



National Estate Churches Network

STRATEGIC PLAN

2019-2022

Progress reviewed end August 2020

Foreword

The National Estate Churches Network is at an exciting time in its history. The faithful commitment of so many Estate Church members and leaders over some difficult years, with the fabric of our communities coming under increasing pressure, has been recognised by the Church of England's desire that there will be a thriving, growing, loving Christian worshipping community on every significant housing estate in the country. There is new ecumenical energy around this.

Funding from Allchurches Trust and the Church Urban Fund has given us the capacity to be ambitious and to make a difference. We support an increasing number of Estate Church Groups around the country, we hold high quality and popular national and regional conferences, we are able to offer advice and consultancy, as well as supporting ground-breaking initiatives to allow Estate Church members to become leaders in their churches and communities. Our vision is nothing less than to see estates enabled to become fully alive in Christ.

We are extremely grateful to all who have helped in this, especially our members, our many partners, all who serve or have served as Trustees. As NECN's Executive leadership we recognise that there is much to do and we intend to make the most of our opportunity.

We have much to do and intend to make the most of our opportunity. We commend this Strategic Plan to you and invite you to join in with us.



Revd Lynne Cullens
NECN Chair
Rector of the Parish of Stockport and Brinnington



Revd Sara Barron
NECN Vice-Chair



Revd Canon Andy Delmege
NECN Executive Director
Vicar of Brandwood

Essential baggage

Trudging up the icy hill
to visit someone nearing death
I become aware of my poverty,
of the little I bring with me.
Pausing to gather strength,
I blow my fingertips
as if to warm my courage
and kindle my heart.
The reassuring voice:
'You carry nothing
but love
in your bag'

- Andy Delmege

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Introduction

This document forms the Strategic Plan for the National Estate Churches Network (NECN) for the three years between 2020 and 2022. It is a working document and its contents are emergent as NECN's role continues to develop and change following a successful funding application to the All Churches Trust in May 2019.

Our Strategic Plan has been developed following two workshops in March and September 2019 involving the NECN trustees and members of the Church of England's Estates Evangelism Task Group (EETG).

This Strategic Plan is a living document and will continue to be the framework through which we prioritise and plan our activities on an annual basis to deliver our vision. The Strategic Plan sets out the activities and milestones that we will use to allocate available resources and/or look to inform other funding requests. The Strategic Plan will be reviewed and reported against at each Trustee Board and Executive meeting.

This document provides background to the NECN and its links with the EETG as a resource for existing trustees and is also helpful information for new trustees or in linking with partners and stakeholders. The foundation of the planning is the vision, purpose, values and aims of NECN which were consulted upon and agreed in 2018. They will be reviewed regularly of course, but it is not expected that the NECN's vision will change before 2024.

The NECN Executive were mindful of the current capacity of the organisation given that it does not currently have many employees or financial resources. In order to set deliverable targets we have prioritised activities related to the agreed milestones and targets set with Allchurches Trust in the funding application. Our Plan does however, ensure that there is an eye to the future and this document sets out plans for laying the groundwork for other strategic pieces of work.

National Estate Churches Network (NECN) history

We were established as a charity in 2004 supporting people active in Christian ministry on social housing estates in England and Wales; via a network of local groups plus national conferences, estate-specific resources, helpful emails and social media posts, strategic representation and much more. We are ecumenical in nature and actively seek the involvement of people from, and representing, all Christian churches that are members of Churches Together in Britain and Ireland (plus Elim Pentecostal and other independent estate churches).

Our practitioner and supporter members include church and community leaders and workers, clergy, residents and others who live, work and serve God on housing estates across England and Wales. We keep in touch, support and learn from one another because that strengthens our local ministry and allows the voice of the people from estates to be heard at a national level.

Over the past two years our organisation has undergone a significant refresh and renewal encompassing our Board of Trustees, vision and strategic goals.

We organise two national conferences each year, usually in the Midlands and the North of England. These are important opportunities for networking, sharing experiences and learning and for promoting and connecting people with other resources and tools. For the first time in 2019, we are supporting the Greater London group to organise a local conference.

As of early 2019 we supported 12 local groups nationally. These groups have formed and evolved in ways that suit their respective contexts and local structures – each is aimed at supporting Christian ministry on social housing estates. Some are Anglican, others ecumenical; some meet regularly, share and pray, others are based online and provide mutual support and mentoring. When we receive an expression of interest in forming a group where none currently exists, we work with practitioners to define what form of group might fit their needs, hopes and context.

Estates Communities

Since 1979, the role of council (now social) housing has changed. Housing stock has been transferred to social housing not-for-profit organisations and/or sold under Right to Buy legislation to residents who may have subsequently sold their properties to private landlords. Recent social housing has mainly been developed and managed by housing associations in small pockets on new housing developments. In the 2011 census, approximately 18% of the UK population lived in council or social housing homes.

Though evolved from its background of being a provider of housing for ‘the poor’, the social rented sector remains focused on providing housing for people on low incomes. 29% of renters are in poverty before housing costs and, despite sub-market social rents, 43% are living in poverty after housing costs have been paid. Whilst many of those low incomes are benefit related, 7.4 million people in the UK, including 2.6 million children, are in poverty despite being in working households; 55% of those in poverty are in working households.

Along with greatly elevated levels of poverty on social housing estates comes the associated social ills of food and fuel poverty, debt, crime, addiction, gang violence, poor educational attainment, drastically reduced life expectancy and health outcomes and poor aspiration. Thus, at the core of many of our social housing estates, lie communities and people who lack any form of hope. This is the context into which the EETG Strategy speaks. A context which sees many facing the joyless grind of existence rather than the ‘life in all its fullness’ promised by Jesus in John 10.

In his book 'Reimagining Britain - Foundations for Hope' (published March 2018), the Archbishop of Canterbury talks of this picture requiring 'reimagining'. The three values he would see as necessary attributes of this reimagined landscape nationally are;

- a) Community,
- b) Courage and
- c) Stability

We endorse these values within our work; to begin to speak into the bleak picture that we have on our social housing estates we need a vision of

- a) flourishing communities,
- b) renewed community confidence and
- c) a desire to bring stability through a fresh approach to cohesion.

We believe that delivering this vision begins with having a worshipping presence on every area of social housing of a substantial size nationally, the local church as 'glue' as Archbishop Justin terms it, providing a point of community cohesion, support, spiritual succour and above all, hope.

The Opportunity

There is significant opportunity, as over 20% of Church of England parishes (2,500/12,500 parishes) are estates parishes, defined by having 500 or more social housing units within them. Almost 30 million people (over 56% of the population) live in parishes in England that can be identified as estates parishes.

Approximately 50% of estate parishes have no Church of England worship centre on or adjacent to the social housing and many of the existing churches are under resourced, both in terms of stipendiary ministry and effective lay leadership. Local estate church leaders often struggle with the increased pastoral work associated with working in these communities and recruitment and retention of clergy is difficult. Supporting existing local leaders and finding and training new lay and ordained ones will enable the growth of the church and spreading of the Gospel and as a consequence will mobilise community resources and create confidence and momentum to empower people to transform their lives and communities.

Following a debate at General Synod in February 2019 there is an increased focus on the importance of estates evangelism in the Church of England. The Bishop of Burnley, Right Reverend Philip North, who heads the EETG, told the General Synod of the 'transformative' effect for both Church and nation of setting up Christian communities on social housing estates.

In the past, the Church of England (as well as many other denominations) had closed churches and withdrawn clergy from social housing estates in spite of growing hardship experienced by estate residents. Bishop Philip said; "So, here's the vision. It's a very simple one.

To have a loving, serving, worshipping Christian community on every significant social housing estate in the nation.

To plant back in the estates we have abandoned, to better support our presence in the places where we're struggling. If we can do that, the impact on church and nation will be transformative".

An Alliance with the Church of England's Estates Evangelism Task Group

The EETG developed a four-strand strategy that was signed off by the House of Bishops in December 2018 to renew the life of the Church on the nation's urban estates for a ministry of generous service and joyful proclamation. The strategy recognises that churches on urban estates are often fragile or non-existent and seeks to foster flourishing estates ministry on the assumption that as the Church is renewed in the poorest areas of the country, we will develop approaches that will resource the wider church.

The EETG Strategy sets out what an estate parish is and describes the current state of the Church of England's estates ministry as delivered through the established worship centre based model. Work is ongoing to understand how Pioneer and Fresh Expressions ministry not run from traditional buildings and/or work by ecumenical partners is delivering the aim of having a loving, worshipping Christian community.

The four strands of the strategy are:

- a) Championing Estates
- b) Theology and the Public Voice
- c) Leadership
- d) Resources

The EETG's Strategy identified several aspirational targets for estates ministry, as well as the aim to have a vibrant loving worshipping Christian community on every significant estate:

- To close the gap in average weekly attendance in estate parishes (<1%) with the national average (2%)
- To encourage dioceses, partner organisations and others to share resources to support clergy and lay leader estate practitioners
- To encourage dioceses in providing curacies and/or placements in estate contexts
- To plant/re-plant a worshipping community (possibly with ecumenical partners) amid every area of significant social housing, especially in the 30 parishes with more than 2,000 social housing homes where there appears to be no Christian worshipping community located on the estate

As a key partner of the EETG we are significantly contributing to the delivery of actions in the Resource Strand and Leadership Strands of their strategy. This alignment of the EETG's strategy and our established role as an active supporter of grass-roots estate practitioners has been a catalyst for our own strategic plan.

OUR VISION

‘To see estates enabled to become fully alive in Christ’



The development of our Vision has taken time and is certainly something that our trustees connect with and are committed to. The vision holds our deeply held belief and faith in Jesus Christ, and yet it was also important to us to bring the vision to life, to draw out from just these few words the associated values and prayed for outcomes and benefits that this would bring to estate residents and their communities.

OUR PURPOSE

We are a network that exists to support estate churches, their leaders and members. We create a space for all who are passionate about this ministry. We forge partnerships, find good practice and resources, assemble people, so that churches from estates can continue to know joy and freedom and create for themselves positive and sustained transformation.

Our purpose is underpinned by the words contained in the words of the Magnificat:

*My soul magnifies the Lord
And my spirit rejoices in God my Saviour;
Because He has regarded the lowliness of His handmaid;
For behold, henceforth all generations shall call me blessed;
Because He who is mighty has done great things for me,
and holy is His name;
And His mercy is from generation to generation
on those who fear Him.
He has shown might with His arm,
He has scattered the proud in the conceit of their heart.
He has put down the mighty from their thrones,
and has exalted the lowly.
He has filled the hungry with good things,
and the rich He has sent away empty.*

Realising the Benefits

The table below summarises the vision, our underpinning values, beliefs and purpose and the expected outcomes and benefits that will be delivered to estate residents.

<i>Our Vision</i>	<i>Our Contribution</i>	<i>Resulting in</i>	<i>Benefits to Estate residents</i>
Estates Enabled	<ul style="list-style-type: none"> ▪ Empowering people ▪ Fellowship ▪ Ecumenism ▪ Developing estates leadership ▪ Learning together ▪ Bringing resources to estates ▪ Influence at a national churches level 	<p>Transformation of communities and Church life</p> <p>A stronger network of estate churches.</p> <p>Intergenerational approach.</p>	<ul style="list-style-type: none"> ✓ Greater confidence ✓ Positive belief and hope ✓ Stronger relationships across communities and with God ✓ Increased momentum ✓ Sustainability ✓ Better housing
Fully Alive	<ul style="list-style-type: none"> ▪ Bringing the words of God and the teachings of Christ to estates ▪ The Gospel (good news) 	<p>Estates at the heart of churches.</p> <p>Nourished communities; people and place.</p> <p>Sustainable resourcing.</p> <p>Estates and Churches influencing wider policy and social reform.</p>	<ul style="list-style-type: none"> ✓ Change how people see Christ and understand what he means in their context ✓ No longer forsaken, now desirable (Isaiah 62) ✓ Thriving and growing ✓ Authentic ✓ Extraordinary
In Christ	Encouraging and supporting the spiritual journey	<p>A relationship with Christ.</p> <p>A voice for/from and of estates.</p> <p>A movement for justice.</p> <p>Different church structures.</p>	<p>A sense of abundance</p> <p>People growing in faith</p> <p>Heart and identity and beauty</p> <p>Demanding a life in Christ</p>

Our Aims are ALIVE

Our aims can be described using the mnemonic ALIVE picking on the word's use in our Vision, '*To see estates become fully alive in Christ*'.

Accelerate

Lead

Inspire

Venture

Empower

The picture below provides context as to why each word was selected:

ACCELERATE the Church's mission to estates

Working with residents and practitioners to promote and support estate ministry. Partnering with policy makers and organisations so that communities on estates can flourish, bringing God's love and hope to those in need.

LEAD in transformation

Nurturing confident disciples through networking groups, so that leaders can flourish in the places they are called to. Developing lay and ordained ministers through annual conferences. Piloting new models of leadership and ministry so that leaders can embrace their callings for the expansion of the Gospel.

EMPOWER God's people so that his glory be made known

Promoting and making resources available so that God's church is equipped and enabled to reach more followers for Christ.

VENTURE with churches nationwide

Networking with different church denominations to bring generous justice to the poor and marginalised on estates. Taking radical risks, stepping out in faith, discerning signs of God's kingdom on estates.

INSPIRE others to spread the Gospel

Creating space for new initiatives, ways of worship, and discipleship resources to be practiced. Sharing stories that encourage and motivate the advancement of evangelism onto estates.

Achieving Our Goals

Supported by £150k funding from the All Churches Trust in May 2019 we have set the following goals against three categories:

- a) Organisational – enhance the governance and management of NECN
- b) Core business – activities that we already have a reputation for delivering
- c) Forward looking – new activities

Ref.	Organisational Goal	Type of Goal			Target Date
		Organisational	Core Business	Forward Looking	
<i>Accelerate</i>	<i>Accelerate</i>	<i>Accelerate</i>			
A1	Develop our of Board of Trustees and employ staff providing the capacity to increase the number of local NECN supported groups from 12 in 2018 to 25 in 2022 (100% increase)	✓	✓	✓	Q2 2022 <i>IN PROGRESS</i>
A2	Organise and host two national conferences, one in the Midlands and one in the North of England each year		✓		Annually 2020 <i>COMPLETE</i>
A3	Support delivery of actions allocated to NECN in the Leadership and Resource strands of the Church of England's EETG Strategy between September 2019 and September 2021.		✓	✓	Q3 2022 <i>IN PROGRESS</i>
<i>Lead</i>	<i>Lead</i>	<i>Lead</i>			
L1	Revise our Constitution so that it more effectively supports our vision	✓			Q1 2020 <i>COMPLETE</i>
L2	Increase the practioner and supporter membership base network by 10% each year from a Q4 2019 baseline of 500		✓	✓	Q2 2022 <i>IN PROGRESS</i>
L3	Increase the number of organisations partnering with NECN by 33% from a Q4 2019 baseline of 45. At least once per annum contact with each partner organisation representative.		✓	✓	Q2 2022 <i>IN PROGRESS</i>
L4	Influence the Church of England and other denominations' response to estates ministry requirements by the publication of at least one article per year in the Church press			✓	Annually 2020 <i>IN PROGRESS</i>
<i>Inspire</i>	<i>Inspire</i>	<i>Inspire</i>			
I1	Complete the update of the website with resources	✓	✓		Q1 2020 <i>IN PROGRESS</i>

I2	Increase the number of unique visits to the website by 100% from the Q1 2020 baseline		✓		Q2 2022
I3	Increase the number of social media contacts (Facebook page like and Twitter followers) by 100% from a Q4 2019 baseline		✓		Q2 2022
I4	Support local groups with resources and visits at least annually		✓		Annually IN PROGRESS
I5	Produce a newsletter for all practioner/supporter and partnership members at least four times per year	✓	✓	✓	Annually 2020 IN PROGRESS
<u>Venture</u>	<u>Venture</u>	<u>Venture</u>			
V1	Contribute to research and resources to campaign for social justice on our estates			✓	Annually 2020 IN PROGRESS
<u>Empower</u>	<u>Empower</u>	<u>Empower</u>			
E1	Develop a financial strategy (including fundraising) to support strategic plan delivery and organisational financial sustainability beyond 2022	✓	✓		Q1 2020 revised annually BEHIND
E2	Support the development of local group organised conferences like the London one held in October 2019.		✓	✓	Annually in London Additional local from 2021 2020 LONDON
E3	In partnership with CURBS and Unlock develop new resources, specifically related to children and young people		✓		Q4 2020 IN PROGRESS

In order to facilitate the delivery of the goals above, we have created workstreams some of which are 'task and finish in nature', whilst others will continue through the lifespan of this plan/

Workstreams

The table below sets out the proposed workstreams and their remit. At the workshop in September 2019 these were used to prioritise our activities.

Workstream	Outline of Proposed/Possible Remit
Finance and Fund Raising	<ul style="list-style-type: none"> