



Strategic Plan 2017-2021

Approved 29 January 2017

Vision

A vibrant Christ-centred community, celebrating diversity and reaching out with joy and compassion

Mission statements, Intended outcomes, Strategies, and Performance Indicators

Mission Statement	Intended outcome: In five years...	Strategies: What are we going to do achieve the intended outcomes?	Performance indicators: How do we know that 1) we have put the strategies into practice, and 2) we have achieved the intended outcomes?
To be open to and embrace Christ's love through prayer and celebration of the liturgy.	A. Celebration of the liturgy reflects the diversity of the parish population.	<ol style="list-style-type: none"> 1. Conduct and evaluate pilots of differing liturgical expressions in key celebrations, e.g. through language, dress and customs, music. 2. Build on and extend these pilots. 	<ul style="list-style-type: none"> • At least three expressions have been piloted and evaluated. • Each year, the number of expressions is increased with a policy in place by 2019.
	B. Sunday as well as weekday liturgy celebrations and services have ongoing increasing participation.	<ol style="list-style-type: none"> 1. Develop and implement a varied music plan for all Sunday masses. 2. Implement ongoing development programmes for all ministers on Sunday as well as weekday liturgies. 3. Evaluate weekday masses and liturgies. 	<ul style="list-style-type: none"> • Current music practices have been reviewed, a plan has been developed, and a music coordinator has been appointed. • Ongoing development programmes for all ministers on Sunday as well as weekday liturgies are in place. • Sunday as well as weekday liturgy celebrations and services have been evaluated and have ongoing increasing numbers of attendance.
	C. Every activity in the parish is carried out in unity with God.	<ol style="list-style-type: none"> 1. Develop and communicate a parish code of practice*, stating the expectation that each activity in the parish has a prayer component. 	<ul style="list-style-type: none"> • The code of practice* has been developed and communicated to the parish. • Every activity in the parish has a prayer component.
To build an inclusive and flourishing parish family	D. All activities, groups and celebrations are vibrant and inclusive of parishioners across the entire parish	<ol style="list-style-type: none"> 1. Create times to eat, talk and be together socially. 2. Develop and communicate a parish code of practice* stating that all groups and activities are open to all parishioners as appropriate. 3. Show appreciation to those who are active in the parish's works, through: 1) an annual recognition ceremony; and 2) inclusion of an expectation to say 'Thank you' in the code of practice*. 	<ul style="list-style-type: none"> • At least 2 social activities are organised per year across the parish. • Significantly more parishioners actively participate in the works of the parish. • Activities, groups and celebrations are representative of the parish community. • A recognition ceremony is organised annually. • The code of practice* has been developed and communicated to the parish. • Meeting minutes reflect adherence to the code of practice.
	E. Every parishioner has the opportunity to have their voice heard and to contribute their gifts to the parish.	<ol style="list-style-type: none"> 1. Hold an open forum for all parishioners to share what is of interest and concern to them in the parish, in addition to existing means of feedback and communication. 2. Review the hubs with a focus on enabling them to create a stronger sense of belonging. 	<ul style="list-style-type: none"> • The open forum is organised twice a year. • The hubs have been reviewed and a plan has been developed and implemented.
	F. Ministries are consistently provided across the parish. G. People serving in ministries are representative of the parish population (including but not necessarily limited to age, cultural diversity, church community).	<ol style="list-style-type: none"> 1. Identify essential ministries, review these, and implement improvements 	<ul style="list-style-type: none"> • Essential ministries have been identified and reviewed, and improvements have been implemented to ensure the ministries are: 1) consistently provided across the parish; and 2) representative of the parish population, (as appropriate to each ministry).
To reach out to the poor and serve the people of Napier	H. An outreach programme is operational and demonstrates evidence of making a difference to the poor and needy people in Napier.	<ol style="list-style-type: none"> 1. Establish a social justice working group to develop an outreach programme, consisting of things the parish can do which complement existing charitable initiatives in Napier. 2. Encourage every parishioner to help make a difference to the poor and needy. 	<ul style="list-style-type: none"> • A social justice working group has been established and an outreach programme has been developed and implemented. • The programme demonstrates evidence of making a difference to the poor and needy people in Napier. • Justice matters are actively communicated within the parish.
	I. The parish contributes actively to moral public discussions in New Zealand.	<ol style="list-style-type: none"> 1. Establish a working group to address public issues with a Catholic viewpoint and, if relevant, make submissions on such issues on behalf of the parish. 	<ul style="list-style-type: none"> • A working group is operational and has provided evidence of having addressed public issues with a Catholic viewpoint and, if relevant, made submissions on such issues on behalf of the parish.

Mission Statement	Intended outcome: In five years...	Strategies: What are we going to do achieve the intended outcomes?	Performance indicators: How do we know that 1) we have put the strategies into practice, and 2) we have achieved the intended outcomes?
To be wise stewards of God's creation	J. Environmental sustainability is a key factor in the parish's decision-making.	1. Develop and communicate a parish code of practice*, stating the expectation that environmental sustainability is a key factor in the parish's decision-making.	<ul style="list-style-type: none"> The code of practice* has been developed and communicated to the parish. Relevant meeting minutes reflect adherence to the code of practice
	K. Environmental sustainability is practised by parishioners as an integral part of their being close to Christ.	1. Develop and implement a plan to encourage action for the environment as part of the faith life of every parishioner 2. The Pastoral Council and the Finance Committee monitor and assist the parish priest with implementing diocesan policies.	<ul style="list-style-type: none"> The environment action plan has been developed and implemented. Increasing numbers of parishioners participate in sustainability events. Diocesan policies are adhered to which is confirmed by regular audits.
	L. The parish sustains good employment practices.		
To nurture and engage families and young people in the Catholic faith	M. The parish has an active youth development team which engages young people and their families in the works of the parish, where possible in collaboration with the range of schools.	1. Initiate a youth development working group, led by the Youth Coordinator, which engages youth and their parents in the works of the parish, and improves the links with the range of (primary to tertiary) schools in the parish. 2. Promote family groups as a way of building Christian community.	<ul style="list-style-type: none"> The youth development team is operational. More young people and their families are registered as parishioners. Family groups are actively communicated within the parish.
To proclaim Christ through active evangelisation.	N. The parish register is up to date, maintained and growing. O. A deliberate welcoming strategy is in place to look after new and returning parishioners for at least the first six months of their joining.	1. Hold a census of current parishioners and develop a process for keeping the register up to date. 2. Continue to hold regular enquiry sessions for those who want to know more about the Catholic Church; 3. Initiate a working group that 1) visits new parishioners, introduces them to active groups in the parish and mentors them through the first 6 months; and 2) builds relationships with and supports parents during and beyond the Baptism preparation programme	<ul style="list-style-type: none"> The parish register is updated annually. Enquiry sessions are held at least twice a year. All new parishioners are visited in and mentored during the first six months, and their further support needs are evaluated at the end of the six months. Support activities for parents beyond baptism are in place. The parish register shows a growing number of parishioners.
	P. People outside the parish are invited to relevant parish activities. Q. A communication strategy is in place to highlight the works of the parish to the world and to advertise public events and activities.	1. Develop and communicate a parish code of practice*, stating that members of the Churches belonging to the covenant and/or the general public are expected be invited to parish activities where appropriate. 2. Develop and implement an internal and external communication strategy for the parish, which includes, but is definitely not limited to, appropriate use of technology. 3. Establish a parish team which runs outreach programmes that seek to promote a better understanding of the person and vision of Jesus; 4. Promote and support the work of the hospital, EIT, and prison chaplaincies.	<ul style="list-style-type: none"> A communications strategy is in place and operational. Evidence of participation of people outside the parish to shared public events. Outreach programmes are in place. Positive feedback from the hospital, EIT and prison chaplaincies.
Underpinning all Mission Statements - Financial sustainability	R. Sustainable income streams cover the day-to-day running of the parish, including maintenance of the assets.	1. Re-energise the Planned Giving programme through improved communication.	<ul style="list-style-type: none"> A weekly collection update is reported in the newsletter. A quarterly update in the newsletter of parish finances.
	S. A fundraising strategy is in place, operational and successful in financing special projects in the parish.	1. Prioritise essential projects on an annual basis. 2. Publicise these projects including justification and estimated cost. 3. Establish a fundraising working group to raise funds for these projects, if necessary, including application for external funding. 4. Encourage parishioners to leave a bequest to the parish	<ul style="list-style-type: none"> The FC includes essential projects in the annual budget process. Identified projects are publicised through the newsletter and through a presentation to parishioners, e.g. at the AGM. A fundraising group is established for specific projects. An annual notice is put in the newsletter to make parishioners aware of the value of a bequest to the parish.
Underpinning all Mission Statements – Faith formation and leadership development	T. The parish has a successful and operational, structured and ongoing faith formation and leadership development programme that is targeted at the specific goal of “living our Mission” and is inclusive of and valued by all parishioners.	1. Establish a Faith formation and Leadership development working group which creates, and maintains a structured, ongoing and regularly evaluated programme, and organises the activities. This includes, but is definitely not limited to: <ul style="list-style-type: none"> Promotion of faith formation seminars, workshops and resources provided by national and diocesan Catholic organisations and offices; Offering opportunities for all parishioners to deepen their prayer life and explore different expressions of Catholic spirituality and vocation; Ensuring that the development needs of all ministers in the parish are met. 2. Develop and communicate a parish code of practice*, stating that participating in development and formation activities is an expected part of ministry.	<ul style="list-style-type: none"> The Faith formation and Leadership development programme is operational and positive feedback is received from participants. Existing parish resources including library and devotional stalls have been reviewed. The code of practice* has been developed and communicated to the parish. Attendance registers demonstrates ministers' participation in development and formation.

*A code of practice is mentioned more than once. The code of practice is a list of expectations to help parishioners live the Mission. Where appropriate the code will be in checklist format. There will be only one code of practice which will include all items as referred to in this plan.