



St Martin-in-the-Fields

Mission Action Plan 2007-10

“St. Martin-in-the-Fields exists to honour God and to enable questioning, open-minded people to discover for themselves the significance of Jesus Christ”

Introduction

(a) Theological foundations

The Mission Action Plan 2007-10 has developed out of a period of thinking which has focussed on the relationships in which we participate as a Christian community and as part of the one Holy, Catholic and Apostolic Church. We have reflected on the nature of these relationships - with God, with one another and with the world in which we are set and which we are called to serve – and pondered on Biblical passages and images which inform our understanding of these relationships:

- As branches of the true vine we are called to be rooted in Christ and to exercise a critical self-discipline to enable growth and individual and collective flourishing (*John 15:1-17*)
- As members of the Body of Christ, we are called to recognise and honour the diversity of people and gifts which make up our community, to live creatively with the tensions difference brings and to recognise the potential within each individual and the whole body (*1 Corinthians 12:12-26*)
- As those called to be servants and prophets in the world, we are to echo the covenant relationship between God and God’s people, developing a shared responsibility, a willingness to receive as well as to give, and a calling to be both open to transformation and agents of transformation ourselves. (*Isaiah 42:1-9*)

(b) Context

We have placed this theological reflection on the relationships in which we participate to which we are called alongside the context in which those relationships are lived out.

- This mission action plan covers a period from Easter 2007 to Easter 2010, a time of enormous change for the St. Martin’s community.
- It encompasses a time of physical change to our buildings on a scale not seen for 200 years.
- It includes periods when significant parts of our buildings are inaccessible or closed and when we will be worshipping and working in different places and in different ways.
- It includes the return to new and transformed spaces and thus learning to be a different shaped community with new responsibilities and new possibilities.

(c) Structure

With this as the background, MAP2007-10 has been developed as a framework by which to give structure and a collective sense of purpose and vision to our community life during this time of change.

- It does not include a list of tasks, but rather begins with three *aims* defining the sort of community we want to become.
- Focusing on our relationships we then identify a number of *areas of our life* to develop in order to achieve our aims.

- Within each of these areas, we specify a number of *objectives* to provide a framework for our activities.

Reflection on these objectives both points back to the aims for our community and allows them to act as a framework to prioritise and give focus to our activities.

Subsequent sections of MAP2007-10 focus on:

- *Implementation* - looking at how these objectives might be realised and encouraging a spirit of co-operation, involvement and flexibility in the way we work
- *Resources* – encouraging the imaginative and responsible use of our resources – personal, collective, human and financial – in the living out of mission and in our calling to be the people of God in this place.
- *Measurement and accountability* – exploring how we hold ourselves to account for what we wish to become and achieve; identifying key ways of measuring our progress and identifying the individuals and groups who play key roles in this process.
- *Communication* – acknowledging the importance of communication and identifying the key means of communication and where responsibility for this lies.

These sections are a crucial counterbalance to the visionary emphasis of the earlier sections. They prompt us to focus on how our visions become a reality and bring a measure of mutual responsibility and accountability to our discipleship.

1. Key Characteristics of our Community

We see the central purpose of MAP2007-10 being to develop a community that:

- **Is God-centred, with a wide vision of the Kingdom, enabling us to be a prophetic and challenging community, that enables the transformation both of individuals and society.**
- **Has a strong sense of connectedness both to the local and global, enabling it to be a distinctive witness to the Kingdom and so encouraging people to recognise the active presence of God in the world.**
- **Is a place of healing and reconciliation, of comfort and refuge and a place of light.**

2. Areas for development

In order to become this sort of community, we intend to focus on the following areas of our life together:

- **Developing our relationship with God through our life of prayer and worship**
- **Developing our relationships within our Church community and as part of the wider St. Martin's organisation**
- **Developing our relationships locally as a city centre church, including our ministry to visitors**

- **Developing our relationships with, and our activity related to the global community and the global church**

What follows in the Sections 3-10 are the means we have identified to enable these relationships to develop and flourish. However specific the objectives, or the form of measurement which we employ, the focus remains the development of these relationships which is the direct expression of the hopes and desires of our community and the ultimate yardstick by which MAP2007-10 will be measured.

3. Developing our relationship with God through our life of prayer and worship

In developing this area of our life, we will seek to fulfil the following objectives:

- a. In our programme of collective worship, we will both continue to honour the traditions of our liturgical heritage and draw on the diversity of culture and the gifts of music, drama, art, literature and creativity found within our community and through our wider relationships.
- b. We will use our liturgical resources and experience to engage with contemporary issues, including but not limited to peace and social justice issues, both through our response to immediate situations of concern and our regular pattern of services.
- c. We will seek to make use of appropriate internal and external resources in providing opportunities to foster individual and corporate prayer life, and to nurture our discipleship.
- d. We will seek to provide a physical and spiritual worshipping environment which both calls us to self-examination and repentance and inspires us to celebrate the joy of our redemption.
- e. We will foster a sense of collective responsibility and strive for excellence in the preparation for and execution of our collective worship.
- f. We will encourage a creative, intelligent and informed engagement with scripture both through our liturgy and our education programmes, and to develop new possibilities in our ecumenical and interfaith conversations and relationships.
- g. We will develop our tradition of broadcasting to provide liturgy of a high standard that is expressive of our values and beliefs, uses the breadth of relationships and resources within our community and engages imaginatively and realistically with contemporary issues.

4. Developing our relationships within our Church community and as part of the wider St. Martin's organisation

In developing this area of our life, we will seek to fulfil the following objectives:

- a. We will continue to provide opportunities to acknowledge and explore the reality of our diversity, recognising the costliness and richness of living with difference and the meaning of communion in Christ.
- b. We will seek to develop the relationships between the English-speaking and Chinese congregations through shared worship, conversation, social gatherings and educational events.
- c. We will encourage and support conversation between the different elements of the St. Martin's community (church, business and Connection) recognising the reality of our differences in experience, focus and emphasis and looking to develop areas where imaginative reflection and shared planning can be of mutual and collective benefit.
- d. We will provide opportunities to develop as a reflective, learning community in all aspects of our life and to nurture the vision at the heart of our community.
- e. We will encourage an active engagement with and an accountability to the St. Martin's Ethos and Values statement to find an appropriate framework for its practical application in all areas of St. Martin's life.
- f. We will seek to develop and manage the use of our new spaces to maximise their potential as a resource for our community life and as a commercial resource.
- g. We will explore ways of enhancing the relationship between the Church and the Connection to the benefit of both.

5. Developing our relationships locally as a city centre church, including our ministry to visitors

In developing this area of our life, we will seek to fulfil the following objectives:

- a. We will seek to work co-operatively across all parts of the St. Martin's organisation to develop the ministry of welcome provided by staff and volunteers, and to support this by ongoing programmes of training.
- b. We will look to use our spaces to tell the story of salvation history at the heart of our community in ways which are engaging, inspiring and inclusive, and which enable people to discover for themselves the significance of that story.
- c. We will develop opportunities for those who work locally to engage in our life of prayer and worship and to make connections between the contemporary issues of working life and the Christian faith.
- d. We will seek to develop partnerships with local institutions to provide liturgical, educational and cultural events, and to foster the concept of "corporate parishioners".
- e. We will explore the potential of creative co-operation with other city centre churches (including those who hosted us during closure period) and other institutions to provide a platform for debate on the role of faith in society.
- f. We will look to use our position as a city centre church to embrace the opportunities provided by the London Olympics 2012 and beyond.
- g. We will work to sustain and develop the relationships we have established with individuals, companies and institutions through the Building Renewal project.

6. Developing our relationships with, and our activity related to the global community and the global church

In developing this area of our life, we will seek to fulfil the following objectives:

- a. We will continue to nurture our international partnerships through prayer, the sharing of experiences and mutual learning and to raise awareness of these links within the St. Martin's community.
- b. We will support through prayer and practical means those of our community who are temporarily living, working and worshipping overseas and seek to learn from their experience.
- c. We will seek to work together with other organisations and agencies on issues of global development, justice and reconciliation in ways which use our complementary gifts and resources and are rooted in our community life.
- d. We will use our position as a city centre church and our global relationships to facilitate discussion on the issues at the heart of 2008 Lambeth conference and to provide a place of hospitality during the conference itself.
- e. We will work creatively with other parts of the St. Martin's organisation to present ourselves as a international community and to promote a co-ordinated and imaginative approach to issues of global concern.
- f. We will seek to use our new spaces to reflect our international relationships and concerns and to enable debate, reflection, learning and action on these issues.
- g. We will take seriously our responsibilities as members of a global community and seek to promote choices, practices and policies which contribute to global equality and the sustainability of resources.

7. Implementation

Responsibility for implementation of the Mission Action Plan lies primarily with the Parochial Church Council. As part of its responsibility in this area, the PCC will review its methods of working, current committee structures and reporting mechanisms, and, where necessary and appropriate, implement revisions or devise a different structure to enable this responsibility to be exercised.

