in need through mind, body and spirit.

We picture growing collaborative lay ministries among growing all-age congregations, working with the local people and groups served by St John's Church Community Centre.

We picture becoming a base for local/area mission with mission as well as ministry teams.

We picture doing this by using well the gifts and resources God has given us

reaching out in partnership with **Hands Together Ludlow** and **Living Waters Christian Fellowship**.

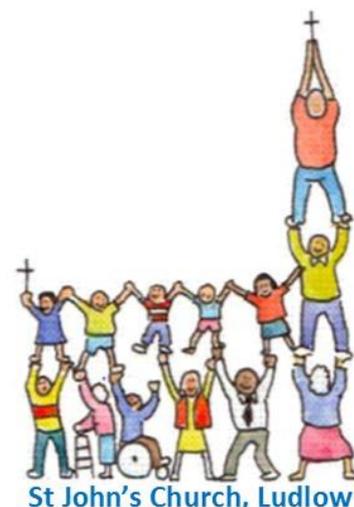
Immediate steps: Towards our 2020 vision for local mission and service

- 1 **Complete:** Congregational consultation and vision process Autumn 2013 – Autumn 2014
- 2 **Complete:** Grant towards Community Consultation process gained
- 3 **Complete:** Consultant appointed to undertake Community Consultation and Report and the development of Business Plan and Budget
- 4 **By 15 December 2014** Stage 1 Initial Community and Stakeholder Consultation
15 December PCC meeting – Motion to move to Stage 2
- 5 **January 2015** Community Consultation Stage 2 including "Planning for Real" events
- 6 and development of business plan, costings, financial strategy, etc.

ST JOHN THE EVANGELIST, LUDLOW

MISSION ACTION PLAN

Autumn 2014



1 Foreword

Every organisation, large or small, that has a purpose to fulfil is best advised to have a plan for doing so rather than just muddling through. The Church of England as a body and the individual congregations which compose it are no different in this respect, and since the purpose of the Church is mission it is sensible to have a Mission Action Plan dealing with how it is proposed to approach this task and to organize and develop the church which provides the essential foundation on which to stand whilst doing so. What follows is ours, for the time being, for mission is always a work in progress, never a task completed.

The Diocese of Hereford encourages the development of Mission Action Plans drawing on the Worldwide Anglican Communion *“Five Marks of Mission”* which in their most recent version¹ are expressed thus:

1. **To proclaim the good news of the Kingdom (“to tell”)**
2. **To teach, baptise and nurture new believers (“to teach”)**
3. **To respond to human need by loving service (“to tend”)**
4. **To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation (“to transform”)**
5. **To strive to safeguard the integrity of creation and to sustain the life of the earth (“to treasure”)**

At every stage of the process of devising this plan, formulating objectives, revising and rewriting, we have had these criteria at the forefront of our minds and have used them as benchmarks against which to assess the proposals we put forward in this plan. This Mission Action Plan outlines our vision and initial mission actions – further detail and supporting data is provided in Supporting Papers and our Consultant’s Report.

Anna Branston and Brian Childs, Mission Action Plan Editors

St John’s Congregational Committee

December 2014

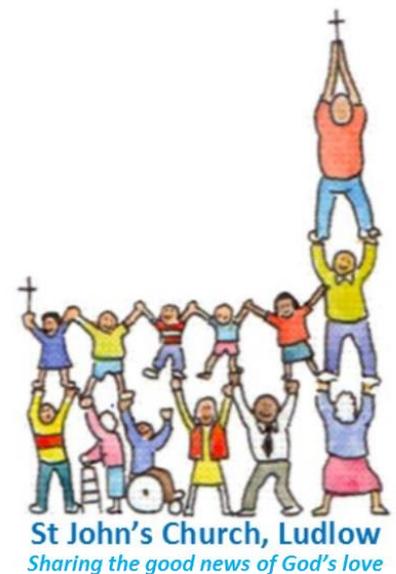
¹ For greater detail refer to <http://www.anglicancommunion.org/ministry/mission/fivemarks.cfm>

