

Potted history of the genesis of the Diocesan Growth Strategy

Now updated July 2014

Growing with God's Grace in Glasgow and Galloway

1. Diocesan Description

Back in 2009, just after Bishop Idris had retired, the Diocese was charged with preparing a Diocesan Description as part of the electoral process. Every charge was asked to respond to questions about its health, wealth, membership and mission, and these responses were compiled into one document (which is available on the web site) http://www.glasgow.anglican.org/media/downloads/COMPLETE_Diocesan_Description_15_09.09.pdf The document included sections entitled 'what the congregation does well', 'what needs to be done better', 'significant changes in the community' and 'opportunities for positive development'. In other words, it was a diocesan SWOT or SWOC!

2. Electoral Mandate

The candidates responded to the challenges highlighted in that document and to the following question put to them during the long interview process: *What process would you establish to engender a shared vision of mission in the Diocese?* To this Gregor Duncan responded:

I would commission the Mission Core Group, probably augmented, to devise and implement a process throughout the diocese with the aim of launching, say at a special Mission Synod, a small number of agreed strategic priorities in mission to be worked at by charges over the next 5 years or so, with appropriate diocesan support and review. Charges could agree on a regional basis, or in smaller groups, or individually, which priority to concentrate on and for how long. At the centre the diocese would have what is at present seriously lacking, clear criteria for deciding how to use diocesan resources for local projects, for they would have to accord with at least one of the agreed priorities. Diocesan Action Groups are already in place for most of the priorities that are likely to emerge and would have to be explicitly geared to offering help to charges. Part of this process is likely to be the offering of serious mission budgets to regions that can show how they would be used in accordance with the priorities – I am aware that some reconfiguration of regions may be necessary to effect this element. The Bishop would lead strongly on this from the launch. In a diverse diocese it is not a question of establishing ONE aim, nor of suggesting that nothing is going on already, quite the contrary. It is a case of trying to pull things more together, to create more of a sense of common enterprise, mutual support and encouragement.

In other words, he set out a mandate for change and growth in response to what he had read (and knew) about the state of the diocese. The diocesan electorate duly chose him as Bishop – or 'leader in mission' as the SEC Bishops increasingly term themselves. (See, for instance, the *Whole Church Mission and Ministry Policy* coming to General Synod in June).

3. Summer Project

As soon as he had been consecrated, Bishop Gregor got to work on the mandate upon which he had been elected. He tasked his Dean and the MDO to set up a process that would encourage growth. In June 2010, they sent round a questionnaire to every charge entitled "*The Summer Project*". Using the Lukan image of the Kingdom being 'like yeast that a woman took and mixed in with three measures of flour until all of it was leavened', it interrogated each charge about its missional life in the following way:

Congregational

- *how are people nurtured and helped to grow in prayer and spirituality?*
- *list what educational programmes/opportunities (for children, young people, adults) are available to deepen people's discipleship?*
- *how successfully and in what ways does the worshipping life of the congregation meet the different needs (a) core members (b) fringe members (c) seekers?*
- *how are members equipped for (a) their lives of service outwith the worshipping community (b) their service within the congregation (authorised ministries and other lay ministries)?*
- *what would you like to see happen in this area of your congregation's life?*
- *have you any ideas of how your Region might be strengthened in this area of the church's life?*

Local

- *describe in one sentence what you think is the purpose of your congregation*
- *what mechanisms do you use to proclaim the good news (a) in word (b) in action?*
- *what links do you have with the community/ies (civic and ecclesial) around you?*
- *describe any areas of growth in the past five years*
- *what would you like to see happen in this area of your congregation's life?*
- *have you any ideas of how your Region might be strengthened in this area of the church's life?*

The wider community

- *what values underpin the stewardship of your congregation's resources?*
- *what issue is your congregation corporately passionate about?*
- *describe what actions you have taken as a congregation in the past five years in response to global issues of need or inequality*
- *with whom are you in partnership in these ventures?*
- *what would you like to see happen in this area of your congregation's life?*
- *have you any ideas of how your Region might be strengthened in this area of the church's life?*

Amazingly, 80% of these questionnaires were completed and returned – variously by clergy, vestries, congregations or combinations of all three – thus offering a huge and representative swathe of data with which to work; a detailed picture of the devices and desires of the diocese.

4. Regional Meetings

The responses were compiled (laboriously!) into separate Regional overviews and these were fed back to seven well-attended Regional meetings in the autumn of 2010. To underscore the diocesan nature of this project, the Bishop, Dean and MDO were present at these gatherings. The organising motif for the feedback was as follows:

| | |
|---|---|
| LOCAL INGREDIENTS <i>(particular local strengths)</i> | MISSING INGREDIENTS <i>(areas needing external support)</i> |
| YEASTINESS <i>(signs of hope)</i> | POTENTIAL FOR GROWTH <i>(wish list and opportunities)</i> |

These seven regional meetings achieved several goals:

- (i) they highlighted the commonalities in regional hopes and expectations; there was seen to be a huge convergence between the responses in the 'missing ingredients' sections, for instance.
- (ii) they brought energy and hope back into the process; there were *many* evident signs of growth and great potential for more, if only certain conditions could be achieved - such as greater cross-congregational communication, sharing and working
- (iii) they initiated a strong task force; each Region elected a representative to form a Working Party with the Dean and the MDO. This now symbolised the **diocesan** nature of the project – remember, it had always been a diocesan project because its roots lay in the Diocesan Profile described in section 2.

Andrew Morgan: Glasgow NE
John Lewis: Glasgow NW
Sue Cowling: Glasgow South
Jamie Hill: Lanarkshire

Betty Matheson: Ayrshire
Liz O’Ryan: Renfrewshire
Roger Cutler: Galloway

5. Working Party

This Working Party then got to work and met several times between the autumn of 2010 and early summer of 2011. Given the geographical spread of its membership, the group met in a variety of venues right across the diocese (rather than privileging one place), and it also met by means of (highly effective) telephone conferences; in other words, it tried to live by the very principles that any diocesan-wide strategy should itself be based upon. Furthermore, meetings were characterised by prayer, the sharing of food, the taking of time to get to know each other - as well as sheer hard work.

By working through the seven Regional overviews mentioned above, the group discerned that the following six strands were those which the diocese as a whole was asking to focus upon:

- *prayer and spirituality*
- *learning and discipleship*
- *missional leadership*
- *numerical growth, welcome and integration*
- *imaginative outreach into local communities*
- *children and young people*

The definitions of these are unpacked more fully in the accompanying document '*Strands on the Vine*' – but suffice it to say here that the thrust of the strategy is two-fold: to enable congregations to become more outward-facing into their local communities and aware of the needs (and gifts) of those around them in such a way that they begin to draw others into their fellowship - so that together all may experience the fullness of life that comes through knowing God. So yes, it is about **both** Kingdom and Church: about growth in confidence, spirituality, prayer and worship, active discipleship, faith-sharing **and also** about numbers, about growing younger, about moving from chaplaincy to church.

The Working Party chose the title '*Growing with God's Grace in Glasgow and Galloway*' because *grace* lies at the heart of it all. We respond to God's love by mirroring (as best we can) that selfless, self-giving love and overwhelming generosity in the way we live our lives, *passing on* the good news of salvation, not keeping it to ourselves. And we can only do this with God's help and by God's grace.

Having used the image of bread in the preliminary stages of the project, the group chose the other element of the Eucharistic Feast as symbolic expression of the strategy itself. A logo was designed to encapsulate the ethos of the strategy and a trifold leaflet summarising its aims distributed at Diocesan Synod March 2011.

The group read widely about how other Dioceses had gone about working for growth, and was particularly struck by the work of missionary Bob Jackson, the Mission Action Planning process as carried out in the Diocese of London, and the process being followed more locally in the Diocese of St Andrews, Dunkeld and Dunblane ('*Casting the Net*'). Out of this research, it devised a process that is appropriate - and peculiar - to the context, geography and current condition of the Diocese of Glasgow and Galloway, combining elements of the MAP process with wisdom gleaned from past missional history in our Province.

It is a process enabling growth, not 'just another programme'; a way of being that will, in time, embed itself into the DNA of the diocese, affecting every decision that is made at macro- and micro-level alike: deployment, recruitment, parish profiling, use of resources, committee structure, activity of the Action Groups and so on. Every aspect of the diocese will, in time, be aligned to the principles of growth; this is not a quick-fix solution but a process of gradual culture change. It is 'who we will be' as the Diocese of Glasgow and Galloway grows with God's grace. A Eucharistic people engaged in a wonderful exchange. Growing. Grateful.

6. Regional Launch Services

In keeping with the bottom-up ethos of the process and the intention that the 'ownership' of the strategy should continue to cascade ever more widely, the Working Party agreed that every Region would host its own Launch Service around Pentecost, the birthday of the Church and a time when the focus is particularly upon the empowerment of the Holy Spirit. The following series of invitations was published by means of locally designed posters, two Regions having decided to join together for the event.

Galloway:

St Ninian's Castle Douglas 6th June at 7.00pm

Glasgow South and Renfrewshire:

Holy Trinity and St Barnabas Paisley 7th June at 7.30pm

Glasgow North West:

All Saints Bearsden 13th June at 7.30pm

Ayrshire:

St Ninian's Troon 21st June at 7.30pm

Glasgow North East:

St James Bishopbriggs 22nd June at 7.00pm

Lanarkshire:

St Mary the Virgin Hamilton 23rd June at 7.30pm

All seven Regional Representatives worked extremely hard at forming 'cockpit groups' of six to eight people who would be responsible for planning and running the service locally. These groups were provided with a framework for the Liturgy, produced by a sub-group of the Working Party – Ian, Anne, Roger and Betty; the service can be accessed here:

<http://map.glasgow.anglican.org/archive/>

Hymns and readings were chosen by the sub-group to reflect the theme of mission and of the empowering of the Spirit, and diocesan cohesion was further strengthened by the Bishop's agreement to be the Preacher and President at every launch. However **contextual difference** was also catered for; after the homily, there was a section in which each Region was invited to make '*a presentation, in word, symbol or movement, of the seeds and signs of hope in its midst, those things in which it delights and desires to nurture with God's help.*'

And what variety there was! In one, banners were held aloft, ikons of the charges' lives of mission; in another, a tree was bedecked with symbols of hope and new life; in another, each charge in the Region poured water into the font, the mingling of their contributions being a powerful representation of their intention to work together even more closely in future. Photographs of these imaginative, moving and hope-filled presentations can be found on the web site, along with the Bishop's sermon.

<http://map.glasgow.anglican.org/archive/>

The Bishop's homily was a powerful exegesis of the biblical texts chosen for the service, telling of the **encouragement**, the **energizing** and the **challenge** of God. It stressed the Love and Grace lying at the heart of the adventure upon which the Diocese was embarking, and the need to step out in faith - to dream and to risk, to try and to trust. It ended with these words:

I promised the electors of the Diocese that I would commission a process for mission, allow it to develop in the hands of all involved, and that when it came time to launch it I would lead as strongly as I could on it. This sermon is part of that leading and, in a way, it is an offering of thanksgiving for all who have so generously offered of themselves to this adventure. So, let us be encouraged by our God who asks, let us be energized by our God who gives and let us be challenged by our God who breaks through in love and in grace. Amen.

Attendance at the services went beyond the wildest hopes of the organisers. Galloway Region's service set the trend; 150 people crammed into little St Ninian's Castle Douglas, a frantic scrabbling for extra seats being necessary as the crowds poured in. And so it continued all that week and into the next. By the time Lanarkshire Region's service had ended, it was thought that roughly 500 members of the Diocese had been present during the octave, a most encouraging start to the process.

7. Tending to the trellis work

Almost immediately following the Launch Services, congregations began to go into 'summer recess' mode; this was not the time for any charges to be starting on the Mission Action Planning process, and reading matter had deliberately been provided for this fallow period in congregational life to enable members to think about the MAP-ping process over the summer.

But as every good gardener knows, there are always *other* tasks needing attention while plants are dormant, and this is what the Working Party turned to next: thinking of the new structures that would be needed to support the expected emergent growth, or ensuring that previous ones would be fit for purpose.

While the Regional Reps attended to the needs of the MAP Facilitators in their area, setting up meetings for prayer and fellowship and working on further hand-outs and support materials, the Dean and the MDO set up a series of meetings across the Diocese, aiming to reach all the clergy-with-charge and walk them through the MAP process. Meetings were duly held in St John's Dumfries, Holy Trinity Kilmarnock and St Mary's Cathedral Glasgow, with 'mop-up meetings' being held subsequently in the Diocesan Centre and Holy Name Cumbernauld. By dint of this hard work, almost complete coverage was achieved; only two clergy-with-charge chose not to attend any of these events. Again, in keeping with the ethos of the process, care was taken to ensure that the protocols being examined at these meetings were seen to be in draft form so that any comments and improvements suggested by the clergy – and there were several - might be fed into the process before it became finalised. This was duly done and the protocols finalised.

There then began a series of meetings with various diocesan *groups*, the first being with Convenors and Reps from the existing 'Action Network Groups', these bodies effectively being 'working parties' which contain within their membership the necessary skills and resources to further the mission of the diocese. The aim of the meeting was to see how their operational work might be better aligned with the aims of the Growth Strategy. The meeting considered the possibility of simply having 6 'development teams/groups', each representing one of the 6 strands of the Strategy, an elegant solution which would mean that the work of the groups would be easy to describe, understand and communicate. Such groups would continue to base membership around particular skills, expertise and knowledge so as to be able to resource what charges/Regions needed, both proactively and in response to requests, and would form an organic whole, meeting as a Network to avoid unnecessary layers of reporting. These 6 groups would represent the *operation* of the mission policy. There would be other bodies representing the *strategic* working; individuals/groups whose work is involved with creating the 'background climate': Ecumenical Relations, Overseas Relations/Twinning, Finance, Property, Interfaith, Art, Stewardship and, crucially, Communication.

The outcomes of that meeting are, at the time of writing, to be debated at a Bishop's Staff Group Away-Day to be held in November, dedicated to addressing such structural work, as are the outcomes of a further meeting held in October with Regional Council Convenors and Secretaries. The latter personnel looked at how their job remits would need to be altered if they were to be more in synch with the outworking of the Strategy. For as congregations complete their MAPs, they will be required to share a copy of these with the Regional Councils. Council administrators will thus have a new remit and meetings a new focus as they become the local engines for the operation for mission and a place for

- *communicating ideas and stratagems*
- *sharing good practice and good news*
- *asking for wisdom and help from neighbouring charges*
- *comparing notes*
- *seeing where good co-operation might occur between charges rather than unnecessary duplication and wasteful multiplication*

The remit of the Council Convenors and Secretaries will also involve oversight of the distribution of grants from a Diocesan Growth Fund which is to be offered annually to every Region to help plant and water the seedlings. Led by the Regional Convenors and Secretaries, the requests for a piece of that funding will be made through Regional Councils and discussed therein.

8. MAP-ping begins

Getting the right supportive structures in place that will enable the new shoots to flourish is slow work and hard work, but crucial work. But that was not the only work taking place in the early autumn of 2011. As Vestries began meeting again after the summer, charges began contacting the Dean to request that a Facilitator be assigned so that they could begin the work of MAP-ping on the ground. At the time of writing the following ten charges have requested a Facilitator:

St James, Bishopbriggs
St Mary, Gatehouse of Fleet
Greyfriars, Kirkcudbright
St Mary, Bridge of Weir
St Oswald, Kings Park

North Ayrshire Team
St Columba, Largs
St Mungo, Alexandria
St Mary's Bridge of Weir
St Fillan's Kilmacolm

and so far Facilitators have been assigned to six of those. Three further congregations – **St Augustine, Dumbarton, St John the Evangelist, Dumfries and St Aidan, Clarkston** – are grafting their existing mission audit work onto the diocesan scheme with the help of such external facilitation, each having planned Working Party/Vestry Away-Days or Residential Weekends in retreat houses to enable this to happen

The names of the 25 Facilitators are listed below under their Region of origin, but they may well be assigned inter-Regionally where transport allows.

GLASGOW NW

Maggie Sheen, Helen Ball and Jonathan Sedgwick

GLASGOW NE

Andrew Morgan, Gill Young and Lorraine Darlow

GLASGOW SOUTH

Sue Cowling and Jenny Whelan

RENFREWSHIRE

Liz O'Ryan, Angela McLean, Maureen Russell, Carol Lovett, Drew Sheridan, Gill Reynolds, Donald Orr and Ian Milne

AYRSHIRE

Betty Matheson and Anthea Clarke

LANARKSHIRE

Ian Wilkins

GALLOWAY

Roger Cutler, John Stevenson, Gordon Mursell, Edith Thorp, Anne McWilliam and Laura Durling

Glasgow North West Regional Council met in October to elect a new Growth Strategy Representative as a change in circumstances meant that the existing Rep had had to stand down; Helen Ball will be the new Rep for that Region.

So the process continues with hope, energy and not a little excitement. The next chapter of this account will be written once some MAPs have been completed and circulated. Already ideas are being shared about how best to communicate - **and celebrate** - the stories of the 'small steps, medium steps, large steps' (to quote from the Bishop's Launch Service homily) that will soon be being taken by congregations across the Diocese.

November 2011

Chapter 2

1. MAP-ping

Much has happened since the autumn of 2011, especially as regards the work of Mission Action Planning. There are now over 25 charges actively working with a MAP Facilitator across the length and breadth of the diocese. The current list of pairings is as follows:

List of MAP pairings as at May 2012

Charge

St James, Bishopbriggs
St Mary, Gatehouse of Fleet; Greyfriars, Kirkcudbright
St Mary, Bridge of Weir
St Fillan's Kilmacollm
St Oswald, Kings Park
North Ayrshire Team
St Columba, Largs
St Mungo, Alexandria
Holy Trinity, Ayr
St. Paul's & St. John's, Monklands
St John's Greenock & St Bartholomew's Gourrock
All Saints' Gretna
Holy Name, Cumbernauld
St. Michael's, Helensburgh
Christ Church, Dalbeattie
St. John's Moffat
All Saints', Lockerbie
St. John's, Annan
All Saints', Jordanhill
St. Augustine's, Dumbarton
St. John's, Dumfries
St. Aidan's, Clarkston
St. Oswald's Maybole
St Ninian's Pollokshields

Facilitator

Andrew Morgan
Gordon Mursell
Helen Ball
Helen Ball
Gill Young, Lorraine Darlow
Elizabeth Matheson
Liz O'Ryan
Gill Reynolds
Laura Durling
Ian Wilkins
Maureen Russell
Edith Thorp
Jonathan Sedgwick
Elizabeth Matheson
Anne McWilliam
Gill Young
(pending)
(pending)
(pending)
Anne Tomlinson
Anne Tomlinson
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Lorraine Darlow, Anne T
Anne Tomlinson

Clearly if more charges come on board immediately there is going to be a shortage of trained Facilitators; thought is being given to ways of addressing this shortfall.

Two charges have already submitted their completed MAPs, having been engaged in the iterative process for several years prior to the Launch at Pentecost. St Augustine's Dumbarton signed its MAP on Sunday 15th January (as pictured below) and St Aidan's Clarkston on 13th February. These are available for reading on the Growth Strategy web site, but in summary the first named charge selected '*Prayer and spirituality*', '*Learning and discipleship*' and '*Numerical growth, welcome and integration*' as their chosen strands, and the latter '*Prayer and spirituality*' and '*Learning and discipleship*'. Both congregations have begun to work through the practical steps they laid out for the attainment of their stated goals with great commitment, energy and excitement.



St Augustine's Dumbarton MAP signing on January 15th 2012

15 MAP Facilitators, those who work alongside congregations as they discern their future plans for mission, gathered for a training day in Holy Trinity Ayr on Saturday April 29th attended by Bishop Gregor. The programme of review and forward planning was as follows:

Mission Action Plan Facilitators' Training Day 2012
Holy Trinity Ayr, Fullarton Street KA7 1UB
Saturday April 28th 10.30 – 16.00

- 10.30 Welcome and worship
- 10.40 **Session 1 Sharing stories**
What has been lovely and life-giving?
What has been difficult and disappointing?
What needs checking and changing?
- 11.30 Coffee stop
- 11.45 **Session 2 Tools and techniques**
Using the Community Audit tool
Offering the Diocesan Workbooks
Recommending other resources
- 12.45 Sandwich Lunch
- 13.45 **Session 3 Questions and queries**
- 14.15 Leg stretch
- 14.25 **Session 4 Route revisited**
- 15.15 Gathering the threads**
- 15.30 Closing Eucharist**



Much that was positive emerged in their sharing; in answer to the question 'What had been lovely and life-giving?', the following responses were listed:

*the enthusiasm of congregations;
telling their stories was very affirming for them;
moments of revelation;
it was joyful and fun;
to see people discovering that 'we have more abilities than we thought'
noticed a loosening up of the congregation over time;
high take-up across diocese;*

*the good relationship between Incumbent-Facilitator;
the fact that as Facilitators we are not expected to 'have all the answers';
vision statements were arrived at easily;
variety of ways of approach good – the process is not a straitjacket;
people seeing hope and being motivated;
sense of momentum.*

Several issues emerged from this event, chief among these being the need to invest time, effort and money in ensuring good communication of the stories and practice. It was agreed that

- (i) once completed and signed by the Bishop, MAPs should be seen as 'public documents' and posted on the Growth Strategy web site.
- (ii) a dedicated Word Press web site would be set up to facilitate the exchange of MAP information. Carol Lovett, one of the Facilitators, will be in charge of this, posting stories, documents and pictures relating to MAP work
- (iii) Facilitators should submit articles to DNS News so as to keep the MAP news stream alive through that channel too

The other area which was worked on at the event was that of finance. A draft form for applications to the Regional Growth Funds was circulated (see web site) and a process agreed for submission and scrutiny of these bids. The Dean subsequently wrote to Regional Council Convenors with these words:

As charges complete their Mission Action Planning they may request funding from the Diocese to help initiate or complete a particular item of work. The form, signed by the Rector and Vestry Secretary, will be completed and sent to Regional Secretaries, so I hope you will familiarise your colleague with this form and the process.

At a Regional Council meeting, the Application Form can be discussed, and if the proposal is agreed by the Regional Council, the form is signed by the Regional Convener and sent to the Diocesan Office. Before any payment is released for the work, the Bishop and Development Team Conveners will also have the opportunity to review the form. The Bishop and Development Team Conveners will meet shortly after the Regional meetings. In due course, I hope that the Diocesan Secretary will be able to produce the usual time line calendar indicating the schedule for your meetings in tandem with Diocesan Council.

2. Structures and systems

While the activity was mounting at *congregational* level, much work was also being done on *diocesan* governance. First and foremost, attention was being given to the task of aligning the former Action Groups to the six strands of the strategic intention for growth. The Bishop drew up draft remits for these new Development Teams and these were agreed at the second of two specially called Bishop's Staff Group Away-Days in November and December 2011. These remits were kept simple and uniform, each having a 'responding' and an 'initiating' element, the latter being understood as the setting of basic goals.

Description of strand

Membership of Group

Responding

- to respond to requests for help and support from charges whose MAP priority falls in the area covered by this strand.

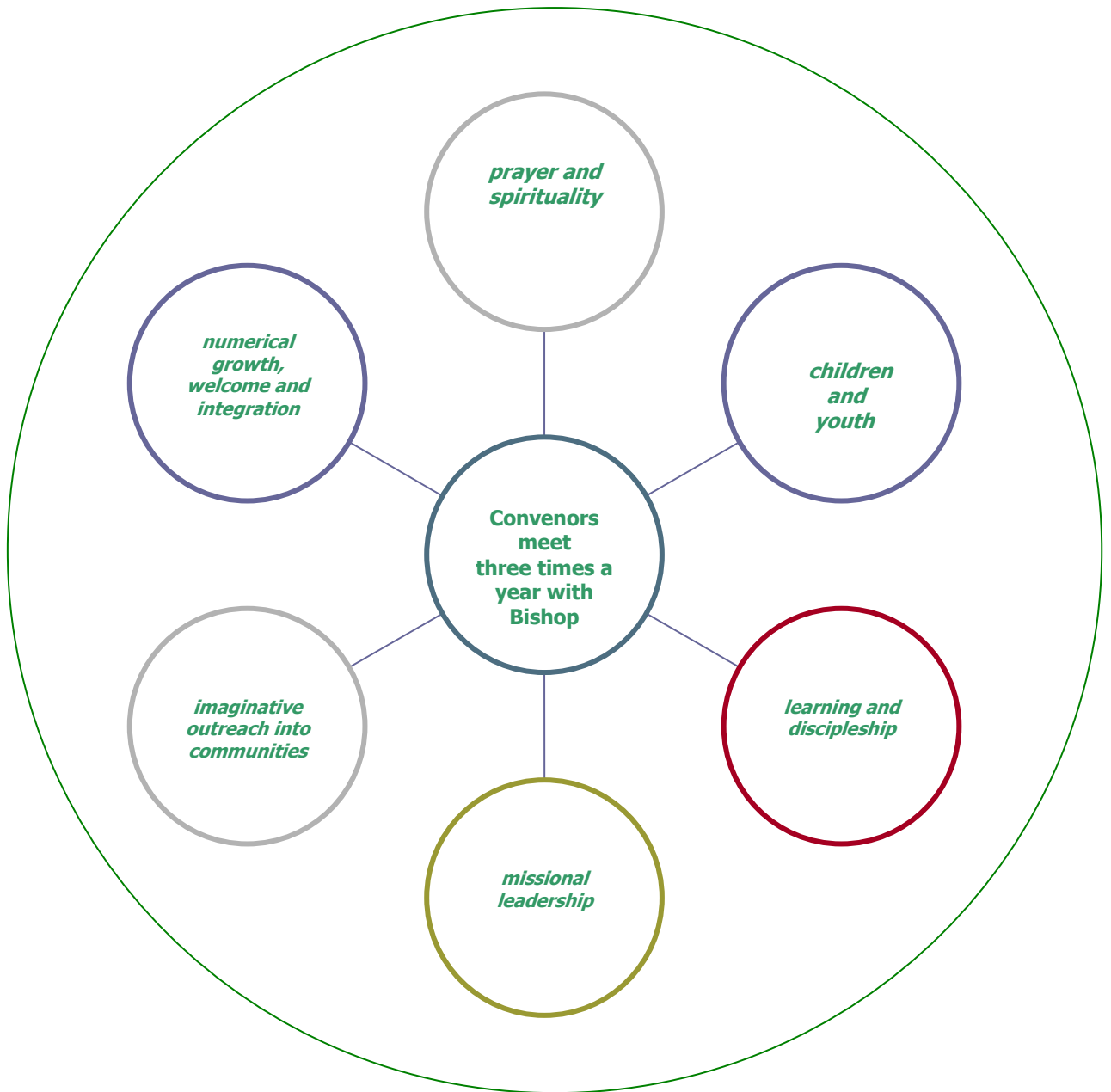
Initiating

- to identify and/or to prepare suitable study and working materials on worship, prayer and spirituality to be made available to charges both online and in print.
- to have members trained and ready to help deliver such materials in charges, groups of charges or regions where needed, or to support clergy and charge members in doing so.
- to organize annually at least one Diocesan and one Regional event in the areas covered by this strand.

These remits were then taken to a meeting of the Convenors of the existing Action Groups and the Bishop on January 19th 2012, and were largely agreed - with the added detail that the areas of 'Liturgy and Worship', being seen as of relevance to all six strands, might be allowed to remain as the responsibility of a separate group rather than being subsumed within 'Prayer and Spirituality'. The resulting accord was depicted diagrammatically (see over) and ratified at Diocesan Council on January 21st.

The Development Teams then set to work (very rapidly) to produce their first fruits, workshops to be held during Diocesan Synod at which they would display their wares, describe their remit and develop the diocese's understanding of their potential and practice. Such workshops were indeed offered on March 5th and were well received.

The Teams have since met to respond to their new remits and some have even begun work on producing resource material which can be used by charges as they work through the MAP process and on the resultant goals. A Community Audit workbook has been prepared by the Development Team for Imaginative Outreach and a workbook on 'missional leadership' is currently being produced by the eponymous Team. The Worship and Liturgy Group had produced a delightful set of MAP 'Prayers of the People' for use in public worship, and also a short prayer for mission both of which have been added to the MAP resources.



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TRELLISWORK

A further instance of the kind of systemic work described above is that occurring at Regional Council level. On February 24th a meeting between the Council Convenors and the Bishop looked at the new responsibilities that would fall to these officials as a consequence of the embedding of the strategic intention for growth in the diocesan DNA. One of the crucial outcomes of this meeting was an agreement that MAP planning feature on the agenda of *every* Regional Council meeting (even if one meeting per annum were to be given over specifically to discussion about the disbursement of funds). It is hoped that by this means the agendas of Regional Council meetings might become increasingly shaped by missional purpose.

St Mary's Cathedral, in her role as the Mother Church of the diocese, likewise promoted the strategic intention during the spring by means of three Regional Pilgrimages. Contingents of people from the northern, central and southern areas of the diocese travelled to Glasgow on successive Saturdays to worship in the Cathedral, learn more about her history and engage in an activity related to one of the strands of the strategy. These days attracted large crowds and were a huge success on a number of levels.

Those key strengths of the Pilgrimage Days – a sense of 'belonging to a whole which has spiritual direction and purpose' and of having the chance to meet and mingle with others from across the diocese - were also developed and deepened by the method in which Diocesan Synod was conducted in March. Participants were assigned numbers at random upon arrival and allocated thereby to table groups of six people with whom they then sat, worshipped and debated throughout the proceedings. Again, a huge success and a sign of the diocese's new way of being and working.

In a section in his book *Hope for the Church* entitled 'Growing a healthy diocese', Bob Jackson writes

a diocese is far more than just an administrative body needed to keep the parish system ticking over. It can hold the key to the future of the Church of England (sic) in its locality. By being proactive, by joining up its policies around a coherent aim, by giving strategic impetus to every local church, by all the ways in which it can itself model the marks of the healthy community of faith and help to multiply new and healthy expressions of local church life, the diocese can ensure that the Church grows rather than declines in the twenty-first century.¹

The kinds of activities and practices described above are indication of how far the Diocese of Glasgow and Galloway has moved of late into 'growing healthily'.

3. Evaluation and critique

The Dean and the Ministry Development Officer conducted a detailed evaluation of the strategic intention for growth during April 2012 using the following ten categories: *outcomes, impacts, delivery, policy, planning, management, partnership, resources, leadership and direction*. This showed up very clearly the principle areas upon which further thought, energy and personnel need to be directed (as overleaf). There is indeed more work to be done ...to be described in a further chapter of the unfolding saga.

¹ Bob Jackson *Hope for the Church. Contemporary strategies for growth* CHP (20002) 181

Capacity for improvement

Overall judgement based on all ten key areas

Outcomes: Embedding "strategic intention for growth" requires more Facilitators and more charges to engage. A good beginning **but requires more "relational" encounters to move from programme thinking to "the way it is"; i.e. our intention is to grow by sharing narrative and activity across all communities of learning.**

Impacts: On clergy, authorised lay ministry, diocesan staff, structures and governance. Need to exercise all communication channels **and requires further work to connect "demand -side" of the mission economy so that charges will engage with local communities and grow. Moving away from "supply-side" – our way is the only way.**

Delivery: Through strands, Development Teams and MAP – desire to **increase knowledge, content and communication of mission and growth**, especially missional leadership.

Policy: Beginning to challenge the status quo, **but requiring direction and support of clergy to think "out of the box regionally" and plan for the future.**

Planning: Resisting crisis management **but need to incorporate new and key diocesan people in strategy.**

Management: Has initially focussed on clergy development and review **but will require development of charges.**

Partnership: Good working across Diocesan structures – **but need to develop approach across charges.**

Resources Weaknesses around IT communication and regional finance.

Leadership: Good initial leadership, **but a need to broaden this so as to encourage ownership of intention and share workload.**

Direction: Still positive and moving forward, **but will increasingly make clear the reality of the situation in individual charges, and demand capacity for improvement in missional focus (MAP)** after honest appraisal across the Diocese.

May 2012

Chapter 4

Over the summer 2012, as many more congregations came on board the MAP-ping process and the trickle of finished MAPs became an ever-growing stream, plans were made for a gathering-up and celebration of some of these signs of growth. The Feast of Michaelmas was chosen as the most appropriate date, a chance, as the Bishop put it in his invitation to all charges – to gather ‘with the whole company of heaven’.

The Gathering
a Michaelmas Liturgy
in celebration of God’s grace and our growth
Diocese of Glasgow and Galloway

I want to offer you the warmest encouragement to come along to The Gathering on 29th September when in a day of worship and liturgy we will offer to God the growing life of our Diocese in mission and ministry and seek God’s blessing on our continuing growing together in Glasgow and Galloway. It is good to be gathering at Michaelmas time with angels and archangels and the whole company of heaven — our gathering is part of a bigger one! + Gregor

Saturday September 29th 2012, 11.00 – 15.30
in St Silas, 69 Park Road Glasgow G4 9JD

Every congregation in the diocese is encouraged to send 3 representatives of all ages to this important celebration of our life together. However there is room for 100 more people over and above this number, so please publicise this event widely and return the form below to the Diocesan Centre by September 1st. Lunch will be catered for and a crèche/childcare provided, so we do need definite numbers and indications of dietary requirements and crèche/child care requirements. St Silas is wheelchair accessible.

The organising committee decided that the day should not be seen as a competitive event, discouraging those who had not yet embarked on the MAP route - not ‘a succession of success stories’ - but a diocesan celebration of the *‘people we are, liturgically, symbolically; a chance for people to taste and experience what the Church can be like; a gala day which is all about relations not process; a celebration of the gathered community at prayer and its vocation to the world’.*

As the conversation developed, it became clear that the day ought to take the form of an extended Eucharist – ‘an extravagant and radical symbolic expression of our identity as Eucharistic people with everything being done to the utmost, modelling what we are best at’. Moreover it was felt that this Eucharist should give expression to the breadth of ages and worship styles prevalent in the diocese, with every aspect of the Liturgy – music, intercessions, the ordering of the seating and so on – being carried out with the fullest integrity.

Woven into the Liturgy would be workshops organised by the Development Teams, each one aiming to enable people to experience ways in which they could live out the strands of the strategic intention for growth: a speaker from Bethany's *Passing the Baton* project outlining how congregations could make imaginative connections with a social care agency in their locality; a training session on Godly Play; new ways of praying, singing and studying scripture; and a workshop on baking bread, that most potent symbol of hospitality and belonging. And all this to be supplemented by a PowerPoint montage of photographs showing further ways in which congregations were trying to take 'small steps, medium steps, large steps' along their chosen MAP routes.

Bit by bit, with a great deal of collaborative working, the plans began to take shape, and were advertised as follows in *DNS News*:

Eighteen months on from the launch of the Diocese's strategic intention for growth is a good point at which to take stock and celebrate the spirituality that is at the heart of, and sustains, that growth. So on the Feast of St Michael and All Angels there is to be a glorious 'Gathering' of the Diocese in St Silas, Glasgow, attended by representatives from every congregation.

And what a party it will be! The day will take the form of an extended Eucharist giving extravagant, colourful and all-age expression to our life as a diocese: to our relationships with one another and with the communities in which our churches are set. It'll be a chance to meet and share food with people from other congregations and Regions, to learn and sing wonderful music, to give artistic expression to what makes us tick as a diocese; in other words, to worship God with heart, soul, strength and mind - and to the very best of our ability.

Bishop Gregor will preside and preach, and after his sermon, participants will break into groups to reflect on the Gospel through a variety of means: through workshops on community outreach, children's ministry, Bible study and prayer. The MU will lead our intercessions, epitomising that outward-facing stance that should characterise all our missional ministries.

Every congregation has been encouraged to send at least 3 representatives of all ages to this celebration of our life together. Lunch will be catered for and a crèche /childcare provided. St Silas is wheelchair accessible, and within walking distance of Kelvinbridge Underground Station.

Not all the diocese can, of course, be present - but all will be involved. As part of the activities, hosts will be baked and then taken back to every charge for use as the Eucharistic Bread at the next day's celebrations.

The Collect for the Feast of St Michael and All Angels praises God for 'constituting in a wonderful order the ministries of angels and mortals'; it is a day for recommitment to lives of continual service and praise. So let us gather on September 29th and celebrate our life together and our vocation to the world - with great gusto.

On the day itself, 180 people of all ages and from all parts of the diocese attended – only 17 charges were not represented - and participated fully in the day's events with joy and commitment - as the feedback gathered below indicates. It was, in short, a glorious sign of diocesan vitality and hope: a celebration of many gifts freely offered, of diversity held in unity, of all ages having fun together, of signs of growth, of outward-looking vision, of God's grace and generosity. The baking of the bread (and its subsequent sharing across the diocese the next day) was an immensely powerful sign, indicative of the deep sense of diversity-in-unity that the day represented.

I really liked the entire day. I loved helping set up by blowing up balloons and it was exciting watching everyone arrive. I thought the incense created a good effect, but it didn't smell very nice. It was good fun making the bread and it was tasty. My favourite part was when we got to do arts and crafts. We created trees with deep roots and growing branches, which we decorated with little diamond jewels and flowers. The food was very nice too, especially the fruit platter! It was very colourful and yummy. I hope we can do something like this again.

Arianna Darlow aged 10

The Gathering' was certainly a day of fun and enjoyment! Surrounded by Episcopalian friends, with the day centred around the Sacrament, it was worship and fellowship at its best. In a relaxed frame of mind the workshops gently gave us food for thought as well as food for the Eucharist and the liturgy itself was beautifully written and presented. I personally liked the presentation of the confession and the use of a variety of instruments by the band. All in all a most successful endeavour.

Rev Liz O'Ryan

It was great fun! The band was extremely good and the lunch was very yummy! I ate some of the left over chapattis and they were lovely!

Ruth O'Ryan aged 12

The Gathering was a revelation to those of us who don't normally see children and young people in church – such hopeful thoughts of the future seeing them having fun and contributing to the excitement of the day. This was a glimpse of growth to come as so many people explored/enjoyed the welcome given by the people of St Silas and its wonderful building. There was definitely a buzz of expectation, both of the day (really imaginative and different) and of the realisation that we in the diocese are really all in this together. That together we will make a difference, and we will be authors of our own future success.

Gill Reynolds

Six from our two churches attended this event, which was original, full of the unexpected, a bit chaotic and very inspiring. By its diversity and inclusiveness it challenged our assumptions, expectations and underlying complacency with regard to the liturgy and our role as Christians. Most parts of the Diocese of Glasgow and Galloway were represented. It was a gathering of clergy and laity, which included clergy in all states of dress from full rig to very informal. Some quite young children took key roles in the proceedings. Someone said afterwards that in the celebration of the Eucharist there was a fine mix of the Evangelical wing of the Episcopal Church (the very competent 'Praise Band' which led all the singing, for example) and High Church (with full-on incense) different members of the same family.

Sandra Walsh and Tom Jones

One other splendid part of the day was the launch of the new MAP web site to be found at <http://map.glasgow.anglican.org/home/>. The fruit of much hard work by one of the MAP Facilitators, Carol Lovett, this is 'a site of links taking the viewer to pages for News and Events, Mission Action Plans that have already been signed, photos of those events where available, photos of the launch services, all the resources available for Facilitators and congregations and any photos of MAP-ping in progress that are available'. In other words, it draws together all the available materials about the diocesan strategic intention for growth – and in particular those relating to MAP-ping - into one place for easy accessibility. Accordingly a selection of photographs of *The Gathering* can be found at <http://map.glasgow.anglican.org/the-gathering-photographs/> and a copy of the Bishop's homily therein at <http://map.glasgow.anglican.org/wp-content/uploads/2012/10/Bishop-Gregors-Homily-Michaelmas-Day-2012.pdf> November 2012

Chapter 4

As the first anniversary of the earliest MAPs to be signed drew ever nearer, it was clear that a robust system needed to be in place for both 'review' and 'renewal' of each charge's documents and plans. Scouring of experience in other provinces revealed that there was, alas, little published material available on this topic, and that it was therefore incumbent on the diocese to create its own methodology.

The first task was to plan a format for the 'review meeting', which is the congregational gathering that takes place with the Bishop or Dean one year on from the signing of the MAP; this takes place annually four times, and thereafter the process begins again from scratch. The aim of this meeting is to help people appreciate and build upon the God-given growth signs of the previous year, and to discern new challenges and avenues, either within the same strands or new ones. Thus the process needs to help congregations discern what has changed – in what they have achieved, in their own make-up, in the needs of the surrounding community – and also to contain some future 'stretch' so that people do not settle into complacency.

It was judged best that this Review should occur with as many members of the congregation as possible in attendance, and also be as celebratory as possible, ideally set within the context of a Eucharist and with the sharing of refreshments; the purpose of the gathering is, after all, to rejoice over the signs of growth that have emerged over the past year. It is an opportunity for congregations to reflect with their Bishop/Dean on what has been fruitful and why, as well as on what has not developed as was hoped, thus helping to shape the next stage of the journey: 'where is God at work now?'; 'what is God calling the congregation to do now?'; 'what new gifts have appeared in the community?'

The Review meeting ought to be led by the Bishop/Dean, and without the MAP Facilitator being present. However a good record of what is discussed at the congregational gathering is required for the next stage of the process ('renewal'), which *is* led by the Facilitator, so someone needs to be appointed beforehand to act as scribe at the Review and note down the issues raised. These notes are then handed to the MAP Facilitator plus any other documentation of progress that has been collated beforehand. The process as a whole is summarised here:

So what happens next?

At the **Review** meeting, the Bishop/Dean will work through the questions listed below; a variety of people – perhaps initially those whose names/initials were included on the form at Stage 3, but not exclusively those people - should be ready to respond. The process of listening and responding ought to take around 90 minutes; you may wish to show photographs or bring other documentary evidence to bear, or even interview people. Be as creative as you like.

- ❖ **Looking at the goals you set yourself, which avenues of work have proved most fruitful and why?**
- ❖ **How might growth in these areas be further effected?**
- ❖ **Which areas have not developed as had been hoped? Why?**
- ❖ **What have you learned as you progressed: about yourselves? the local community? God? What surprised you?**
- ❖ **What did it cost you in terms of money and other resources: time, energy, people?**
- ❖ **What support and resources did you discover along the way to help you?**
- ❖ **What support and resources did you lack? What/who else might have been helpful?**

The Bishop/Dean will draw the listening exercise to a close with some reflections on what they have heard, and the meeting should conclude with prayer. The scribe then puts the notes from the meeting into an intelligible form and sends them to the MAP Facilitator in advance of the renewal of the MAP meeting.

This '**renewal**' meeting will be led by the MAP Facilitator and should only include the MAP Working Party as in Year 1. Unlike Year 1, there will generally only be one meeting – or at most two - to do this work of renewing the MAP. The process is almost identical to the first year's process except that Stage 1 will ask questions about the immediate context (rather than the history) and may not involve such a thorough community audit as previously - unless there have been significant changes in the area or the outcome of the first year's MAP was that the congregation had discovered that they did not know the surrounding community as well as they thought. The Facilitator will be responsible for gauging whether it is necessary to slow the process down at stage 1 and have two meetings - or whether to proceed in completing the MAP in one go. However it is important to keep as open a mind as in the previous year/s about what God is saying to the charge and to help those assembled to be as thorough in their consideration of all the aspects of the strategic intention for growth (strands) and their possibilities before moving on to choose particular strands and goals.

One further extra aspect is a reconsideration of the resourcing of the next MAP; the realisation that mission needs an intentional investment of personnel and money. Congregations as a whole, not just their Trustees, need to be helped to put the resourcing of mission – financial and otherwise - centre stage in their corporate life. We have thus added a section addressing this issue in Stage 1; 'Reflect upon the resourcing of the first year's MAP and what that means for the second'.

St Augustine's Dumbarton was the first charge to be reviewed, on February 6th 2013; here is their account of the event.

It was a dark and chilly Wednesday evening in early February when about forty members of St Augustine's congregation joined with Bishop Gregor for a service of thanksgiving, followed by celebratory 'eats and drinks' and consultation in the hall. This was a birthday celebration like no other that had been held in the Diocese. It was St Augustine's taking the opportunity to recognize its achievements in its own inimitable way – through food: the food of the soul in the Eucharistic and of the body in a feast

Planning had been difficult. What should we do to fulfil our commitment to recognizing the end of the first year in the life of our Mission Action Plan? No one had done it before and only a week beforehand we found out the rules: we had to have a service, Bishop Gregor would be attending, he needed the opportunity to discuss the plan with as many members of the congregation as possible.

The MAP group got into action: our kitchen team were brought on board; photos of some of the activities associated with the MAP were put up in the church on the previous Sunday, to jog memories and stimulate discussion amongst the congregation; Kenny planned the service; various members of the group prepared short presentations.



It all came together and Bishop Gregor commented afterwards that he thanked God for what he had heard and that he was amongst a congregation that seeks to be engaged with one another and with the community.



We began in the candle-lit church, in a meditative way, with a reflective Eucharistic celebration with most of the first part including short presentations from four of the MAP group, talking about how specific strands of the action plan had been achieved. These were interspersed with Taize chants which allowed the congregation time to consider what they had heard. Included in our offerings to the Lord we presented the scripts of the presentations and photographs of the past year's activities.

And then it was through to the hall for food for the flesh and time to talk together with Bishop Gregor about the first year's journey using the MAP. Fr Kenny began the consultation by commenting that the event would be a first for this congregation. Bishop Gregor replied that it was a first for him too. And for the first time, the Bishop said, he had taken notes through a liturgy and he went on to summarize what he had heard from the presentations.

From the reports received during the service and looking at the photographs displayed in the church, he acknowledged that our goals concerned with community, need for 'in-reach', hall users, sharing of resources with other churches, owning the MAP had all been successfully addressed. But what about the actions that he was not aware had been done? Members of the congregation were able to provide information about other MAP activities they are involved in.

Bishop Gregor then asked a series of questions:

- 1. Which goals were the most beneficial and why?**
- 2. How more can be done?**
- 3. What have we failed to do, what setbacks have there been?**
- 4. What have we learned about ourselves?**
- 5. What is the relationship between the MAP group and the Vestry and what has been the cost?**

In his concluding remarks Bishop Gregor said that we should take the MAP seriously and plan to build on it during the coming year, changing some things, building on others. The action plan is a tool to identify priorities for individual congregational development and these will gradually become part of its normal life.

It's about being intentional: this is what we can do, this is how we can grow. The Rector's and Bishop's jobs are to hold people together in diversity with the intent of growth and a measure of coherence. Bishop Gregor encouraged us to mark and celebrate what we have achieved, to continue, remain focussed and address difficult issues.



We finished by holding hands in a large circle and saying the Grace together. We are in this together, and together we go out to love and serve the Lord, wherever He is to be found.

Since then, a further five charges have undergone their first year's Review – St Columba, Largs, St Oswald, Maybole and the three charges of the North Ayrshire Team; each has organised the event differently but equally imaginatively. A timetable has been set up which folds these ongoing annual Reviews into the calendars of both Bishop and Dean, and a mechanism created to ensure that dates are picked up as soon as MAPs have been completed. With 43 charges now embarked upon the process, such a high level of administrative organisation is very necessary.

Such a high level of take-up has also meant that further Facilitators have had to be sought and trained; one such training took place in August 2012 and a further one is planned to take place in Galloway over the summer of 2013. Publicity material has also been updated to reflect the current state of play and also several changes in the regional representation, with a new tri-fold flyer being produced.

In other ways too, the strategic intention for growth has been gradually folded into the ongoing life of the diocese. The Development Team for Imaginative Outreach was heavily involved in the planning of Diocesan Synod 2013, which took as its theme the growing call to work in partnership with local caritative agencies. As the Bishop said in his Charge,

I've been asked to "set the scene" for a Synod which is intended not only to do our necessary business but also to help us focus our attention on the communities around us and their needs under the rubric of "imaginative outreach" in our strategic intention for growth. In various ways we will be looking at how Christians can and do respond to the needs of our society, not least in a very bleak time of financial austerity and cuts in public spending and welfare and when the governments of the UK are apparently interested in what bodies like churches can offer in the service and strengthening of communities, either on their own or in partnership with other voluntary and statutory agencies

The Liturgy ends with a command: go in peace to love and serve the Lord. It is important that this is an imperative, not a politely offered option. It suggests that the Liturgy has energized those who have participated in it, just as they have prayed that it should: that we may be kindled with the fire of your love and renewed for the service of your Kingdom. Participation in the Liturgy energizes our baptismal commitment to work for justice and peace, honouring God in all creation. That means living in such ways as to celebrate and commend the goodness and preciousness of human life shared with Christ and the goodness and preciousness of the gifts of creation offered through Christ in our communities, as living signs of the true dignity, integrity and destiny of all people in the loving purposes of God.

Commending this vision and being people rooted in this vision is, I think, the motivating heart of the various kinds of engagement with our society that we have the opportunity to explore during our Synod and whatever it is as individual disciples and church communities we are already engaged upon. To put it very starkly, and in a way very familiar to classical prophets such as Isaiah, we cannot thank God for the goodness and preciousness of our lives alone shared by Christ and for the goodness and preciousness of God's gifts we alone offer through Christ, we cannot be consecrated for this vision for our own well-being alone. We cannot be so consecrated and ignore all that is unconsecrated and unfulfilled around us. The Dismissal, the Sending Out at the end of the Liturgy is, as I've already said, a command, it gives its name to what countless Christians know as the Mass, it is mission in its broadest sense. So, according to the Liturgy itself, this thanksgiving and this consecration are community, society, world-facing, facing into communities, societies, a world, where many lives are not lived and many gifts are not shared as the God we worship and thank and love desires they should be. Facing into communities, societies, a world, where persons made in the image of God and for whose love God gave Christ into the world, are prevented in myriad ways from realizing their true dignity, true integrity and true destiny in Christ. It is there that the call to imaginative outreach is heard and for hearing and acting upon that call the Liturgy in which we participate and making our offering is the energizing heart.

MAP Facilitators, too, have commented upon the way the MAP-ping process is increasingly being seen as 'a natural way of doing mission'. Gathered in Holy Trinity Ayr in April 2013 for their annual training day to share experience and wisdom, help shape the next stage of strategic planning and engage in prayer and fellowship together, they recorded that the process is proving to be 'a useful missional tool'; as one said,

it works to help the charge live its missional life to the best of its ability, in a way that is focussed and framed. It works for the congregation, rather than the congregation working for the process. It is life-giving, not draining; a set of tools that are there to be a help not a hindrance or encumbrance.

Mission Action Plan Facilitators' Training Day 2013
Holy Trinity Ayr, Fullarton Street KA7 1UB
Saturday April 27th 11.00 – 16.00

- 11.00 Welcome and opening worship
- 11.15 *Gathering* Sharing our experience
- 12.00 Coffee stop
- 12.10 *Growing* New developments
- 12.50 Sandwich Lunch
- 13.30 *Grappling* Shaping the future
- 14.15 Leg stretch
- 14.25 *Going* Resources and attitudes needed for the next stage
- 15.30 Closing Eucharist
- 16.00 Depart



The other 'good news' aspects which were noted at this meeting included the following:

- the widespread uptake of MAP-ping
- the creation and maintenance of the MAP web-site, and the growth in communication
- the way Facilitators themselves feel stretched and energised, and have grown in confidence and learning
- the development of new networks and contacts across the diocese
- the way the process energises Regional Councils as they share missional plans amongst their membership
- the way the MAP process has created a shared sense of identity and purpose within and between charges
- the centrality of, and growth in, prayer underpinning it all

And so, predicated upon that prayer and dependant on God's grace, the strategic intention for growth continues to underpin our diocesan life, on into the next chapter.

Chapter 5

The second half of 2013 saw some of the 'late adopters' coming on board, so much so that at the time of writing, nearly every charge in the diocese is involved in MAP-ping or else has been assigned a Facilitator with a view to embarking on the process shortly. This has meant seeking out yet more volunteers to increase the facilitation pool; interestingly, those offering themselves at this juncture have been doing so because of 'good experiences' they have had as members of a congregation already engaged in MAP-ping.

Much of this new enthusiasm stemmed from seeing plans coming to fruition, a vindication of the decision to opt for an *annual*, rather than a more protracted, Review process. Both the Bishop and the Dean, having conducted a dozen end-of-Year 1 Reviews, have been extremely encouraged by such visits. Congregations have clearly been eager to share news of their endeavours, and have appreciated the mixture of affirmation, critique and challenge that the process offers. Here is St Mary's Bridge of Weir reflecting upon theirs:



On 18 August Bishop Gregor presided at our Matronal Festival and conducted our year 1 MAP review. The term 'matronal' was coined for us last year by the Rev Ivan Draper when we signed the MAP, and it's one we intend to continue to use as being highly appropriate for our church.

We had put together a leaflet outlining our MAP aims and other activities during the year, and were ready to answer all manner of difficult questions. In the event, after the celebration of the Eucharist, the Bishop made everything easy and we enjoyed the discussion of the changes made and planned.

One of our aims in August 2012 was to enliven and re-invigorate our liturgy – we did this by introducing new liturgy booklets, re-ordering some of the furniture and thinking harder about the music. We had generous help in this endeavour from Canon James Milne both liturgically and in action. And the result does seem to have been a thought-provoking change in our worship.



The Bishop seemed pleased with all of this, and provided some suggestions as to how we might improve, especially with the music which we had been finding slightly more difficult than some of the other aspects of worship, and our other aim of improving our theological knowledge. This has already gone into our thoughts, and we are looking forward to working out the Year 2 activity with our MAP Facilitator.

After the service, we repaired to Gill's garden for our traditional picnic. Some of us were a bit nervous about the weather, but although we all arrived in the middle of a particularly sharp shower, we did manage to continue as normal and – you'll see from the pictures – lots of good food, wine and conversation followed.

Apart from occasional modifications to the protocols in response to suggestions by the Facilitators - such as the idea of an *entire* congregation signing the MAP document to signify ownership, if numbers permitted, (as pioneered at Holy Name, Cumbernauld) - the MAP-ping process at this stage was left to run by itself, and so staff attention turned instead to the wider ramifications of the diocesan strategic intention. This was helped very greatly by arranging to meet with those operating a similar missional scheme in the Diocese of St Andrews, Dunkeld and Dunblane in December 2013. Both cohorts exchanged a preliminary briefing paper summarising the state of play as regards diocesan missional planning; ours read as follows:

Current context (December 2013)

Since the launch of the diocesan strategic intention for growth at Pentecost 2011, we have been encouraged by the buy-in from the diocese over that time; 43 charges have embarked upon Mission Action Planning and 8 of them have already had their end-of-first-year Review meeting with the Bishop and are now set fair upon their MAP Year 2 process. While there is no sign of substantial numerical growth in any of these charges as yet, nevertheless the process has been well worth doing; the positive early signs are of

- increased understanding of the principle of 'mission as the driver' by clergy and people alike
- greater involvement in the work of mission by a wider range of people (new faces, new confidence)
- heightened appreciation of the context in which charges are set and a concomitant awareness of the need to reach out to the surrounding communities in new and hitherto untried ways
- greater inter-congregational communication within Regions due to a sense of common purpose

The factors that are helping to support the development of a more missional culture across the diocese are:

- a concomitant focus in CMD provision on the art and character of missional leadership
- the wholesale involvement of the experience and talents of our more evangelical congregations within the diocesan mix
- a well-embedded system of Ministerial Development Review which keeps clergy to task but also supports them in their development (accountability and affirmation)
- hard work with vestries-and-clergy-together to ensure that their canonical co-responsibility 'in all matters relating to the spiritual welfare of the congregation and the mission of the whole Church' is understood and lived out
- the reconfiguration of the former Action Groups into 7 Development Teams, each with a focussed educational brief
- the refocusing of agenda - at Regional Council and Diocesan Synod level alike - on 'business-for-the-sake-of-mission' rather than 'business-for-the-sake-of-business'

But we went on to list the challenges to be surmounted ...

1. **creasing capacity:** heightened expectations and increased workload (due to MAP-ping) take their toll of people, especially when the background context is one in which the demands of ever-decaying buildings, the increase in financial contributions to pensions/stipends and the weight of extra-ecclesial compliance are all sapping energies and resources that might otherwise be devoted to outreach activities.
2. **clergy competence:** previous generations were trained for a different world, and find it hard to enable others to assume some of the age-old pastoral role so enabling them to deliver a more entrepreneurial/equipping form of leadership. Need to ensure that the coming generations are so equipped
3. **congregational collaboration:** there is a desire on the part of charges to group together in new ways; to share personnel and resources so as to enable missional activity to flourish; to use money in new ways – e.g. to employ staff other than ‘pastor-teachers’.

We were keen to share these challenges and to listen to, and learn from, the experience of our colleagues in the St Andrews Diocese; keen also to try and thrash out how we might begin to meet some of the congregational requests and expectations that were emerging from MAP-ping, particularly around new forms of ministerial provision or ways of grouping.

At that meeting we also shared the preliminary results of a series of conversations that were taking place across the diocese. Over the autumn, the Bishop, Dean and MDO had set up a series of visits to the Clergy Chapters in order to give participants an opportunity to express their views on the subject of governance and support. The resultant meetings were structured around the following questions.

- *Do you think we need Regions at all?*
- *Why might regional groupings of clergy and laity be helpful in a diocesan missional strategy and in a collegial sense?*
- *If you can see some value in such groupings, how might the current ones be reconfigured differently?*
- *Can regionally-based Clergy Chapters be an effective support network?*
- *If not, what other systems might work better?*
- *As was suggested at the Conference, should the Bishop appoint a lead person in each geographical grouping to have pastoral oversight of clergy?*

Only preliminary findings could be reported when we met in December as one of the Chapters had still to meet and the laity had not yet been consulted, but one aspect could be shared - and indeed was echoed in the experience of our colleagues. It was clear that while there was no appetite for meeting at regional level for quasi-governance reasons, people *were* keen to meet in order to share missional news and good practice across charge boundaries and to work together on common projects inter-congregationally.

Parallel to this, clergy were registering a desire to find some new way in which they could review - and be supported in - their work, and together plan strategically for the future of their geographic/missional area. For some, that was about gathering together for training and discussion, support and review; in other words, an extension of the existing Chapters. For others, it linked in with the idea of having a hub/minister church in each missional area (similar to the 'ministry areas' model of the Church in Wales), thus enabling shared prayer, collegiality, training and support.

Subsequent to this joint diocesan meeting - and in the light of what we had heard and learned from our St Andrews colleagues - we stood stand back and reviewed progress. We saw that the **strengths** of the diocesan strategic intention were as follows:

- A widespread sense of 'grassroots ownership'; feedback indicates that it is not seen as a strategy which has been arbitrarily imposed from on high.
- A growing understanding that this is 'part of who we are as a diocese'; that it is an intention woven into the long-term life of the diocese as a unity/entity, rather than a time-limited programme or an optional and soon-to-be-discontinued scheme.
- The sound theological and spiritual basis on which the work is predicated; the intention's ethos and values are consistent with our ecclesial context, rather than being imported from someone else's world.
- The enthusiasm and willingness to work hard on the part of our cohort of MAP Facilitators.
- The leadership of the Bishop from the very outset of his episcopate, and the way in which that is underscored annually by his direct involvement in the Reviews.
- The annual nature of the Review cycle, enabling 'quick wins' and thus the creation of a springboard of evidence-based hope, achievement and affirmation into subsequent MAP years.

But we also discerned the many new **challenges** ahead: clearly there was a need to

1. **overhaul** quite radically aspects of our existing structures and Constitution
2. **keep ahead** in terms of creative developmental - ecclesiological - thinking
3. **work hard** at breaking down any residual parochial protectiveness about 'success'/numbers/growth' and help charges to build a greater sense of belonging to missional clusters
4. **create** new ways in which enable like-minded practitioners could focus together upon the work/training for/sharing good practice in mission
5. **set up** some form of peer reflection group for clergy.

That meeting, and the subsequent reflection upon it, helped us set out a plan of action for strategic thinking at diocesan level for the coming year.

Also at this diocesan level of operation, changes had been being made to the seven Development Teams; the enlargement of some, operational changes in others. The Convenorship of these Teams as at January 2014 was as follows:

Development Team for Prayer and Spirituality: David Wostenholm

The Development Team for Liturgy and Worship: James Milne

The Development Team for Learning and Discipleship: Gordon Fyfe

Development Team for Missional Leadership: David McCarthy

Development Team for Welcome, Integration and Numerical Growth: Drew Sheridan

Development Team for Imaginative Outreach into Local Communities: Kenny Macaulay

Development Team for Children and Young People: Lorraine Darlow



All the Teams had continued to work very efficiently, hard and creatively in support of congregational requests for guidance and materials as a result of MAP-ping, visiting regional gatherings or individual charges to deliver targeted training, or else publishing workbooks that could be used *in situ* by congregations without external assistance.

The Convenor of the Development Team for Imaginative Outreach into Local Communities, for instance, travelled down to Galloway on several occasions to show charges how to conduct Community Audits (above), while members of the Development Team for Welcome, Integration and Numerical Growth led several well-received training sessions at regional level on how to develop a congregation's practice of welcome.

Two of the Teams also put on significant day conferences in this period; the Development Team for Welcome, Integration and Numerical Growth organised a well-attended day on Saturday 30th August in St George's Tron Church, Glasgow, to hear Michael Harvey lead a seminar on 'Growing your Church', and that Team also assisted the Development Team for Missional Leadership in organising a day at St Margaret's Newlands in January 2014 entitled 'Business as Usual' led by Bishop Graham Cray, Archbishops' Missioner and Leader of the Fresh Expressions Team.

Bishop Gregor personally invited all serving clergy in the diocese, plus active lay leaders such as MAP Facilitators and Development Team Convenors, to this latter gathering, stressing that it was part of a continuum of events allied to the diocesan strategic intention for growth, and urging the recipients of the invitation 'to make attendance a priority in your diary'.



On the day itself - a review of which is offered on the next page - Bishop Graham delivered two stirring talks on discipleship and on Fresh Expressions of Church; these can be accessed at

<http://md.glasgow.anglican.org/2014/02/audio-for-graham-crays-talks/>

Three local stories of missional leadership followed, plus a time of discussion in small groups addressing the questions below:

- *In your own context, share how are you already engaging in the kind of work we have heard about today.*
- *What will you take from today and try out in your local context? How will you do that?*

The Development Team for Missional Leadership followed up the day by sending participants a reading list of helpful materials on the topic of fresh expressions of church, and subsequently by entering into discussion with *Fresh Expressions Scotland* about bringing the Mission-Shaped Ministry course to the diocese. Its convenor, the Revd David McCarthy (right), said:



The conference left us with many questions. This day was planned as part of the ongoing process to help us consider what kind of mission our church has to engage in. Do we remain a chaplaincy to those who like what we offer, or do we allow ourselves to be stretched in ways which attract newcomers? How do we train, equip and mobilise the kind of clergy and lay leaders who can see the opportunities around them, then reach out in love and joy? What steps can we take to help make our churches more outward-looking? Above all, we need to constantly ask ourselves, how are we to obey what Jesus commanded us to do when he said, 'go and make disciples...?'

This kind of thinking was fed into other meetings at diocesan level around that time, particularly the planning group for the 2015 Clergy Conference and that shaping the next Diocesan Gathering to take place on the Eve of Pentecost 2015.

The Order of the Black Sheep, a thriving Anglican church with leanings to heavy metal and populated by folk who 'feel they are judged'... A blokes' church that meets in a pub for discussions around life and Bible ... Fifty mums on an impersonal housing estate who gather for breakfast and Bible storytelling and craft play with their children ... Bishop Graham Cray reeled off inspiring accounts of these and many other imaginative - sometimes improbable - new church 'plantings' when he came to talk in Glasgow about Fresh Expressions of Church.

Bishop Graham, who enjoys the grand title of Archbishops' Missioner and Leader of the Fresh Expressions Team, described a wide range of Fresh Expression (FE) initiatives, many creating congregations of people whose common factor was something other than neighbourhood or a church background.

Bishop Graham warned that attempts to clone what's flourished elsewhere don't work. Every successful FE, he stressed, began with committed discipleship and prayerful discernment of others' needs. Thus the right relationships developed for new beginnings, for example, when a small team of Street Pastors, gently keeping night revellers safe without 'evangelising', earned their trust and respect – as well as those of police and local authorities. Instead of starting a dialogue primarily with words about God, they began with actions that show what God is like. "We want to form a community before we start having acts of worship," Bishop Graham said.

The conference coincided with the release of findings from a study of ten English dioceses by Church Army's research unit. They reveal that Fresh Expressions account for 10% of total church attendance and 15% of church communities. "A key to further growth would seem to be the multiplication of the small," the report suggests. "Get up to about 50 and rather than get involved in all the complexities which come with size plant again." The study also found about 40% of the Fresh Expressions are network-based, rather than neighbourhood-based. Most are all-age with more than 40% of attenders being under 16. Leaders reckoned about a third of participants were 'de-churched' and a quarter had had no church background. Over 75% of FEs were active in encouraging discipleship and not just attendance. Another striking feature was the large number of lay leaders who had not had a previous formal role.

Statistics from Scotland underline the scale of the need; in 2006 more than 26% of over-16s here had never been part of any church. "We really are an alien culture," Bishop Graham pointed out.

The meeting also heard about developments in our own diocese: a girls' club building not just confidence but bonds with the church where it meets; a project integrating spiritual care into general medical practice; a West End church that's the hub for organising and staging a major annual community gala.

Hosted by St Margaret's Newlands, the day was undergirded with contemporary sung worship led by the praise band from St Augustine's Dumbarton.



Back at the grassroots level, work was also being done to support the MAP Facilitators. The seven Regional Representatives continued to ensure that those Facilitators operating in their area were well cared for; the photograph shows those working in the Galloway Region meeting for prayer and discussion, a gathering organised and hosted by Edith Thorp.

And *diocesan* gatherings for ongoing support and training of Facilitators continued – though with a difference. One of the concrete outcomes of the December meeting with colleagues from the Diocese of St Andrews had been an agreement to continue to meet every six months or so to engage in joint thinking, but also to encourage the practitioners on the ground to meet likewise. To this end, a joint meeting of MAP Facilitators from our two dioceses was planned for the summer of 2014, the invitation list subsequently being widened out to representatives from our near-neighbour dioceses of Argyll and Edinburgh. The final session of the day, to be led by Mrs Gill Young as Convenor of the new Mission Action Planning Network – the creation of such new ‘light-touch networks’ across the Province being one of the fruits of the Whole Church Mission and Ministry Policy (WCMMP) - will look at future shared working in this field across the Province.



Mission Action Plan Facilitators’ Training Day

All Saints, Drymen Road Bearsden G61
Saturday June 28th 2014 10.00 – 16.00



JOURNEYING ON TOGETHER

MAP Facilitators from the Dioceses of St Andrews, Dunkeld and Dunblane and Glasgow and Galloway will join together to celebrate and evaluate where they are on their respective MAP journeys, learn from each other’s experiences and plan future moves.

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| 10.00 | Coffee and registration | 12.45 | Sandwich Lunch |
| 10.30 | Welcome and worship | 13.45 | <i>The way forward</i> In diocesan groups |
| 10.45 | <i>Finding our place on the MAP</i> Overview, highlights, challenges | 14.45 | Leg stretch |
| | | 15.00 | <i>The overall view</i> Cross-diocesan plans and future partnerships |
| 11.40 | Coffee stop | | |
| 11.50 | <i>Pausing for breath</i> Reviews reviewed; case studies offered | 15.45 | Closing worship |
| | | 16.00 | Depart |

Chapter 6

Between March and June 2014, MAP business ticked steadily on, it being seen as 'very much part of the diocesan bloodstream'. A few further charges came on stream – the Wigtown cluster, St Ninian's Troon and St Ninian's Prestwick - and at the other end of the spectrum, St Columba Largs experienced its 'Year 2 into Year 3' Review.

Two meetings were held with the laity in the south (Castle Douglas April 29th) and the north (Diocesan Centre June 5th) of the Diocese to continue the discussions started with the clergy (page 27) about the future of Regional Councils. At the time of writing, the final report from these meetings has not been written; what can be reported at this juncture, however, is that the inclusion of MAP reports on the agenda of Regional Council meetings is clearly reinvigorating such gatherings:

'Regional Council meetings used to be a turn-off; now things are much improved and the agenda is better...By sharing MAP news, we learn from each other and pool ideas and good practice...When MAPs are the focus, then there is a reason for meeting and the meetings have a value and purpose. Regions become a forum for sharing best practice and news. MAP-ping is affecting regional life for the better.'

The highlight of this period was the aforesaid meeting of diocesan MAP Facilitators with colleagues from the dioceses of Argyll and the Isles and St Andrews, Dunkeld and Dunblane on Saturday June 28th in All Saints, Bearsden who, through *Building the Vision* and *Casting the Net* respectively, are likewise growing diocesan-wide 'cultures of mission'.

The value of the day lay in the act of meeting. This was not about training as hitherto; as one participant said afterwards, the MAP Facilitators' group is one 'which has come of age and is independent and self-confident'. Rather the value lay in the sharing that took place across regional and diocesan boundaries, the pooling of good practice and the exploration of new ideas.

As a diocese we learned much – the fact that St Andrews MAP Facilitators work in pairs was a practice that caused great excitement – and hopefully we gave something of value in return. The formal sessions included one in which four MAP Facilitators - Val Nellist and Richard Evans from St Andrews, Liz O'Ryan and Gill Reynolds from Glasgow - reflected upon the experience of reviewing a MAP, and another led by Gill Young on the new provincial 'light touch networks' of practitioners, one of which comprises those engaged in mission facilitation.



And then there was the added-value learning which stemmed from the conversations between sessions. Old timers helped new facilitators with their queries and anxieties; e-mail addresses were exchanged and offers of prayer made; arrangements to meet were set up. Natural networking par excellence.

The issues discussed were as follows:

- **the need to continue to ensure good communication** not only of MAP stories across the diocese but also of facilitatory practice and methodology between facilitators. St Andrew's Diocese uses 'Base Camp' as a means of sharing protected documentation, and we have passed this idea on to our Diocesan IT Officer for his consideration.
- **the need to ensure that Facilitators feel supported.** After a long discussion it was agreed that Diocesan Regional reps would continue to keep a watching brief over the Facilitators from their area but that everyone would have the e-mail addresses of their colleagues and should take it upon themselves to ask for prayer and support whenever needed by e-mailing round the group. We also agreed that all the Facilitators should be recommissioned for service by Bishop Gregor at the 2015 Gathering.
- **the role of Facilitators.** There was much discussion regarding the boundaries of the role and the extent of the task. It was clear that while we cannot be overly prescriptive about this - every Facilitator has to use sensitivity and fit in with what works in that particular context (and there may indeed have to be more 'heavy lifting' in the first year until the process is embedded in the charge's psyche) – nevertheless the bottom line is that Facilitators are there to *facilitate* a clearly defined process and the members of the charge are there to own and do the work. The value of having a 'lay lead/contact person' within the MAP group as well as a clergy lead/contact was stressed by many present.
- **the role of Regional Councils as a forum for sharing of MAPs.** As noted above, much was said about the shift in emphasis within Councils from governance to mission. Councils, it was maintained, have come alive when MAP-ping is central on every agenda. It was suggested that some symbolic representation of Regional MAPs could be made at a Regional Council AGM. A 'diocesan missional culture' is also encouraged by Regional reps playing an active part in Regional Councils
- **the need to make sure that 'weaknesses' are addressed** in the Review stage as well as 'opportunities', however expressed linguistically.

We agreed that the following needed to be addressed:

- **finessing** the description of the Missional Leadership strand to make it more comprehensible
- **furnishing** the Diocesan Office staff with a fresh list of Facilitators so that they can send a note of the Bishop's Review date direct to the relevant Facilitator.
- **finding** new Facilitators for the charges facilitated in the past by the MDO, plus new ones for the very few charges that are not yet on board.

And on that note of departure, I hand over the documentation of the history of the diocesan strategic intention for growth to another – and look forward with anticipation to reading the next chapters.