



Parish of Kilmore



Strategic Plan

2016 - 2020

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Introduction

The Anglican Parish of Kilmore is located in the heart of the State of Victoria, Australia. It comprises of four centres, Christ Church Kilmore, St Matthew's Broadford, The Church of the Transfiguration Pyalong and St Stephen's Tallarook.

It is the most southerly Parish in the Diocese of Wangaratta, which covers the north-east of Victoria and the Albury district in New South Wales.

The Parish Church is located in the historic township of Kilmore, Victoria's oldest inland town.

We celebrate and preach the incarnation. Jesus Christ is Emmanuel 'God with us.' It is this faith in Christ, God made man, crucified and risen, and alive today, that lies at the heart of our Parish life. We strive to live this faith in the power of the Spirit. This is a living faith, an historic faith which is also informed by a twenty first century world view. The Parish is firmly grounded in the Anglican-Catholic tradition. It is animated, nourished and sustained by the sacraments, the scriptures and the living traditions of the Church, by prayer and the liturgy.

It is our aim to be a welcoming and hospitable community of faith, to all comers, and to reach out into our wider communities, proclaiming Christ's gospel, reconciliation, compassion and love.

Our Strategic Plan

This Strategic Plan is a working document to guide the activities and work of the people in the Parish of Kilmore to realise their mission of proclaiming God's love to all with compassionate outreach to those in need. The aim of the Strategic Plan is to articulate the Parish of Kilmore future directions, as well as be a guide for future decision making.

The Parish of Kilmore Strategic Plan was developed taking into account changes affecting the Parish and its people, and their aspirations for the future of the Parish. It was also developed using the Wangaratta Diocese Strategic Plan as a guide.

There has been extensive engagement with the Parish Council, clergy and parishioners to develop clear, agreed strategies and priorities for action. Given this level of engagement it is hoped that the Strategic Plan will be easily understood, accepted and owned by members of Parish Council, as well as by the parishioners themselves.

Appreciative Inquiry was used to gather the insights and experiences of those involved in the activities of the Parish. The strengths-based approach captured the highlights, positive experiences, skills, abilities, hopes and dreams of the parishioners within the four congregations of the Parish. The Strategic Plan builds on these strengths as keystones for a positive future.

The following Strategic Plan describes our:

- Our core beliefs
- Our Vision for the Future, and our Purpose
- Our Desired Future
- The Strategic Directions
- An Action Plan to achieve our outcomes together

This Strategic Plan is our guide to our preferred future and therefore it must be understood that it is open to change and is a living document. However, it sets our intentions and we "must be as if". We have declared our strategic intention and now we must live it and implement it.

Father Kim Benton, August 2015

Our Core Beliefs

We are a people made and loved by God. Through Jesus Christ we are made whole. In the power of the Holy Spirit we are called to live and share his resurrected life both for his world and all people.

Vision and Mission

Our Vision, by 2020 ...

The Parish of Kilmore is a vibrant, welcoming, community of faith that is revitalised, sustainable, celebrating life in Jesus Christ in the wider community and where social justice is evident

Our Purpose

We acknowledge we are part of the worldwide Anglican Church and we embrace this mission in our Parish life. As stated in the Five Marks of Mission, our purpose is to:

- Witness to Christ's saving, forgiving and reconciling love for all people
- Build welcoming, transforming communities of faith
- Stand in solidarity with the poor and needy
- Challenge violence, injustice and oppression, and work for peace and reconciliation
- Protect, care for and renew life on our planet

Our Desired Future

To meet our vision, and fulfil our purpose, we are working towards:

- Being a Church that is outwardly focussed, outgoing and vital, with an inclusive family centred ministry at our core
- Having a supporting priest with outreach/ministry mission
- Including ministry to new people/new estates as our population continues to grow
- Having an increased number of parishioners across a wide range of ages - contributing, engaging and being supported through Church and community
- Being aware of, and living the Five Marks of Mission
- Being valued by our communities as part of their spiritual wellbeing
- Taking leadership on social issues in the community, with strong mission relationships and healthy ecumenical relationships

To support this desired future:

- We will have skilled effective clerical and lay leadership
- We will be financially sustainable
- We will be NBN connected, internet connected, social media savvy
- We will maintain a functional, effective Op Shop operating with external assistance and partnerships, relocated to best serve our community's needs
- Our assets will be managed and maintained under a program of works
- We will establish an Anglicare office in Mitchell Shire
- We will revisit the name of Parish to be more reflective of our footprint
- Be vigilant with the use of our resources

Strategy Areas

To achieve our Vision, Mission and Desired Future, there are four key areas of action that have been identified by Parish Council:

1. **Worship and Celebration**

Provide opportunities and the environment to worship and celebrate as a community of faith in ways that meet the needs of Church goers, and potential Church goers (faith, worship and ministry)

2. **Mission Through Outreach**

Develop connections, relationships and partnerships with the wider community to fulfil our mission through sharing and teaching the gospel, spiritual education and renewal

3. **Communication and Community Involvement**

Provide opportunities and resources to engage with the wider community; embrace hospitality, welcome and participation; and promote and support living a life of faith

4. **Financial Sustainability, Buildings and Assets**

Carefully, yet creatively, manage the gifts and resources of the Parish of Kilmore to enable long term sustainability, meeting professional and ethical standards. Provide sound stewardship for the assets and resources of the Parish

Priorities

For each strategy area, short term and long term priorities have been identified

1. Worship and Celebration

Short term: Investigate different forms of worship that create inclusive, learning, sharing forms of worship for current and new parishioners; hold family services at different centres once per month; advertise Christmas Service and Kids' Service; include more contemporary music; lay ministry formation and education; investigate sharing of priests/deacons talents, skills and resources

Longer Term: Work towards access for all parishioners to full services, regardless of location

2. Mission Through Outreach

Short term: Grow prayer groups; hold prayer vigils; targeted mission and outreach; welcome speakers on mission and how we can live our mission; continue work in Op Shop; find ways to provide supported outreach; engage with other denominations and religions in outreach/community work

Longer term: Percentage of income dedicated to mission

3. Communication and Community Involvement

Short term: Develop active ways to communicate with parishioners; create 'sharp' inviting website easy to navigate; increase social media use; investigate on-line op-shop; celebrate community involvement through Open Day; signage at southern entry to Kilmore; rethink name/identity for Parish

Longer term: Develop and engage through social program (dinners, wine club etc); educate and empower parishioners in engagement with whole community; open dialogue and connections with International School (eg: music department talent and links); establish Parish band; establish a youth club; become part of the way Mitchell Shire identifies community needs and gaps

4. Financial Sustainability, Buildings and Assets

Short term: Wise use of income from sale of property; painting/update of Christ Church; investigate cost reductions, increased revenue sources (eg: Op Shop income); multi-use building Kilmore; audits of building and asset conditions throughout Parish; hire of buildings

Longer term: Planned maintenance program (buildings and grounds); investigate reduction of centres, and increase in funds for ministry

Implementation Plan

Strategy Area One: **Worship and Celebration**

Goal: Provide opportunities and the environment to worship and celebrate as a community of faith in ways that meet the needs of Church goers, and potential Church goers (faith, worship and ministry)

What do we value about worship and celebration¹?

- Celebration and shared faith
- Involvement of young people, children and families
- A committed core
- Faith enhancement studies and opportunities
- Hospitality, welcoming, sharing and caring
- Being intentionally invitational
- Safe, worship space and fellowship, friendship and support
- Events and activities like BBQs, Children's Church, Pyalong Centenary, Walking Club, Gavan Hall dinners
- Father Kim!

What would we like for worship and celebration in the future?

- Spiritual guidance and commitment to the life of the Gospels and the message of Jesus
- Engaged, active and forward thinking clergy
- A vital inclusive Church, representative of the Parish and beyond
- Celebrating difference and inclusiveness
- Mix of services (traditional as well as less formal; interactive sermons)
- Full and effective Churches
- A Church that sings loud and with passion
- Involvement of laity supporting ministers and deacons

What we have learnt from the past?

- To open up the Church to the community
- The Church family needs to be deepened with care of each individual member beyond Sunday workshop
- We need to be equipped to be "intentionally invitational"
- The committed core needs to be nurtured and utilised AND we need to increase numbers
- We need to adapt to maintain relevance
- We are an ageing congregation, with shrinking numbers in some Churches
- There is pain in change, so change needs to be for a clear purpose
- We need to be proactive in appointment of our priests, and it is detrimental to be without a priest for too long
- There are less Church based weddings and funerals now

How will we achieve our goal?

- Investigate, trial and introduce additional forms of worship
- Conduct family services across the Parish (one family service in each centre each month)
- Advertise Kids' Church and Christmas Services to increase numbers
- Include more contemporary music
- Encourage increased recruitment, training and use of laity for services
- Investigate the appropriate numbers and locations of worship centres – at the same time as ensuring all parishioners have access to these services
- Active engagement in the selection of clergy for the future

¹ Derived from Appreciative Inquiry interviews held in meetings across the Parish

Who does what by when?

Area	Activity or Project	Responsibility	Timeframe
1.1 Investigate, trial and introduce additional forms of worship	1.1.1 Conduct fact finding into different types of services to could offer (purpose, style, what works in similar centres) 1.1.2 Consider different types of services, times, audiences eg: Praise and worship; Prayer service; not just Eucharist; Sunday afternoon prayer and praise service at Kilmore led by lay people; interactive sermons; modern songs; non clergy led services; alternative service times; Open Days 1.1.3 Report back to Parish Council 1.1.4 Work with local parishioners to trial recommended forms of worship, advertise, actively invite and encourage attendance 1.1.5 Determine successful forms of worship and introduce permanently	Parish Council sub-committee	6 months March 2016 2016 2017-onwards
1.2 Encourage increased family and children's attendance	1.2.1 Continue monthly Kids' Church in current format 1.2.2 Conduct family services across the Parish (replicate Kilmore services, however, at different times and locations) 1.2.3 Advertise both Kids' Church and Christmas story re-enactment to attract higher attendances	Parish Priest Parish Priest Publicity committee	Ongoing January 2016 onwards Christmas 2015 onwards
1.3 Introduce more contemporary music	1.3.1 Increase opportunities for parishioners to engage more actively in joyful celebration 1.3.2 Opportunities to practice hymns and learn new hymns before major celebrations 1.3.3 Improve connection between priest, organist and parishioners re choice of music (congregations to be involved in selection of favourite hymns) 1.3.4 Consider opportunities to introduce different music types, musicians from within the parishioners, and other musicians from outside the immediate Parish congregation	Parish Priest, supportive parishioners	Ongoing
1.4 Increase recruitment, training and use of laity for services	1.4.1 Actively engage current laity in working with, and alongside clergy 1.4.2 Gather all current and interested laity -identify greater opportunities for laity to work without clergy – services, events, duties (assign active roster) 1.4.3 Actively recruit laity for skills and interests in particular areas (locations, services) 1.4.4 Encourage all laity to actively engage in ongoing development offered at Diocesan level 1.4.5 Link with Diocesan initiatives regarding team ministry	Parish Council and Parish Priest	2016 2016 2016 ongoing Ongoing Ongoing
1.5 Investigate number of worship centres	1.5.1 Investigate the appropriate number of worship centres for the Parish, and where best located given new growth, and some areas of declining attendance (use Local Congregation Viability Checklist as a guide –Appendix Five) 1.5.2 Test theory that if locations reduced, the result will be larger attendances at remaining centres 1.5.3 Investigate best ways to maintain access to full services for all parishioners (including transport, small home services etc)	Parish Council with significant consultation	2-5 years
1.6 Recruitment	1.6.1 Actively engage in the selection of new clergy	Parish Council	As needed
1.7 Continue to grow Faith Enhancement	1.7.1 Support the ongoing Faith Enhancement group 1.7.2 Continue to conduct seasonal studies (I.e. Lent, Advent) 1.7.3 Conduct education sessions on liturgy and worship in the context of worship	Parish Priest, supportive parishioners\ Clergy	On going Annually

Strategy Area Two: Mission Through Outreach

Goal: Develop connections, relationships and partnerships with the wider community to fulfil our mission through sharing and teaching the gospel, spiritual education and renewal

What do we value about mission through outreach²?

- Social justice
- Caring and advocating for community needs (closer and further away)
- Opportunities for skills, gifts and talents to be used and attracted
- A Church which is a key part of creating a caring and compassionate community
- The way in which we have actively involved in the Refugee's Visit on the way to Canberra
- Outreach services
- St Matthew's Village, and laity involvement with Church services at St Matthew's Village
- Our Op Shop keeps us afloat, and allows the opportunity for outreach
- We have a Church community ready to 'have a go' especially where the underdog is concerned

What would we like for mission through outreach in the future?

- Continued social justice role, caring and advocating for community needs
- Greater ecumenical connections
- A Church with spirit-filled parishioners who are happy and willing to talk of the love of God freely and openly
- Mission (calling/vocation) focused
- Worshipping and equipping each other in Christian mission
- A Church which supports the community which home visits, hospital visits and is in touch with the community's need for these
- Awareness raising of issues that matter to the world community and our local communities
- To be more intentional about mission activity
- An Anglicare office in the Mitchell Shire

What we have learnt from the past?

- There are different ways to spread the news
- We need to support each other going out into the community with love and support
- The members of our congregation need positive encouragement to develop their skills
- We need to use the strong positives we have with the Op Shop and develop the opportunity it provides for community outreach
- We can learn from others about how to enhance our mission and outreach work

How will we achieve our goal?

- Conduct prayer vigils for issues of concern
- Targeted mission and outreach (education, prayer, fundraising, guest speakers)
- Continue and build on the work of the Op-Shop
- Engage with other denominations and religions in outreach/community work; greater ecumenical activity
- Encourage and empower parishioners to assist the priest in outreach (eg: nursing home visits/services)
- Dedicate a percentage of Parish income to mission prioritising local mission needs

² Derived from Appreciative Inquiry interviews held in meetings across the Parish

Who does what by when?

Area	Activity or Project	Responsibility	Timeframe
2.1 Grow prayer groups and conduct prayer vigils	2.1.1 Build on the success of current prayer groups	Parish Priest and parishioners who lead groups	Ongoing
	2.1.2 Conduct ecumenical prayer vigils in public spaces in each community for current world issues (world needs, disasters, sickness). Develop annual calendar of public prayer events	Parish Priest and other clergy in conjunction with Parish Council	At least four per year
	2.1.3 Build greater connections with other churches and their parishioners especially the Catholic Church in the Parish – develop this relationship through common projects, shared services	Parish Priest and other clergy in conjunction with Parish Council	At least 2 shared activities each year
2.2 Targeted mission and outreach	2.2.1 Develop an annual calendar of events or activities for building awareness and practice in intentional mission and outreach	Parish Council (maybe through Mission and outreach sub-committee?)	2016
	2.2.2 Invite guest speakers to share what this means, how this occurs well elsewhere and how best to do it	Mission sub-committee	2016 ongoing
	2.2.3 Explore ways to actively engage parishioners in outreach (eg: nursing home visits) and develop training and rosters to support outreach	Parish Council	2016 onwards
	2.2.4 Identify mission fundraising targets and purposes, and encourage and conduct events to meet those targets	Parish Council	Annually
2.3 Continue and build on the work of the Op-Shop	2.3.1 Continue to develop the Op Shop, including investigation of 'on-line' purchases	Parish Council	Ongoing
	2.3.2 Work with Op Shop workers to identify best location for, and work cooperatively with them towards this move	Parish Council	2017
	2.3.3 Investigate providing trained pastoral care support at (voluntary) and/or develop good referral systems to support those using service	Parish Council	2016
2.4 Increased ecumenical activity	2.4.1 Engage with other denominations and religions in outreach/community work	Parish Priest and interested recruits	At least 2 shared activities each year
	2.4.2 Investigate and support stronger connections with other churches and religions – shared services, guest sermons, topics of interest		
	2.4.3 Work with other churches and religions to identify and advocate for community needs and social justice within the parish		
2.5 Dedicate a percentage of Parish income to mission	2.5.1 Establish an annual budget target for mission work	Finance committee	2016 budget
	2.5.2 Actively engage with community and parishioners to raise these funds (see 2.2.4)		Ongoing
	2.5.3 In the long term, establish a dedicated percentage of Parish income to mission prioritising local needs		3-5 years
2.6 Investigate the establishment of an Anglicare Office	2.6.1 Work closely with Diocese, Anglicare and Mitchell Shire Council to investigate the need for, and likelihood of the establishment of Anglicare in the Shire	Parish Council	3-5 years

Strategy Area Three: Communication and Community Involvement

Goal: Provide opportunities and resources to engage with the wider community; embrace hospitality, welcome and participation; and promote and support living a life of faith

What do we value about communication and community involvement³?

- Members of our congregation willing to reach out and engage with and help the community
- Sense of welcome and friendliness
- Strong community spirit

What would we like for communication and community involvement in the future?

- A Church that connects with the community and is part of the community
- Seeing the Anglican Church in each community in our Parish valued as salt and light
- Community interaction, involvement and connection
- Regular social functions
- More active and modern communication of who we are and what we do, and how to get involved (website, social media, signage)
- To be relevant and accessible to the whole community
- To have a shared name that truly represents our Parish

What we have learnt from the past?

- To open up the Church to the community
- There is increased secularisation of the community
- Church has not been good at connecting with the broader community
- We have been too inward looking
- We need to embrace new technologies

How will we achieve our goal?

- Develop active ways to communicate with parishioners and community (website, social media, online Op Shop, signage at Kilmore entrance)
- Celebrate community involvement through Open Day
- Rethink name/identity for Parish
- Develop and engage through social program (dinners, wine club etc)
- Educate and empower parishioners in engagement with whole community
- Open dialogue and connections with International School (eg: music department talent and links); investigate establishment of Parish band
- Establish a youth club
- Actively engage with Mitchell Shire to identify and advocate for community needs and gaps

³ Derived from Appreciative Inquiry interviews held in meetings across the Parish

Who does what by when?

Area	Activity or Project	Responsibility	Timeframe
3.1 Develop active communication methods	3.1.1 Update website – sharp, inviting, easy to navigate, learn from others (eg: http://www.anewchurch.org.au/) 3.1.2 Identify skills within Parish community to help with Facebook and other forms of social media. Set up regular communications (eg: newsletter, online calendar of events, online bookings for events eg: baptisms) 3.1.3 Investigate online Op Shop and put into place if feasible 3.1.4 Work with Shire to put in place Anglican Church signage (in particular at the southern end of Kilmore) 3.1.5 Develop training in community conversations and engagement with others to support parishioners in broader community issues and community development	Nominate key person for each task, using skills of the Parish	2016 At least 12 comms activities each year 2017 2016 2016
3.2 Celebrate community involvement and open up for further community involvement (being intentionally invitational)	3.2.1 Conduct an Annual Open Day at Churches – welcoming activities, parishioners and broader community involved 3.2.2 Hold annual Parish picnic and link in with other key community organisations to broaden participation 3.2.3 Ensure high profile and open community invitations for special Church events 3.2.4 Conduct highly valued social activities eg: walking club, wine club, dinners. Open up invitations for broader community involvement 3.2.5 Trial conducting monthly Friday night dinners at Church House	Parish Council and each Church community Parish Council Parish Council Parishioners	Annually Annually Ongoing Ongoing
3.3 Rethink name/identity for Parish	3.3.1 Investigate a new name/identity for the Parish that is inclusive of all communities (and not just focused on Kilmore) 3.3.2 Use community engagement processes to actively engage parishioners in discussion. 3.3.3 Recommend change, once agreed, to Diocese	Parish Council	2017
3.4 Build links with International School	3.4.1 Open up dialogue with International School and connect with students from overseas with Anglican/protestant background 3.4.2 Link with International School music department and investigate music in Churches, and the potential to establish a Parish band	Identify parishioners with interest in this project and connection with International School	2017-18
3.5 Effectively use Church buildings to build community	3.5.1 Investigate the establishment of a youth club (maybe in conjunction with Council and/or International School) utilising Church buildings	Parish Council	2017
3.6 Actively engage with Mitchell Shire Council	3.6.1 Work with Shire and Nexus to identify needs in community and where Church can address unmet needs 3.6.2 Investigate needs in south of Parish for increased youth activities (with Council) and see what role Church can play	Identify parishioners with an interest in this project	2018 - onwards

Strategy Area Four: Financial Sustainability, Buildings and Assets

Goal: Carefully, yet creatively, manage the gifts and resources of the Parish of Kilmore to enable long term sustainability, meeting professional and ethical standards. Provide sound stewardship for the assets and resources of the Parish

What do we value about financial sustainability, buildings and assets?⁴

- The Op Shop is a positive financial contributor
- We have assets and buildings for our current needs, and some in excess of our current needs
- We have the ability to rationalise our assets (land) and invest the returns wisely
- Changes to Church layout in Kilmore have been welcomed

What would we like for financial sustainability, buildings and assets in the future?

- Financially secure, able to afford paid clergy, and able to maintain our buildings and assets
- A Church without money problems
- Increasing returns from the Op Shop which are able to go towards the uptake of our buildings
- Increased attendances and increased regular giving
- Property master plan in place
- Parish grounds loved and cared for at each centre
- Church House renovated
- New buildings including multipurpose hall
- Increased use by community of buildings
- New more prominent location for Op Shop

What we have learnt from the past?

- That there was higher attendance and planned giving in the past which supported the Parish
- Changes in our attendances and giving patterns are challenging us financially
- New toilets and facilities do make a difference!
- Sometimes decisions are driven by finances
- Challenging the status quo helps us grow, and rethink possibilities

How will we achieve our goal?

- Wise use of income from sale of land
- Develop and implement planned approach for property development (include painting and updating Christ Church; planned building program)
- Audit conditions of each building in Parish; develop planned maintenance program (buildings and grounds)
- Increase income – increase planned giving; increase Op Shop revenue, hire of buildings
- Investigate number of centres
- Increase funds for ministry

⁴ Derived from Appreciative Inquiry interviews held in meetings across the parish

Who does what by when?

Area	Activity or Project	Responsibility	Timeframe
4.1 Wise use of income from sale of land	4.1.1 Liaise with Diocesan financial advisor to investigate best options for investment and returns 2. Invest funds with a clear written strategy for future use, reinvestment etc	Finance Committee Parish Council endorsement of strategy for investment	2015
4.2 Develop planned approach for property development	4.2.1 Paint and update Christ Church (funds already allocated) 4.2.2 Investigate needs, costs, timing and priorities for: <ul style="list-style-type: none"> ▪ Restoring Church House for meetings ▪ Construction of Multi-Purpose Centre in Kilmore ▪ Op Shop relocation (enabling increased storage, higher profile site, counselling room) 4.2.3 Develop and implement costed, planned expenditure for buildings with funds available 4.2.4 Ensure any new buildings or alterations are undertaken with an emphasis on low maintenance for future generations	Building and Assets committee Building and Assets Committee, Finance Committee, Parish Council	2015-16 2016 2016 onwards
4.3 Develop planned maintenance program	4.3.1 Audit current conditions of all buildings and assets across the Parish 4.3.2 Develop key criteria for keeping, renovating, mothball or sale 4.3.3 Establish planned maintenance program, including for grounds – allocate funds in annual budget	Building and Assets Committee Finance Committee	2016 – onwards Review annually and allocate funds in budget
4.4 Increase income	4.4.1 Prepare case for increased annual giving and offertory and share with parishioners 4.4.2 Actively share the value of bequests to the Parish 4.4.3 Investigate the hire of Church buildings and instigate charges that exceed the costs, and still encourage community use 4.4.4 Investigate the use and promotion of Pyalong Church as wedding venue 4.4.5 Work with Op Shop to identify opportunities to increase revenue (seek advice of social enterprise specialist)	Finance Committee	2017-18 Ongoing 2016 onwards 2016
4.5 Investigate number of centres	As outlined in Item 1.5 4.5.1 Investigate budgetary implications	Finance Committee	2-5 years
4.6 Increase funds for ministry	4.6.1 Develop budget options to support additional staff, and target income increases and cost reductions to meet those needs See also section on Human Resources	Finance Committee Parish Council	2017 - onwards

Human Resources

The Strategic Plan developed by the Parish of Kilmore is aspirational and based on the ideas and input of the parishioners and Parish Council.

There is a strong intent to revitalise and reenergise the parish, recognising that there are two strongly competing pressures – considerably and rapidly increasing growth of young families in the south of the Parish, and the ageing and higher ministry needs of other centres of the Parish.

To enact the Strategic and meet the needs of parishioners, there are a number of considerations:

- The work to deliver this strategic plan needs to be shared, and driven by the Parish Council (it cannot depend on the stretched resources of the Parish Priest)
- There needs to be open, invitational engagement of the skills, talents and resources of the Parish and Parish Council – with the best harnessing of the right people in the right jobs (being using their strengths, and doing something they enjoy and are passionate about)
- There is a need to consider the right levels of staffing for outreach and ministry work. This will need to include:
 - Investigation of additional staff – extra priest or deacon; family ministry; non-stipendiary ministry
 - Investigation and trialing of “cluster ministry” – 4 priests operating across 4 parishes to relieve work load and cover leave
 - Increased use of lay leadership and ministry – formation of lay ministry, and selection, training and support of laity to cover important roles

Implementation and Review Process

The Parish of Kilmore will undertake regular reviews and monitoring process in order to continually update and refresh this Strategic Plan. Monitoring will involve tracking the progress of actions and reporting updates quarterly to the Parish Council meetings.



Appendices

Appendix One: Anglican Diocese of Wangaratta Strategic Plan 2016 - 2020

Our Vision:

Inspired by God's love, through worship, prayer and scriptural reflection, we seek to live by our Christ-centred values by meeting the needs of our communities through serving and accepting others.

Our Mission:

In response to God's ever present love we look to –

- Develop and nurture vocations
- Build relationships and mutually beneficial partnerships
- Empower the ministry of the clergy and laity through education and training
- Build sustainable social structures for action and inter-action
- Facilitate the intentional use of resources

And as part of the worldwide Anglican Church we also embrace the **Five Marks of Mission** which is to:

- Witness to Christ's saving, forgiving and reconciling love for all people
- Build welcoming, transforming communities of faith
- Stand in solidarity with the poor and needy
- Challenge violence, injustice and oppression, and work for peace and reconciliation
- Protect, care for and renew life on our planet

Our Desired Future:

To achieve our Vision and Mission, we will be:

- A progressive, open diocese
- Clear and sustainable in developing our strategic directions
- Re-engaged with our core belief and purpose – spiritual growth and nourishment, promoting social justice, practising peace and reconciliation
- Open to change
- Financially secure (capacity to meet our day to day needs and have reserves for ministry)

As a result of this Strategic Plan, we will have:

- Parishes where people are an integral part of their communities, living their faith
- Broader age congregations
- Sustainable, or growing, numbers
- Evident points of connection with community (outreach, in-reach and community engagement)
- Effective models for rural ministry
- Programs of ministry in the life of the parish; training and support for lay and ordained in leadership, engagement and ministry
- Vocations actively encouraged
- Continued development of the ASC (Anglican Schools Commission) presence within the diocese
- Increased sharing of skills and resources across parishes, across the Diocese
- Succession planning in place
- Sound organisational processes
- Advisory groups in place to support Bishop, eg: social justice

Strategic Direction 1 – Proclaiming the Faith

Share and teach the gospel, spiritual education and renewal, in ways that meet the needs of church goers, and potential church goers (faith, worship and ministry)

- 1.1 Spiritual education, nurturing and growing congregations
- 1.2 Develop our story
- 1.3 Build and nurture communities of faith
- 1.4 Live the faith through witness and action

Strategic Direction 2 – Ministry

Cultivate healthy and diverse parishes with clergy and laity working together to deliver sustainable ministry, supported by vocational development and education

- 2.1 Parish Evaluation and Review
- 2.2 Professional Development and Training
- 2.3 Develop an ongoing recruitment strategy for Clergy

Strategic Direction 3 – Serving Communities

Live our mission through engagement with communities locally and further afield

- 3.1 Establish Diocesan Social Justice Committee
- 3.2 Develop Community Engagement Activities within Ministry Unit Level
- 3.3 Provide Diocesan support for Ministry unit initiatives

Strategic Direction 4 – Leadership and Relationships

Strengthen leadership capacity at all levels to enable respectful relationships and help rebuild trust. Develop and build critical partnerships that enable our mission to be fulfilled and communicated in unity

- 4.1 Build internal relationships between the diocese and each ministry unit eg: includes schools, retirement villages and parishes
- 4.2 Develop external relationships and partnerships with Anglican Agencies and other external bodies eg: St Luke's, Anglicare, ABM, Anglican Aid Abroad etc
- 4.3 Maintain a clear and unified voice representative of the Diocese of Wangaratta.
- 4.4 Improved staff management systems to support effective leadership and enhance staff capacity

Strategic Direction 5 – Stewardship (Financial, Spiritual and Missional)

Carefully and creatively manage the gifts and resources of the Diocese to enable long term sustainability, meeting professional and ethical standards

- 5.1 Develop viable parishes, curacies and funded clergy
- 5.2 Sound financial management and reporting
- 5.3 Continue rationalisation of assets
- 5.4 Rationalisation of rural ministry units / parishes
- 5.5 Develop online technologies
- 5.6 Develop the necessity of providing support to missions
- 5.7 Develop partnerships with outside organisations

Appendix Two: Future Backwards Outcomes – Strategic Planning Day

Future Backwards

Past

Positive	Negative
<p>Traditions strong Community accepted Church views without question Separate centres and less unified Higher attendance and giving Appointment of positive priests (Father Martin, then Kasey Holyman) Father Kim’s organisation and leadership with respect to learning Amalgamations of centres Op Shop originally provided a supplement, but now the Parish is dependent on it Fellowship and learning Some young families Op Shop keeps us afloat and has the capacity for outreach</p>	<p>Society has lost the art of community singing Declining numbers (x2) Money worries Negative image of Church Church is not connecting with community Increasing secularisation of the community The Church should have taken a greater stand on the issues of the day We’re surviving Generally an ageing congregation</p>

Now

Positive	Negative
<p>Celebration of worship Kids’ Church Recognise need to change Committed core Questioning</p>	<p>Lack of identity for smaller centres – “its Kilmore, ... plus Broadford, Tallarook and Pyalong” Difficult music Money worries Community outreach Declining numbers Financially challenged</p>

Golden Age – our best future in 5 years	Doomsday – our worst future in 5 years
<p>A different and more inclusive name for the Parish A vital inclusive Church, representative of the Parish and beyond Rock the boat! Relevant and accessible to the whole community Financially secure Mission (calling/vocation) focussed The Anglican Church in each community is salt and light in the community Full and effective Churches Worshipping and equipping each other in Christian mission A Church that sings loud and with passion A Church that connects with the community and is part of the community Intentionally invitational Churches in each town</p>	<p>We cannot afford a priest Buildings fall into total disrepair We die out – our congregation disappears Op Shop closes Church doors shut We lose our identity as a Church We can no longer afford a priest</p>

Lessons Learnt

- We need to be pro-active in our appointment of priests
- There is a great need and outreach opportunity for families through a children's oriented program
- People need to be taught how to sing, perhaps with a singing group (simple Taize singing and simple hymns)
- To open up the Church to the community
- "Open Church" hours with a parishioner or two present (perhaps on a roster system)
- The Church family needs to be deepened with care of each individual member beyond Sunday worship
- We need to be equipped to be intentionally invitational
- We need to send each other out into the community with prayer and support
- The members of the congregation need positive encouragement to develop their skills
- We need to use the positive we have with the Op Shop and develop the opportunity it provides for community outreach
- Need to adapt to maintain relevance
- There are different ways to spread the good news
- Questioning can revitalise us
- Detrimental to Parish to be without a priest for too long
- Need to increase numbers
- Acceptance of difference
- Committed core needs to be nurtured and utilised
- Challenging the status quo helps us grow
- Structure is important
- Sometimes decisions are driven by finances
- Change for a purpose
- People ready to learn – open to learning
- (Bookings via) Internet provides a point of contact – baptisms especially
- There is pain in change – amalgamations especially
- We have been too inward looking
- Less Church based funerals and weddings
- New toilets and facilities do make a positive difference!

Strategies

Worship and Celebration

- Team Ministry – Cluster Parishes
- Children's' Ministry
- Family ministry
- Youth Club
- Development of a committed prayer group Parish wide to pray for parishioner and Church needs and beyond
- Music groups
- Encourage joyful music and organise groups to lead singing
- Congregations to help select hymns, perhaps compiling a list of popular hymns
- Open up the Church for the public to come in and become familiar with the space and provide a supportive presence by rostered parishioners
- Have an Open Day on a Sunday afternoon where the community can come and find out about the Church
- Hold ecumenical outdoor prayer hours, especially in response to world disasters
- Greater ecumenical activity

Mission Through Outreach

- Offering diverse forms of services for all
- Different and variety of worship styles
- More diversity (clergy)
- Community involvement
- Greater input by parishioners
- Parishioners encouraged and empowered to assist the priest in outreach (eg: nursing homes)
- Form a pastoral care, Parish wide group who commits to attend training sessions
- Provide a nurturing presence where enabled parishioners walk newcomers through what we do and what we believe
- More intentional about mission activity
- To be proactive in running events of interest within the community – rocking the boat

Communication, Community Involvement and Education

- Careful selection of next priest – proactive, do our homework
- Professional development
- Learnings and teachings
- Trust
- Prepared to take risks
- Quicker decisions
- Communication
- Strategic links
- Social media – increase use of

Buildings and Assets, Financial Sustainability

- Reduce costs
- Raise more money
- Close two buildings
- Buildings maintenance and renovations
- Functional buildings, halls and meeting rooms
- Use Pyalong Church as a wedding chapel
- Relocation of Op Shop
- Restore Church to former glory

Appendix Three: Strategic Intentions Workshop Outcomes – Details

Worship and Celebration

When	Initiative	Led By
Short Term	<ul style="list-style-type: none"> ▪ Try more contemporary songs – at all services ▪ Christmas story reenactment advertised to families ▪ “Fact-finding tour” – what are others doing that we can copy? ▪ Continue monthly “Kids’ Church” in current format ▪ Introduce monthly “family service” for parents and young children – Sunday evening, different night to Kids’ Church, perhaps at Broadford? Led by priest and/or lay readers ▪ More up to date forms of worship (not old hat) ▪ Sunday afternoon prayer and praise service at Kilmore led by lay people ▪ Alternative service at a time that suits these who would like to come ▪ Have a range of worship services ▪ Varied Church services in all centres ▪ Make worship relevant for all members of the community ▪ More joyful music ▪ Opportunities to practice and learn new hymns before Eucharist ▪ Hymns at Kilmore played slower ▪ Organ music at Broadford that we can sing with ▪ More economical services, utilizing different priests with differing points of view 	
Medium Term	<ul style="list-style-type: none"> ▪ Run by priest and lay people ▪ Investigate alternative forms of worship and leadership for these 	
Long Term	<ul style="list-style-type: none"> ▪ Use community building to educate local youth club ▪ To reduce worship centers from 4 to 2 ensuring each service is a full service each Sunday 	

Mission Through Outreach

When	Initiative	Led By
Short Term	<ul style="list-style-type: none"> ▪ Hold a prayer vigil in public space in each community for a current world issue ▪ Prayer groups in houses etc praying for world needs, disasters, sickness etc ▪ Establish a prayer group ▪ Being practical Christians – going out and showing God’s love to all ▪ Targeted mission activity: <ul style="list-style-type: none"> ○ Education ○ Prayer ○ Fundraising ○ Guest speakers ▪ Pastoral care at the Op-shop by someone trained and/or a referral system ▪ Encourage parishioners to be more aware that where there is a faithful Christian there is a Church ▪ Pray for parishioners in their community involvement during the Eucharist and in a Parish Prayer Group ▪ Include parishioners outreach in the Annual Reports ▪ Money raised through fundraising - % given to mission 	Laity All Laity Led by volunteer (with support of Parish Council)
Medium Term	<ul style="list-style-type: none"> ▪ Continue the work of the Op Shop to increase outreach ▪ Engage with other churches of other denominations ▪ Investigate what is done in other places ▪ Look for successful models ▪ Mission Committee 	
Long Term		

Communication, Community Involvement and Education

When	Initiative	Led By
Short Term	<ul style="list-style-type: none"> ▪ More unity within Parish Council and agreement to strategic plan outcomes ▪ Introduce 'coffee corner', perhaps at op-shop where people can talk and enjoy free coffee – trained volunteers ▪ Hold an 'open day' in each Church on a set Sunday afternoon with publicity and see who comes ▪ Parish picnic? Perhaps in Broadford or Tallarook. Sack races, tug-of-war etc. Led by lay volunteer ▪ Organise public meeting on social issues ▪ Discuss and change Parish name – all of parish ▪ Sign with a Christian message erected south end of town with Church times ▪ Social media ▪ Websites ▪ Print and other media – after deciding to go ahead with various missions 	
Medium Term	<ul style="list-style-type: none"> ▪ To engage in programs such as wine club, being involved in caring for vines and wine making. Outreaching to wider community ▪ Monthly Friday night dinner at Church house ▪ Invite organisations who provide training and empowerment in how Church can deal with today's issues in community led BT ▪ Greater co-operation between centres, and other denominations ▪ Remember that growth in the size of the community is 'real' ▪ Family outreach groups – Kilmore; suitable location needed first, Parish planning 	
Long Term	<ul style="list-style-type: none"> ▪ Connect with the shire to develop a service of community need ▪ Start a Parish band – perform at Church, Kids' Club, Parish fete etc, led by enthusiastic teenager ▪ Open up a dialogue with the international school and connect with students from overseas who come from an Anglican/protestant background ▪ Training of parishioners to take on mission/outreach roles – who outside of parish 	