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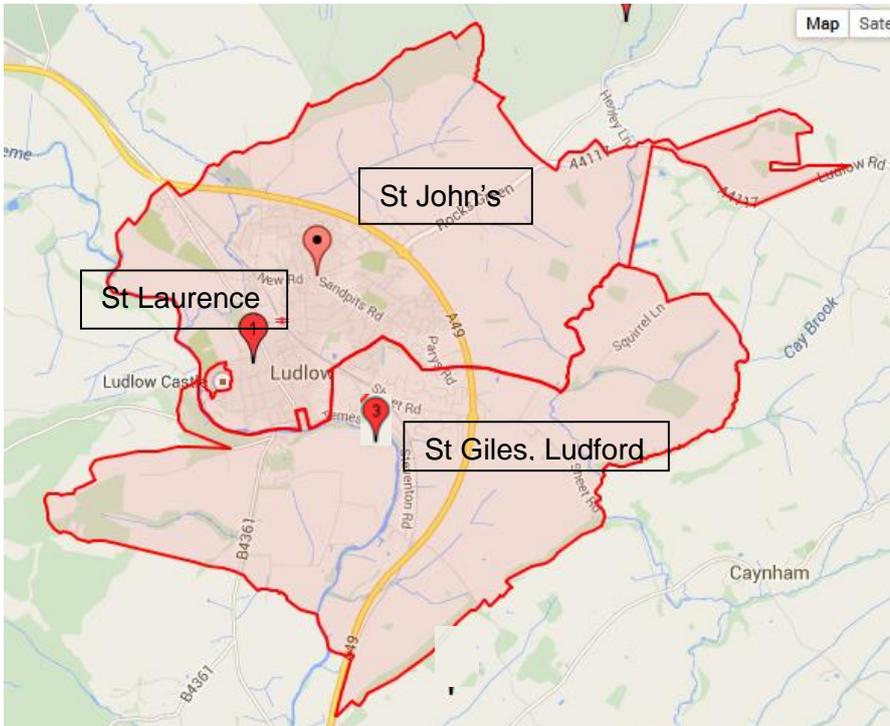
We pray together:

*Eternal God and Father,
You create and redeem us by the power of your love;
guide and strengthen us by your Spirit;
that we may give ourselves in love and service
to one another and to you;
and as we work together more closely,
grant us the gift of discernment
that we may see with your eyes the gifts in all around us;
through Jesus Christ our Lord.
Amen.*



2 NOW – Our Context - the parish of Ludlow in the Diocese of Hereford

The parish of Ludlow is served by two Anglican churches: the medieval St Laurence, the Parish Church, set in the centre of historic Ludlow; and by St John's, built in 1881 to serve the growing housing developments across the railway line. Today St John's is also within walking distance of further areas of twentieth century social housing. Ludlow is also served by the Anglican parish and church of St Giles, Ludford, and also a rich collaboration of many Christian denominations all working together ecumenically under the Churches Together Around Ludlow (CTAL) umbrella.



St Laurence, Ludlow St Laurence's is set at the heart of historic Ludlow. It is built on the site of a former Norman church and largely dates to the 15th century though important earlier work survives in the north aisle. St Laurence Church belongs to the Greater Churches Group, a national family of major parish churches distinguished by size, architectural significance, number of visitors, and ministries reaching beyond parish boundaries. It is also the principal church of the Ludlow Team Ministry of 17 churches serving Ludlow and the surrounding area. St Laurence has a strong choral and liturgical tradition and is currently engaged in a multi-million pound restoration and refurbishment project www.stlaurences.org.uk



*Securing St Laurence's
- Serving the community*



2 St John's, Ludlow

St John's Church was built in 1881 to serve the new housing in the part of the parish of Stanton Lacy that was annexed to Ludlow at that time. Today it is closest to the largest area of social housing in Ludlow and to the projected new housing developments on the outskirts of the town above the bypass and exercises a largely locally focussed ministry.

3 St Giles, Ludford

Serves the historic village of Ludford and those parts of Ludlow to the south of the historic walled town, including the early 20th century developments along the Teme.

NOW – Our Context – Our local community

Ludlow Under Pressure

The Churches Together Around Ludlow (CTAL) Report “*Ludlow Under Pressure*” (2012) established that beyond the affluent areas of the town centre there are areas of social deprivation and poverty. It is anticipated that these problems will be exacerbated by cuts to central and local government services.

Ludlow is a destination of choice for retirees and some 25% of the population are over retirement age, with the resulting implications for health and social care services, issues of mobility and the potential for increased levels of isolation and loneliness. Public transport services in the area are considerably diminished. The bus link to Hereford has been severely curtailed, leaving the train as the only effective public transport link to one of the major hospitals in the area.

The report made three main recommendations:

- targeting priority help to older people at risk
- targeting priority help to young people in the 16 -24 age group who are experiencing low employment options and limited housing options
- increasing the resources for community transport and for social and affordable housing

and called for all churches in Ludlow to play their part in responding to the people of “Ludlow Under Pressure” in Christ’s name. (See http://www.ctludlow.org.uk/ludlow_under_pressure.html)

St John’s Church is the Anglican Church which is physically closest to the largest area of social housing in Ludlow and to the projected new housing developments on the outskirts of the town. There are two care homes and a number of sheltered/retirement housing developments in the vicinity. The church is located on the town bus route, almost adjacent to the local hospital and reasonably close to the two doctor’s surgeries.

NOW – Our context - St John’s existing and emerging congregations

The regular Sunday worshipping congregation has been effectively stable and, if anything, increased in number over the past two years. Most Sunday attendees are professional retirees and the majority of pensionable age, plus two families with children of school age who attend regularly on a Sunday.

Sunday is just part of a developing pattern of worship and outreach which is beginning to emerge reaching different ages and needs, including: Sunday Eucharist; Thursday afternoon informal worship; Friday Morning Prayer/ Eucharist; Mothers and Toddlers, Messy Church, as well as a series of Lent and special Festival services and some experimental liturgies, including a regular Songs of Praise.

St John’s is thus very much a church which serves its surrounding community and many walk to it - the congregations are overwhelmingly from the local area.

St John’s aims to develop further approaches to worship of a less traditional nature that might resonate more with younger people, and foster communication between the established congregations and younger believers. This is essential to engaging in mission outreach to younger generations which we can help to enable - retirees bring many gifts and there are numerous activities taking place in Ludlow which are heavily reliant on the active support of volunteers from this segment of the population. Indeed one might view the existence of CTAL and its offshoot Hands Together Ludlow as in part an example of this.



NOW – Our context - St John’s Church Building

Designed by Sir Arthur Blomfield and built in 1881, the building offers a large versatile space with a level floor, affording ample opportunity for an imaginative scheme of reordering.

The problems affecting the plasterwork of the ceiling, the chancel arch, and the east and west gables are not insignificant but through our work on this plan and envisioning the future mission of St John’s, we believe that the cost of repair is not disproportionate to the mission benefits.

Strengths

The basic structure of the building is sound and capable of serving for many years yet – in the flexible and creative new ways we are beginning to envisage, and outline here.

Challenges

There challenge of undertaking the essential repair works while maintaining current ministries in order to continue to grow and to develop our vision for mission outlined here.

Clues to the mission of St John’s emerging from our context

Reflecting on these three areas is helping to shape our growing vision:

- 1 Congregation /community.** The congregation of St John’s has always been firmly embedded in the local community. This has led to distinctive ministries within the community, local funerals and more recently the Mother and Toddler group (already developing further into Messy Church.) This strength has enabled us to rise to the challenge of thinking about what it is to be church in the 21st century and to be prepared to grow and change to meet that challenge.
- 2 Social need.** We have a new determination to learn how to be church for today and aim to use the strengths of St John’s incarnational community and geographical position within the town, to help meet social need in co-operation with other agencies.
- 3 The Church building** While facing the immediate challenge of mending the plaster work our unfolding vision is to make full use of the gift of the building’s potential as a versatile space and location central to the local community and see the opportunity to reorder the building so that it is a valuable asset and tool for mission.

We have come to see the problems with the fabric in a new light, as providing an opportunity to think radically about re-ordering the building to make it an adaptable resource centre serving the needs of local people and congregations of a range of backgrounds and styles.