8. Resources

- a. St. Martin's is a community richly endowed with diversity of gifts and the development of our buildings provides significant resource in terms of space and in the potential for increased revenue in the longer term. The strategy for implementation will acknowledge this but also recognise the heavy demands made on our financial reserves by the building renewal project, and the challenges faced by our business in reopening and re-establishing commercial operations.
- b. The implementation strategy will aim to encourage a realistic, practical yet imaginative approach to the stewardship of all our resources, to encourage a sense of collective responsibility in our planning and decision making and to foster a spirit of generous, sacrificial giving among our membership.
- c. The implementation strategy should take into account the sometimes conflicting demands of the various needs of our community and to make provision for these demands to be appropriately balanced, in the light of the overall aims of the Mission Action Plan.
- d. The implementation strategy will recognise that stewardship of resources is not limited to financial concerns, but engages the time and talents of the people who make up our community. It will therefore aim to ensure the involvement and nurturing of a wide range of people from the community in this implementation.

9. Measurement and accountability

Our methods of measurement and of ensuring accountability will encompass both qualitative and quantitative elements, recognising both the theological and relational framework of this Mission Action Plan, and the importance of providing readily recognisable measurements of growth and learning. These elements will be brought together in ways which are complementary. In particular, the analysis of the quantitative elements will be nuanced and guided by the relational framework in such a way as to eliminate unqualified designations of good or bad to numerical data.

a. Qualitative

In line with the theological basis of this document and with objective 4(d) above, we will, as part of our planning and reviewing, use reflective questions which relate to the key characteristics identified above:

- **What helps us to move towards God or to see a vision of the Kingdom?
What has prevented us moving towards God or seeing a vision of the Kingdom?**
- **Who are we connected to/related to?
Who are we not connected to/are we excluding?**
- **How is this enabling healing or reconciliation?
How is this preventing healing or reconciliation?**

Such questions are necessarily of an abstract nature, which allow them to be applied to a variety of situations and bring the benefit of review or planning happening within a theological framework.

In order to encourage the reflective approach that these questions attempt to promote, there will be a regular “*congregational audit*” based on these questions. **This will be carried out by PCC members** and the results collated and reviewed on a regular basis. **Responsibility for managing this process lies with the Associate Vicar.**

b. Quantitative

While recognising the value of these questions, we will also seek to provide a SMART (specific, measurable, achievable, realistic and time-limited) framework for our work, by the use of key indicators. These are:

(i) For each objective: What specific work has been done in support of/to progress this objective?

Monitoring of progress lies with the **PCC committees**, and reporting will be done via the **PCC**. A log of progress will be maintained by the **Associate Vicar**.

(ii) Numerical Data

Monitoring will be carried out of the following:

Numbers attending services

Numbers on Electoral Roll

Number of visitors

Distribution of communication material: Parish Newsletter/Parish Pipeline

Website hits

Educational Publications

Numbers participating in organised events (courses, lectures, retreats, etc)

Numbers of special services

Money received: Collections in church

External gifts received (including via fundraising)

Money distributed: Via international grants

Special collections/donations

This data will be collected and collated to enable year-on-year or other appropriate comparative analysis. **Responsibility for collecting this information lies across a number of areas, including PCC, committees and staff. Responsibility for the process of monitoring and collating the data lies with the Associate Vicar.**

(iii) Key measurables focussing on development of relationships

Many of these are captured in the objectives specified above (including but not limited 3(c), 3(f), 4(b),4(c), 4(g), 5(d), 5(g), and much of section 6).

In addition, we will record and collate specific examples of ways in which the church and business have followed through particular initiatives in cross-organisational planning and implementation in support of the St. Martin-in-the-Fields mission.

Responsibility for collecting this information lies across a number of areas, including PCC, committees and staff. Responsibility for the process of monitoring and collating the data lies with the Associate Vicar.

(iv) Use of spaces

Monitoring will be carried out of the following:

Amount of time spaces are in use

Balance of commercial/non-commercial use

Range of organisations including internal, external, local, church, charitable

This data will be collected and collated to enable year-on-year or other appropriate comparative analysis. **Responsibility for collecting this information lies across a number of areas, including PCC, committees and staff. Responsibility for the process of monitoring and collating the data lies with the Associate Vicar.**

c. Analysis of data

We will develop means of analysis which allow both the qualitative and quantitative elements to feed into the evaluation process. **This will be part of the ongoing role of the PCC in managing the implementation of MAP.** In addition, the measurements and processes themselves will be reviewed annually. **The process of managing the review process lies with the Associate Vicar.**

10. Communication

Communication is an essential part of all the above and an overarching element each of the development areas. While not therefore a separate area, it is seen of sufficient importance to merit its own specific objectives:

- a. We will revisit the Parish communications strategy in the wake of our new spaces and structures.
- b. We will continue to develop the website as a crucial communication tool and look to provide appropriate resources for this development.
- c. We will continue to develop the use of electronic communication in raising awareness of our mission.
- d. We will seek to provide appropriate onsite information for the different levels of engagement amongst our visitors.
- e. We will ensure that information on the progress and monitoring of the Mission Action Plan itself is made available through regular reports on the website and as part of the Annual Report.

The process of managing communication lies with the Associate Vicar.