Buildings and Assets

When	Initiative	Led By
Short Term	<ul style="list-style-type: none"> ▪ Parish grounds to be loved and cared for at each centre ▪ Restore Church House for meeting purposes ▪ Use buildings for community outreach – more than at present ▪ Plans for the Rectory? New Rectory ▪ Build community building in Kilmore ▪ Audit conditions of each building and develop recommendations for action – Property Committee ▪ Building for Op Shop to enable sorting and retaining goods during sale times ▪ Ensure any buildings or alterations are undertaken with an emphasis on low maintenance for future generations ▪ Preserve our buildings and keep them in good condition by making them available to the community for use. Ask for a small donation ▪ Make sure buildings are warm 	
Medium Term	<ul style="list-style-type: none"> ▪ Move Kilmore Op Shop – new building and/or location ▪ Research potential for community use of Church House ▪ Consider which buildings to mothball or sell 	
Long Term	<ul style="list-style-type: none"> ▪ Undertake asset planning for the whole Parish ▪ Discern what needs to be kept, renovated, built and apply dedicated funds ▪ Any new buildings constructed to be multi-use – worship, meeting rooms etc 	

Financial Security

When	Initiative	Led By
Short Term	<ul style="list-style-type: none"> ▪ Spend money on painting Christ Church 	
Medium Term	<ul style="list-style-type: none"> ▪ Invest funds, use income to subsidise Parish in future 	
Long Term	<ul style="list-style-type: none"> ▪ Seek financial advice 	
Notes	<ul style="list-style-type: none"> ▪ Use funds from sale of land to paint and clean up interior of Christ Church ▪ Prop committee playing ▪ Encourage more realistic offertory ▪ Op Shop goods – offer on website prior to sales ‘Quality product only’ ▪ To centralize the Parish into two centers of operation reducing costs ▪ To invest money from sales of property into bonds so as to ensure an income for future financing of Parish costs ▪ Land sale proceeds – what do we do with this windfall? Invest/building repairs? Financial advice? From whom? ▪ Projected budgeting ▪ Targeted fundraising ▪ Take a risk, it’s only money ▪ Identify goods – research 	

What stands out?

- How do we cater for people on the fringes?
- Volunteers feel they are doing their Christian duties through their work but don’t want the Church side of things
- Offering the people the opportunity to be involved?
- Should the Church be enquiring of the community of their needs? Should the Church be changing its structures/views to accommodate communities’ needs?
- Need to be in community
- Perception that we’re “too religious” (we disagree)

What are the opportunities?

- Gavan Hall – outreach to the community, service to the community eg: Follow up with families of christened children. They had them christened for a reason
- People engaged with process and believe there is a future and had ideas

What excites you?

- Hierarchy of Church – seeking change – realizing time is running out, given permission to take risk
- Identify actual needs and try to meet them in God’s name

Appendix Four: Stages of the Pathways Model

Stage	Potential Contact	In Touch	Belonging	Embracing the Gospel	Following Jesus	Serving In Ministry	Leading Ministry
Summary Description	Activity or initiative designed to create the possibility for connection between a stranger to church and the faith and a church person, or to a church activity.	Activity or function designed to cultivate a relationship between an unchurched person or people, and a person that is part of the church	Unchurched people regularly spending time with Christians in order to build a sense of trust and belonging in the community of Christians.	Activity or function designed to clearly explain the gospel – the way of salvation - in a way that people can understand and make a clear response.	Building the basics of the Christian life – Spiritual disciplines, obedience, godliness, right doctrine	Activities that encourage and empower believers to use their capacities to advance the cause of the Kingdom of God. Usually involves developing capability to serve. (The actual service takes place in all categories of the pathway)	Taking responsibility to oversee the service of others. Activities in this category usually involve management and leadership meetings, and activities to equip leaders.
Examples	Website, Sign, Fete, Proximity	CRE, Workplace Contacts	Playgroup, Kids club, Regular Social Gathering	Alpha, Catechumenate, Evangelistic study	Bible Study, Life Transformation Group	Shape course, training session, apprenticing	Leadership Community, Parish Council
Relationships	Knows <i>no-one</i> from church	Knows <i>one person</i> from church	Knows <i>a number of people</i> from church	Meets Jesus	Following Jesus, Mentors	Serving Jesus, engaged in a team	Peers with leaders, Leading a team
Our Goal	Awareness that we have something to offer	Get to know you	You'll feel like this is 'home'	You'll make a faith commitment	You'll live a life of repentance and renewal	You'll use your gifts to serve Jesus	You'll lead others serving Jesus
Invitation	Get in touch with me	Come and meet my friends	Come and meet Jesus	Come and follow Jesus	Come and serve Jesus	Step up and lead	Reproduce your leadership

Appendix Five: Local Congregation Viability Checklist

This is a checklist resource document for a local congregation (adapted with thanks to the Diocese of Ballarat).

- A Eucharistic gathering at least monthly
- Meets at least once a week for worship
- Makes an adequate contribution (determined by Bishop in Council) to diocesan mission and ministry needs
- Has at least ten committed people
- Has some form of regular communication throughout the faith community (newsletter, phone tree, websites, email, etc)
- Has an ability to offer regular hospitality to members of the faith community and others, including access to a kitchen and toilet facilities
- Has a living relationship with Anglican or ecumenical social service providers
- Is committed to fostering a multicultural partnership locally or regionally where appropriate
- Is committed to being represented at regional and diocesan gatherings and training events
- Has a commitment to ministry with young people and families, both within and outside the regular worshippers
- Has an actively shared, trained and updated pastoral care program
- Provides regular opportunities for teaching, renewing and discovering the faith
- Gives evidence of engaging in the mission and renewal initiatives of the Diocese