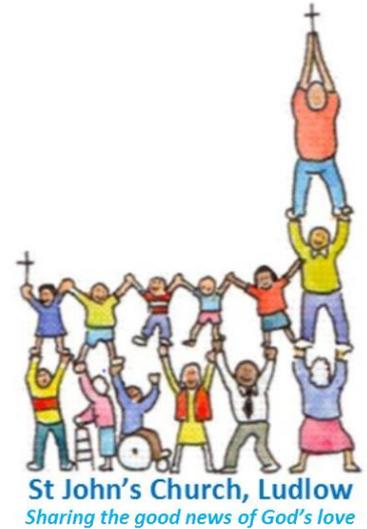
This local mission and service focus is the core of our vision for the future of St John’s Church – building and people.



3 Vision 2020

Our growing vision for St John's Church's part in God's mission in Ludlow

The combination of the 2012 Ludlow Under Pressure Report (in which members of St John's were involved) and the issues with the building (resulting in the closure of the nave in December 2013) has led us, after much prayer and discussion to see the building issue as an opportunity and a call to mission.



We have come to see our part in God's mission as, with God's help,

to share the good news of God's love

by word, example, and deed throughout our community, ministering to the spiritual and physical needs of local people to the utmost of our ability and actively supporting by prayer, by giving, and in all other ways open to us, the mission of God throughout the world.

Our "2020 vision"

We picture

sharing the good news of God's love

through

servicing the people of our local neighbourhoods in Jesus' name particularly local elderly, young people, and families, under pressure.

We picture a buzzing multi-use Christian community building – a "hub", open throughout the week, a living witness to Christian prayer and faith in action, and to God's bias to the poor - ministering to people in need through mind, body and spirit.

We picture growing collaborative lay ministries among growing all-age congregations, working with the local people and groups served by St John's Church Community Centre.

We picture becoming a base for local/area mission with mission as well as ministry teams.

We picture doing this by using well the gifts and resources God has given us

reaching out in partnership with Hands Together Ludlow and Living Waters Christian Fellowship.

Following in the steps of Jesus – and in the steps of our patron, St John the Evangelist

St John, our patron saint, the writer of the fourth gospel, wrote of the extraordinary transforming power of the love of God in the life of the world and of all people.

The Five Marks of Mission are helping us to see how we can follow in the steps of Jesus today - in his care and concern for the least and for the marginalised, for peace and for justice, and for the care of God's creation and for the growth in Christian faith of people of all ages. We are excited to think that we have a part to play in this in the lives of local people and neighbourhoods in Ludlow – and that we have the gift of our building to use in God's service in fresh ways in our generation – just as others bequeathed it to us.

The shape and position of St John's Church building is a gift for mission

It is easy to see with this vision in mind how the existing shape of the building would allow for adaptation for such a mission purpose. The ornate and uplifting chancel has proved to be an ideal small worship space during the closure of the nave. The nave itself offers a valuable open space for a range of Christian and community activities – including the welcome return of large local funerals, Mothers and Toddlers, a home for Messy Church, festival celebrations, meals, drop-ins, café church and much more. For community use, the excellent wooden floor and light space makes it a suitable for dance groups, exhibitions, parenting groups etc.

The current partitioning at back of the nave shows where kitchen and toilet space could be housed – as in other similar conversions elsewhere in the diocese. The aisle, ideally separated by pillars from the nave, lends itself to, for partitioning into a range of meeting rooms/bases for services/mission.

Skilled advice in creative re-ordering will be necessary to develop this vision for St John's in mission. We are lucky that the Diocese of Hereford is a centre for excellence in such work.

(See www.hereford.anglican.org/churchgoers/community_partnership_and_funding/about_us_and_latest_news/index.aspx)

Testing the vision – Congregational and Community Consultations

This vision has been emerging over months of prayer, conversations, workshops and consultations.

Soon after the scale of the problems with the building had become known the core Sunday congregation was consulted on a range of possible responses and which options they support both financially and by the expenditure of time and effort.

The response to the congregational consultation exercise showed that a clear majority recognised that the way ahead was to seek to adapt and develop our existing 19th century designed building to make it more fitted to support the mission of the Church in the 21st century.

A second congregational consultation on the vision and core principles of the emerging Mission Action Plan produced the following results: -

70 surveys issued with returns as follows:

Option1: I support the core principles of the Mission Action Plan	58
Option 2: I would support the core principles with changes	3
Option 3: I do not support the Mission Action Plan	0
Unwilling or Unable to take Part	4

The survey showed overwhelming congregational support for the St John's 2020 vision and Mission Action Plan.

Community Consultations

With the overwhelming backing of regular worshippers at St John's we have been able to move on to Community Consultations. (See Consultant's initial report December 2014).

4 Turning ideas into practical reality – aims

Aim: Growing the congregations of St John's and engaging in mission

We aim to build on existing relationships and increase our interaction with the immediate and wider community of Ludlow so that by word and example we may bring them to knowledge of the good news and of God's love.

We are committed to the expression of our faith in public worship and private prayer and reflection and seek to help local people grow in the knowledge and love of God through Christian faith.

We see that we can build on our existing work with the elderly, bereaved, families and the local primary school.

We aim to substantially increase our support, financial and otherwise, for the mission of God in the wider world.

Aim: Reordering the building for mission and service

This is potentially a large project.

We have secured funding for a professional Consultant to undertake community consultations for us and to help us formulate Project Development Plans, budgets etc. In December 2014 successful Phase 1 Community Consultation has already taken place – as detailed in the Consultant's initial report.

Aim: Establishing Collaborative Relationships

St John's has long valued its ecumenical links and we are keen to explore opportunities to engage in co-operative ventures with other partners keen to serve "Ludlow Under Pressure"..

Ongoing discussions

- We are in active discussion with the "Living Waters" community church who are interested in exploring the possibility of an arrangement to share in use of the building for worship and outreach. This would provide opportunities for developing enhanced interdenominational co-operation and devising new non-denominational forms of worship on an experimental basis. It would enable some of the costs of caring for the building to be shared.
- We are working with Hands Together Ludlow (HTL) which has come out of inter-church co-operation through Ludlow Under Pressure and the work of CTAL. St John's is ideally placed to develop as one of a number of centres across Ludlow working in partnership with HTL to deliver priority programmes tackling, for example, loneliness, poverty and deprivation. If this is achieved successfully, there exist clear possibilities for extending the range and number of services offered in such venues.
- South Shropshire Housing have expressed interest in the possibility of making use of the St John's building to provide a large community venue for the planned developments of community housing at Whitefriars.
- Some residents of Burgess Court, a development of privately owned sheltered dwellings some 300 metres from St John's, have indicated their interest in having access to a facility larger than any available in the complex.

5 Action

Completed:

- 1 Establish a St John's Steering Group to coordinate the creation of the St John's Mission Action Plan and oversee the Community Consultation on St John's 2020 Mission Action Plan.
- 2 Congregational surveys on the St John's 2020 Mission Action Plan.
- 3 Initial Community Consultation – including local houses

Pending 4 December - St John's Church Committee for final approval of Mission Action Plan to take to PCC

Underway

1. Working in co-operation with Diocesan Officers and identified partners to explore the availability of, and seek to obtain, financial assistance towards the repair of our existing building and its phased development into a multi-use community centre, with the kitchen and toilet facilities, level of heating, disabled access provision, flexible accommodation and on-site parking required to support a variety of different activities and with potential for commercial usage so as to generate an income to contribute to its maintenance and upkeep.
2. Researching and evaluating the teaching resources and study courses available for use to strengthen and deepen our knowledge and understanding of the faith we profess – with a view to use in Lent 2015 .
3. Establishing a Worship and Liturgy group to work with the congregation, the wider parish and other denominations to devise experimental and co-operative forms of worship, especially ones suitable for lay leadership and ones better suited to use by, and appealing to, those without much or any previous experience of public worship who may find it difficult to engage with long-established forms of worship familiar to existing members of the congregation.
4. Working to strengthen our existing links with Hands Together Ludlow to reach out together in Christian service, and seeking other partners with whom to co-operate in developing the provision of services for the vulnerable elderly and isolated adults.
5. Exploring projects such as a clothing bank for families under pressure of outgrown clothes in exchange, or purchase at a nominal price, others of appropriate size. We are actively exploring other similar opportunities, for example, a toy bank operating on similar lines.

During 2015

1. We will deepen and expand the support we currently provide to the bereaved through our regular monthly coffee mornings for those recently bereaved and create programmes of support appropriate for the various stages through which grief passes and we will explore the possibility of complementing this provision with a programme to provide support to those confronting imminent death whether their own or that of a loved one. (See Supporting Papers for more detail).

2. We will develop our current successful parent and toddler programme to cater for our existing toddlers as they move on to the next and successive stages of development, incorporating mission activities such as pram services and “Messy Church” appropriate to this demographic.
3. We will encourage all members of the congregation to remember that it is their Christian obligation to bring knowledge of God’s love to those who lack that knowledge and we will provide support and encouragement for those who feel hesitant or unsure. (See Supporting Papers for more detail).
4. We will institute and operate a system to co-ordinate the social visiting and support activities of the members of our congregation to those no longer able to attend by reason of illness or infirmity and will extend this to cover all vulnerable and isolated adults in our community who wish to be included. (See Supporting Papers for more detail).
5. We will actively investigate the opportunities of providing services for young people whilst recognising the need for considerable expert assistance not currently available to us in the provision of such services.
6. We will institute a policy of tithing all unrestricted funds available to us and of periodically allocating this sum to further the work of the Church in the Wider World wherever the need is most urgent and we will also seek to establish an overseas link to a specified area with which to build an ongoing relationship of support, financial and otherwise. (See Supporting Papers for more detail).
7. We will devise and implement a system for a specified period of additional planned monthly giving by the congregation and others wishing to support us specifically to contribute to work on the fabric. (See Supporting Papers for more detail).

OUTLINE TIMESCALE

The table below outlines when it is contemplated commencing work on a particular specific objective and also in those cases where it is appropriate when it is envisaged completing it, although it needs to be remembered that a number of the objectives are ongoing commitments and are not projected for completion by a particular time.

OBJECTIVE <i>WHAT</i>	<i>HOW</i>	<i>WHO</i>	<i>WHEN</i>	<i>WHAT RESOURCES/ TRAINING</i>
Congregational Mission Initiatives	Encouragement/provision of training, resources and opportunities for mission	St John's Committee to explore.	Immediately	
Study and Teaching Group	Identification of most appropriate guidance/organisation of training	Resource recs from diocesan Lay Development John Robson	Immediately	
Worship and Liturgy Group	Explore with congregation alternative forms of service	Rector or his nominee Anthony Sibcy	Immediately	
Additional Planned Giving	Solicit support from congregation and wider community	Peter Phelps	As soon as formal approval for repairs obtained	
Seeking Financial Support for Repairs, Development and Ongoing Activities	Working in co-operation with Diocesan advisers to identify and make application to appropriate funding bodies	Brian Childs Sheila French John French Peter Phelps	Already begun – continues and develops in line with the development of the Plan	

Co-operation with Identified Partners, eg HTL	Actively seeking partners with whom to collaborate/maintaining good relations with established partners	Don Millington/ Anthony Sibcy	Already begun – Continues and develops as for preceding item	
Co-ordinated Visiting and Social Support	Establishing an appropriate record base to facilitate and support volunteer visitors	Sheila French	As soon as Computer support available – extending in planned stages	
Parents and Toddlers	Maintain existing provision – seek additional help to allow progressive extension of age range catered for	Sue Thomas	Ongoing at St Laurence – return to St John as soon as Nave available for use	
Clothing Bank	Continue as now – actively encourage more participants	Toddler Parents	In operation at St Laurence – return to St John along with Toddler Group	
Teenagers and Young People	Continue exploring the options and difficulties associated with this	Gillian Harding	Continue Current house church initiatives – begin to explore options once St John's available for use.	
Bereavement Support	Maintain existing arrangements – seek additional help to allow phased expansion of provision available	Sue Thomas + help	In operation at St John's now – plan expansion of services in co-operation with Living Waters	
Tithing Unrestricted Funds	Obtain congregational agreement	Peter Phelps	From beginning of next financial year	

The Five Marks of Mission in Action

The Table below records our evaluation of each of our 12 specific objectives against these 5 criteria by inserting the appropriate number or numbers in the relevant column to indicate that objective's expected contribution towards meeting that particular criteria. Since contributions from specific objectives might possibly alter over time we have assessed each objective's potential contribution against each mission mark for each of the four periods of our outline timescale as used in Appendix 17. We have included brief explanations in any case where there is a possibility that the reason for our conclusions might not be obvious. Key : 1 = Tell ; 2 = Teach ; 3 = Tend ; 4 = Transform ; 5 = Treasure

OBJECTIVE	WITHIN SIX MONTHS	WITHIN EIGHTEEN MONTHS	WITHIN THREE YEARS	MORE THAN THREE YEARS	COMMENT
Congregational Mission Initiatives	1, 2	1, 2	1, 2	1, 2	
Study & Teaching Group	1, 2	1, 2	1, 2	1, 2	
Worship and Liturgy Group	1, 2	1, 2, 4	1, 2, 4	1, 2, 4	Transformational Possibilities in interdenominational co-operation
Additional Planned Giving	1,2,3,4,5	1,2,3,4,5	1,2,3,4,5	1,2,3,4,5	Supports all other activities
Seeking Financial Support for repairs development and ongoing activities		1, 2, 3, 4, 5	1, 2, 3, 4, 5	1, 2, 3, 4, 5	No contribution counted until funds obtained and activity starts
Co-operation with HTL and other identified partners		3	3, 4,	1, 3, 4	Contribution will not start until initiatives in operation
Co-ordinated visiting and social support	1, 3	1, 3	1, 3	1, 3	
Parents and Toddlers	2, 3	2, 3	2, 3	2, 3	
Clothing Bank	3, 5	3, 5	3, 5	3, 5	Contributes to reducing wasteful use of resources
Teenagers and Young People			1, 2, 3	1, 2, 3	Absence of entry for first 2 periods reflects delayed start
Bereavement Support	1, 3	1, 3	1, 3	1, 3	
Tithing Unrestricted Funds	3, 4, 5	3,4,5	3,4,5	3,4,5	

Progress Monitoring

At the outset it was made clear that we regard any Mission Action Plan as merely the present expression of what is (or should be) a continuously evolving process and it follows from this that it should be subject to regular review of progress and revision as circumstances require. To ensure that this happens each major component of the plan will have a designated individual appointed as Progress Monitor who will be responsible for providing a report on developments via the Plan Co-ordinator to each meeting of the St John's Church Committee which will now adopt a schedule of regular quarterly meetings with a specific agenda item allocated to Mission Action Plan Progress. One of the Committee members will be designated as "Plan Co-ordinator" with responsibility for receiving the quarterly reports of the Progress Monitors and presenting them to the Committee, drawing specific attention to any matters of concern. The Plan Co-ordinator will also be responsible for preparing each year a report to the Annual Meeting of the Congregation. Every three years (or if specifically requested by the Committee) the Plan Co-ordinator will produce an appraisal of the current Mission Action Plan and express an opinion on whether or not it now requires to be revised to reflect developments and changed circumstances since it was adopted. If the Plan Co-ordinator recommends such a revision and the Committee accepts that recommendation, then the Committee will make whatever arrangements it considers most suitable for undertaking this task

Acknowledgements

A plan such as this is the product of relatively few hands but of many minds and it is only right and proper to record our profound gratitude to all those, far too numerous to name individually, who have contributed to it, in some cases perhaps unwittingly and in a few possibly unwillingly. Our thanks are no less sincere for being unspecific. But the contributions of some individuals have been such that they require to be acknowledged. We cannot fail to record the debt we owe to our Rector, the Venerable Colin Williams, for everything he has done to support us in this work and we are peculiarly indebted to 3 diocesan officers, the Reverend Caroline Pascoe, Lay Development Officer, the Reverend Dr John Daniels, Local Ministry Officer, and Ms Wendy Coombey, Community Development and Partnership Officer, who have all been unstinting in the help and advice they have offered even when they must have despaired of our stumbling efforts. For such merits as this plan possesses they can claim much of the credit: the many remaining shortcomings are entirely the responsibility of the editors.