

Charity Number: 1134595

Jesus said, "I appointed you to go and bear fruit, fruit that will last." John 15.16

We seek to make Jesus known in our community, through our joyful, loving service and worship

Parish Review 2018 – Community Outreach

Sub-group: Mr. Chris Kerry, Chair; Mrs. Tracey Eves; Mrs. Pam Kay; Mrs. Anne-Louise Robson, Mr. Derek Millbank

Review activity

- Original brief & Scoping the remit
- Where are we now
- SWOT analysis
- Research;
 - other churches within/adjacent to our parish
 - non church outreach in and around our parish ('consultant' Greg Smith)
- Parish Survey
- Partnership with Ingol St Margaret's
- Continued parish charitable giving
- Insights and recommendations

Original Brief (9 Feb 2018)

"How do we serve the wider community? How could the partnership with Ingol develop? How will we serve new homes being built in the parish? What more could be done? Lunch club? Outings? Transport to services?"

How will we continue to make charitable contributions to the causes we have been supporting through mission giving as a central part of our outreach: the Leprosy Foundation, Age UK, Church Urban Fund, The Children's Society, Blackburn Cathedral? As a wealthy parish do we want to only support our own "club"?"

Scoping the remit - *Defining what we mean by 'Community Outreach' and thereby delineating the scope of the sub group remit.*

The definition of outreach - 'An organisation's involvement with or influence in the community, especially in the context of religion or social welfare' sits comfortably with the Parish mission statement;

- Jesus said, "I appointed you to go and bear fruit, fruit that will last."
- We seek to make Jesus known in our community, through our joyful, loving service and worship.

To delineate and structure the scope of this review whilst holding the context of the parish mission statement, the group interpret Community Outreach as being centred upon the following four 'pillars':

- Sustain existing and grow new church membership and participation;

- Show care and Christian love to those in need within and beyond our Parish;
- Communicate our message;
- Supporting charity through financial and practical giving and through raising awareness.

Report recommendations have been structured under these four pillars.

Where are we now? – *What Community Outreach is happening in Broughton Parish?*

The group identified and reviewed each activity and considered its' current level of effectiveness and future potential. The spread sheet ('Where are we now' tab) provides a summary and attempts to;

1. apply a RAG status to show the current 'effectiveness' of each activity in the context of Community Outreach;
 - RED - ineffective
 - AMBER – some impact
 - GREEN – effective
2. apply a second RAG status to show the future 'potential' to enhance the current level of effectiveness.
 - RED – significant potential for enhanced effectiveness
 - AMBER – some potential for enhanced effectiveness
 - GREEN – works well, maintain, review & refresh

SWOT analysis – *Strengths, Weaknesses, Opportunities and Threats*

The group undertook a SWOT analysis based upon collective knowledge, understanding and perceptions of parish life in context of Community Outreach. The spread sheet ('SWOT' tab) provides a summary and applies a RAG status in order to assist with prioritising the action planning process;

- RED - Outside of direct control /cannot influence / statement of fact
- AMBER - Action priority to sustain and / or build
- GREEN - Action high priority to sustain and/or build

Research

In order to a) understand, compare to and learn from the activities of others and b) to better understand aspects of the Community Outreach need, the group undertook two areas of research;

1. Community Outreach undertaken by other churches within/adjacent to our parish

The group researched areas of activity undertaken by seven other churches, which fit with our four pillars of Community Outreach, using a range of: personal contacts; web sites; personal visits; conversations with parish members. The spread sheet ('Other Church Community Outreach' tab) provides a summary of our findings.

2. Wider (Preston) geographic outreach undertaken by church and non-church organisations

The group received invaluable 'consultancy' support from Greg Smith (GS), Development Worker Together Lancashire, to both contextualise the socio economic 'position' of our parish and to explore the extent and range of 'Outreach' activities ongoing throughout the wider Preston area that would fall under the two pillars;

- Show care and Christian love to those in need within and beyond our Parish
- Supporting charity through financial and practical giving and through raising awareness

Parish Survey

Responses to the survey have been used where appropriate to contextualise/support recommendations within this report.

Survey response summaries and 'ideas' inputted by parishioners are contained within the spread sheet (see the Survey six tabs). The ideas will be of particular value to any 'Outreach Activity Planning Group' that might be established following this review process (see recommendations). It is of course noted that the survey gathered the views of existing parish members and not those living in our parish who do not attend or those that worship elsewhere.

How could the partnership with Ingol St Margaret's develop?

The group were asked to consider this part of the brief in isolation (from St Margaret's) and from a Broughton parish perspective.

Review continued parish charitable giving

The workgroup brief asked the question *"How will we continue to make charitable contributions to the causes we have been supporting through mission giving as a central part of our outreach..... As a wealthy parish do we want to only support our own "club"?"*

This question has been raised as a result of the recent parish financial review which, amongst other things, referenced that parish charitable financial giving of c£7k pa contributes to an ongoing revenue shortfall of c£30k pa. Wider context and recommendations for the way forward are provided in this report. *This area will not form a part of the Away Day discussion, but will be a topic for further deliberation by the PCC at a future meeting.*

Summary - Observations, Insights and Recommendations

- Introduction

Any report can only be a summary of what has been a great deal of thought, discussion, research and prayer. Readers should carefully review the entire content of the report, the supporting research data (XL doc) and the questionnaire outputs to ensure that they have a full appreciation of the wider context, and can appreciate the nuances of, where the summary comments and recommendations are derived from.

On many levels the Parish is strong and in good health; vibrant, organised and well led by committed clergy and lay leadership teams. In the context of 'Community Outreach' and as illustrated within the 'Where are we now' review, there is much that the Parish does to support both its own parishioner community and (albeit to a lesser extent) the wider communities in our Parish, the wider local geography and on a national/international charitable support basis. Whilst referencing and recommending ways in which these positives could be grown, the main thrust of this summary section will be to illuminate areas of 'Threat' (see SWOT review) and areas where the parish could benefit from changing its approach and/or adopting new initiatives and ideas in order to capitalise upon 'Opportunities' to better meet those four defined areas of Community Outreach and so in turn the Parish Mission. It is the intention of this review group that the Observations, Insights and Recommendations contained within this Summary should be considered in the positive if challenging spirit requested of the group at the outset of the review.

The observations, insights and recommendations are organised under the four 'pillar' headings with separate comments covering the Ingol, St Margaret's partnership and the continued parish charitable giving elements of the review brief.

Sustain existing and grow new church membership and participation

Cherish what we have, plan and invest for our future

- Regularly attending and/or long term parishioners enjoy and overall are comfortable with the service format(s) offered at their chosen worship centre(s) and are generally familiar with 'traditional' church. There is a great deal to enjoy and celebrate about these traditions and a traditional approach to worship. In order to sustain those existing parishioner groups the Parish

should continue to provide, build upon but (importantly) evolve and refresh (after reviewing the survey input suggestions) the service formats and perhaps their timing/frequency .

- The survey confirmed that the age demographic of our parish is increasingly aged, with a 'weighting' in the 65+ range. The obvious risk is that (like many other similar parishes and former parishes) parishioner numbers will dwindle over time unless ways are found to attract new, long term church members of all ages but especially the young. Strategies aimed at younger adults, families and young people are seen as an essential area for increased and determined focus.
- Age is not the sole factor – style, format, content and timing of services all play an important part in whether existing parishioners choose to remain and whether potential parishioners of any age choose to attend our parish. The reality is that there are a great many competing 'activities' (religious and otherwise) that draw away potential parishioners – our offering must compete successfully if the Parish is to thrive and grow.

Recommendations

- ✓ The Parish should mindfully be clear about the church that it is and the church that it wants to be in and for the future - a simple statement to make with potentially far reaching consequences. Work is being done elsewhere (the Prayer & Worship and Ministry sub groups) that will input to this area, but from an Outreach perspective and if we are to Sustain existing and grow new church membership and participation then the style, timing and schedule of services, together with parish worship, welfare and fellowship programmes should be re-gearred, innovated and communicated ('marketed' even) both within and (importantly) externally throughout the parish residency (see Communication Plan).
- ✓ Families, young adults and young people should be central to our planning. If we fail to engage and recruit now, then with 50% of parishioners achieving age 75+ within ten years, the parish as we know it will be unsustainable. This is not to say that everything we have and cherish now is simply discarded. NO. But that when change is planned it is done so in full consciousness of the need to continually rejuvenate in order to sustain both our existing and future church.
- ✓ The approach of the Church and the 'relationship' of Church leadership/relevant voluntary leadership with schools, uniformed groups, jigsaw, Parish Council, local youth groups etc should be appraised through a self-challenging lens – can more be done to position /include St J, St M, St P at the heart of parish & community life and in particular the lives of young people and families. Understanding the reasons why the young / families do not attend, combined with an effectively communicated evolved youth/family offering should be at the heart of our strategic planning.

Clergy and Volunteer Stretch

Clergy:

- Ours is a large Parish with many and varied joys and challenges for the incumbent and his team. Paid and unpaid clergy support numbers have always varied and will continue to do so, arguably the Parish is overall currently reasonably 'staffed'.
- That said the volume of services within the current weekly programme is causing strain on clergy capacity. Long term sustainability of the programme is therefore questioned
- Whilst of value to the broader church, there are challenges facing clergy that inevitably 'distract' their time away from this Parish: Father Shaun - appointed Area Dean; Revd. Rie appointed to St Margaret's. This group has not sought to quantify the time commitment that the Area Dean role requires and we acknowledge that the Parish retains the benefit of 'half' of Revd. Rie's time that it would otherwise have lost had she moved on elsewhere.
- 'Risks' (see also SWOT) observed under the 'Clergy stretch' heading include;
 - the Parish expects more of Clergy than they are able to deliver because they (parishioners) do not understand the changed roles or do not accept them. Clergy, over time may become stressed as a result of increased and competing demands.

- Clergy (of time management necessity) evolve their approach to the role into one of 'leadership through facilitation and direction' and away from 'leadership from the front and by example.' Put simple, parishioners perhaps unreasonably have an expectation for active clergy engagement in all aspect of parish life (or at least those areas of parish life with which that parishioner is personally involved) and to know clergy personally and for clergy to know them.
- From a Community Outreach perspective the group believe that our work will be best supported by parishioners and most effective if led directly and visibly by our Clergy team.

Volunteers:

- The parish benefits from an extensive volunteer base without which it could not function, from which it 'self-serves' and through which its life and worship is enriched. Demand for volunteers exceeds supply however and it is increasingly challenging to fill vacancies across the wide variety of volunteer positions - the more so in 'leadership' roles (e.g. Jigsaw Leaders, Church Wardens and deputies).
- Many of the existing volunteer base have undertaken roles for many years and it is a reasonable assumption that many are now/will be looking to reduce their involvement. New volunteers (younger) are generally difficult to recruit citing time constraints and competing (often family / work / other volunteering) commitments. Only 16% of survey respondents are aged between 16 and 45 – any mapping of our volunteer age profile will likely confirm a worrying 'sustainability' demographic if viewed say 10 years hence.
- The observed 'Risks' are:
 - Reducing volunteer base will put increasing pressures on those that remain (which may well demotivate and lead to further departures) and/or see duties unfulfilled. The service provided by that volunteer team will inevitably contract.
 - In order to undertake new activities (e.g. in Outreach) the parish will need to build its volunteer base and/or motivate existing volunteers to do more. No small challenge against the above background.
- Research revealed that Fulwood Free Methodist church employs an Associate Pastor whose main responsibilities are in Outreach Ministry. In addition FFM have recently appointed two part time paid positions '*to take the children's and youth work to another level*' - FFM appears from our research to be by far the most pro-active church in our area in terms of both within parish and external outreach programmes with for example over 300 children attending church and/or the varied youth and young person's groups on offer.

Recommendations

- ✓ Continue to seek out those with a calling to train for ministry in order to 'grow our own' ordained and lay team.
- ✓ As part of an 'internal communication' strategy, Clergy should ensure that parishioners understand their Parish role and the impact and indeed benefits of their 'other' responsibilities.
- ✓ Challenge what we do and how we do it; quantity (of services) vs quality are there too many services of basically the same style and format which appeal to essentially similar groups but fail to broaden our appeal to new and different groups/profiles within our parish.
- ✓ Is it realistic to continue to run three separate worship centres/are parishioners immobile between geographically adjacent worship centres? The survey would suggest not with 60% saying that they are happy to attend other worship centres. Could a redistribution of resource broaden the range and appeal of our core service offerings?
- ✓ Whilst 30% of respondents do not feel that they are encouraged to volunteer for discipleship & ministry (which clearly needs to be addressed), 26 said they would be willing to get more involved in community action in the parish (90 said that they would not be willing).
The group recommends that, under suitable leadership, the 26 should be quickly gathered in order to explore the breadth and depth of involvement on offer in order that planners can quantify the overall capacity within the parish for outreach activity.

- ✓ In light of the above an 'Outreach Activity Planning Group' should be established (see below re leadership and remit of that group)
- ✓ Consider a Community Outreach volunteer co-ordinator role to focus on:
 - The development, with Clergy and PCC of a Community Outreach action plan designed to deliver prioritised objectives under each of the four identified areas of outreach.
 - Recruiting, co-ordinating and leading the volunteer group
 - Planning and ensuring adequate resourcing for activities
 - Enhanced communication amongst the volunteer community and internally / externally throughout the parish
 - Developing a celebratory spirit around the work that is done
- ✓ More radically, and acknowledging the potential scale, scope and commitment of the above role profile, PCC should consider creating a paid 'Community Outreach officer' role. Responsibilities would include the above (volunteer co-ordinator role) together with a children/youth/family development focus. The group envisage a part time (half week) paid role.

Show care and Christian love to those in need within and beyond our Parish

Can we learn from other churches?

- Other Churches researched vary widely in the volume and range of welfare/fellowship Outreach work undertaken – Broughton Parish arguably 'ranks' in the lower third of churches by volume and range of activity.
- A link can be discerned between the volume and range of activity and the apparent 'youthfulness' or 'youth/family focus' of a church. Those more active churches offer a variety of worship 'styles' and service scheduling which appear to be designed to appeal to a range of parishioner preferences (traditional/modern).
- The more active a church, the more charitable giving and the wider the geographical reach of that giving/awareness raising/practical participation appears to be. There are several examples of church transparency of weekly offertory and charitable giving through pew sheet and web site publication – which sits well with the 'Giving in Grace' openness of approach to parish financing and (outreach) giving.
- By far the most active church (Fulwood Free Methodist) benefits from paid 'Associate Pastor' and youth/family development officer positions.

Recommendations

- ✓ Those parish wellbeing/fellowship/parishioner support activities undertaken elsewhere form a useful resource of ideas for our own future 'in parish' Outreach activity planning if the provision of such can be resourced. It is overcoming this resourcing challenge that will unlock the door to a wide range of worthy ideas.
- ✓ Churches Together in Fulwood & Broughton (CTFB) – an established vehicle but is it time to reimagine its purpose & function? For example could it be a platform through which the outreach activities from across the various churches are better corralled, profiled and collectively supported.

Can we engage more with wider geographical outreach? – Consultancy input GS.

Extensive peer group comparison poverty related indicator measures together with definitions and calculation methodologies are available via the Church Urban Fund website (cuf.org.uk), and whilst impractical to fully report here, some key points include:

- Our parish population is 14000 and is among the top 10% wealthiest in the country. It does not necessarily follow that our parishioners are each amongst the wealthiest in the country, nor does it follow that there are no poverty related issues at play within our parish.

- Child poverty, Working age poverty and Pensioner poverty indices are all at very low (but not zero) levels but are higher than the wealthiest parishes in our Diocese. Similarly social housing, lone parenthood and ethnic diversity.
- Life expectancy is 81 years (M), 84 years (FM) which compares to a national high of 93/95 and a low of 68/75.
- Education attainment ('no qualifications') are higher than one might guess at 17% but still at comparatively low levels: Diocese lowest parish 7%; national lowest parish 0%

GS outlined the extensive range of 'need' across parts of the wider Diocese with a particular focus on the greater Preston area and summarised the range of initiatives that have been established to meet those needs; foodbanks, holiday hunger programme, homelessness, street pastors, debt counselling, job seekers support, loneliness, asylum seekers etc, etc... and stressed;

- the importance of avoiding duplication of effort by carefully researching ideas for any 'new' initiatives to ensure such aren't already ongoing elsewhere.
- the endless need for fundraising in support of the established providers and signposting those in need to where help can be found.

Recommendations

In summary the work group believe that:

- ✓ our parish could play a more significant role (practical/financial) in support of established outreach programmes that target areas of deprivation and need beyond our parish boundary. Survey showed 88% in favour of supporting local charity (41% national, 44% international), with 57% in favour of doing this through financial giving (81% raising awareness, 70% practical support)
- ✓ our parish should look to establish its own programme where a clear 'gap' in provision is evident. If establishing a new programme, our parish should ensure that the initiative is 'joined up' via Together Lancashire and other established providers.
- ✓ A parish communication plan should include provision of a signposting facility (web site with hard copy material also available – Outlook features, leaflets?) that links with and directs users to established support groups.

Communicate our message

Our worship centres – our strength?

- Our three worship centres offer unrivalled strength of coverage and provide the platform from which we communicate our message throughout/within our parish. But there are challenges and limiting factors at each centre.
- If we are to cherish what we have whilst planning and investing for our future and if we are to put families, young adults and youth at the heart of this planning, then we should carefully review what we use our buildings for, the service style and scheduling that we offer from them and the physical facilities that are made available from them – investing where necessary.

Recommendations

- ✓ Crèche and young person facilities – at St M and St P are considered adequate given the range and 'comfort' of available rooms, bathrooms etc. St J however is poorly provided for and does not offer an attractive level of Crèche or Sunday school / youth facility sufficient to retain and grow that population demographic. If we are to grow our provision for the young then headline options might include:
 - Refurbish the 'old vestry' (currently an unattractive store room) including improved/compliant bathroom facilities. This may achieve an adequate crèche or small Jigsaw facility only but is too small for a joint crèche / Jigsaw space.
 - Exploring options for the old school hall – accepting this is separate to the church building
 - Create a 'glass screened' area within the body of church (see St Mary the virgin Goosnargh for an example). The bell tower and / or a rear portion of pew area could be utilised; the design should open up for large scale services. The created space will allow

a feeling of 'inclusion' but offer a degree of separation and sound dampening, should be capable of accommodating non-church service meetings and activities for young people and others. NB the review group are aware that this idea has been explored previously – but considered worth revisiting as part a prioritised young people and family focus.

- ✓ A wider appraisal of our facilities and accommodation should put families, youth and young people at the centre - does what we have meet the needs for those groups in terms of core service provision and for activity/study/worship etc groups facilitated outside of the core worship programme.

Profiling what we do

Communications sub group will lead in this area but from a Community Outreach perspective there is a vital role for communications to play in enriching the worship and parish life for existing parishioners and in reaching out to the whole 14000+ population living within our parish boundary
Recommendations:

- ✓ A communications group should be established and strategy developed
- ✓ Internal and external communication plans - A long term sustainable plan is required in order to help attract and retain both the next generation of worshipers and the generation beyond that;
 - Internal - Develop strategies to ensure parishioners are informed; finances/weekly giving, attendances, service innovations, clergy 'unseen' activity (e.g. home visits, the benefits of the Area Dean role etc, etc), volunteering/discipleship, celebration of charitable giving/activities, Ingol St Margaret's partnership
 - External – Broadcast our message, clarity and a celebration of what we are, what we offer and what we are trying to achieve in and for our parish and beyond throughout our 14000+ population parish. Relationships with Parish council, Schools, Uniformed Groups, Church Club and other 'vested' groups should be reviewed and aligned, via the Internal/External communication plan to build/strengthen 'within parish' inclusion and to try to put our parish at the heart of the community.
 - Social media and other technologies should be embraced and increased in significance over time as paper based comms are scaled back.
- ✓ Regular refreshing of pew sheet format, style and content
- ✓ Reimagined Outlook and web site to appeal to existing readers and parishioners but to also appeal to the wider parish population. Outlook (or similar) to be a part of a wider plan through which we regularly reach out to our parish population to communicate our message, profile what we are doing and attract participation in church life.
- ✓ Establish a Christian literature and 'life' support material library facility (possibly via web site)

Supporting charity; through financial and practical giving and through raising awareness – This topic will form the basis of a separate agenda item at a PCC Meeting.

This area is the subject of some strong feeling across a wide range of opinions amongst parishioners. To synthesise the main observations:

- There is very broad support for and trust in the integrity and intent of the PCC in its' approach to this subject.
- There is varied awareness that parishioner Direct Giving to the parish is then used in part to support charities whom individual givers may or may not choose to personally support.
- Some parishioners would Direct Give more if there were an understood formula in place that specified what proportion would be used for charitable giving (e.g. 10% of all Direct Giving is given to charity). Conversely some parishioners see their Direct Giving as a means to solely support the parish and that charitable giving is a quite separate and personal choice – as a result some may Direct Give less should a formula be introduced. The group perceive that the majority would likely continue to give the same amount regardless of any 'formula'
- At one extreme of opinion, all financial giving (from parish funds) should be suspended until such time as the ongoing annual financial shortfall has been addressed. At the other extreme,

others feel strongly that as a wealthy church and parish, our current level of giving is too low and falls well short of what is achieved by other churches / parishes.

The raised profile of and the strong and varied opinion surrounding the matter leads the group to recommend a communications exercise to ensure that parishioners are informed of and engaged in our approach. There is inevitably the risk that, having raised the profile of a perhaps hitherto benign and relatively low key area of parish life, the outcome of this communication process and proposed 'policy vote' will leave some parishioners feeling disenfranchised (as they disagree with the strategy). But having raised the profile of the subject it does not feel right to simply leave the matter unaddressed.

The group therefore recommend:

- Whole parish support and approval is sought for our future strategy – achieved via a vote at next AGM
- Outlook/pew sheet/sermon articles be used to explain the proposed strategy once decided upon
- Ongoing, routine communications around parish charitable giving and activity should be enhanced to raise awareness and support (see Internal communication plan above)
- The vote at AGM - Many and varied options could be constructed, the group recommend the following four be considered by PCC;
 1. Status quo – leave matters entirely at the discretion of the PCC. *PCC will of course be mindful of the parish financial position when making its decisions.*
 2. Status quo plus – leave matters entirely at the discretion of the PCC subject to a maximum level of giving - equivalent to (say) 7.5% (max say £10k) of last financial year Direct Giving. *This would see future giving broadly in line with recent history*
 3. Revised methodology
 - Suggestion 1; next financial year giving is linked to current financial year end financial surplus. A formula of 10% of any 'operational surplus' (max say £10k) is designated for charitable giving. *NB in reality this option will result in zero giving based on the ongoing annual deficit. A positive net cash movement of c£100k would be required in order to result in charitable giving being maintained at recent historic levels using this methodology. This should be carefully explained to parishioners.*
 - Suggestion 2; an alternative financial formula might be to establish a charitable giving 'pot' which is funded annually from a percentage of the income/growth received from our investments. This would mean that: parishioners Direct Giving would not directly be used for charitable giving; the original investment remains 'ring fenced' with only a small amount being used for charitable giving, the rest being reinvested or used to support any ongoing shortfall as is now the case; when returns are strong we are able to give more and we have a clear reason/explanation when challenged about our level of giving.
 4. In addition to 1,2 or 3 above;
 - Those charities seeking financial support would be invited by the PCC to run (at their orchestration) a fund raising 'event' within the parish, which the parish will broadcast and support. *A maximum number and calendar spread of events will need to be decided upon based on 'demand' from charities.*

And / or:

- Those charities seeking financial support are invited to 'preach' at all services / worship centres (same day). End of service retiring donations are then made at parishioner personal discretion to the charity (*NB normal offertory is taken as usual within the services*). *A maximum number and calendar spread of such services should be considered – perhaps using the '5th Sunday' whole parish service as a vehicle.*

Other elements of parish strategy to be clarified for parishioners. Proposed responses as follows;

Who do we give to?

- As a local parish church we support the outreach of those recognised and registered charities actively at work in our locality. In addition we will selectively support the work of national and international charities in time of crisis.
- Charitable organisations (and individual parishioners) are encouraged to advocate requests via the PCC for consideration.

How do we apportion our giving?

- PCC will apportion funds at their discretion annually. Mid-term requests will be routinely deferred to year end at PCC discretion - crisis requests will be considered as they arise.

Communicating our work in charitable giving and activity;

- In addition to the reporting of the financial donations in the year-end financial accounts, an addendum to the accounts should summarise all fund raising and activities undertaken by the parish during that year.
- Internal and External communication plan - Whilst 'thank you' letters (for financial donations etc) are posted on notice boards, more should be made of these within pew sheet and Outlook articles and web site. Similarly pre-event and post event articles should be published for those activities and events that the parish is involved with. An ongoing 'log' of activities / giving / events should be updated web site / Outlook.

How could the partnership with Ingot St Margaret's develop?

All recognise that the partnership is in its' infancy, which makes this a good time to agree a mutual strategy. With this in mind the group offer the following

Recommendations;

- ✓ Objectives should not be sought for the sake of 'enforced' oneness/togetherness, but should be pragmatic in terms of Clergy rotating and practical/realistic in terms of the volume and range of initiatives and activities that can be successfully supported
- ✓ Both parishes should agree objectives for the partnership and these should be clearly communicated & understood by parishioners.
- ✓ The two parishes will want to retain their own identity and approach to worship/parish life but there will be areas of commonality / overlap and areas of difference where each can learn and possibly benefit.
- ✓ The 'launch' joint service and social was judged a success and a programme of such is recommended (possibly using the 5th Sunday) to include varied location & format
- ✓ A parish communication plan (see above) should include activities of and distribution to St Margaret's
- ✓ Social and other committees should share plans /timetables at draft stage to avoid clashes and encourage profiling and attendance.
- ✓ Mutual support for community outreach activities should be encouraged – St Margaret's engagement with PCAN / Foodbank could be an area of quick win early engagement by Broughton.

Chris Kerry, Chair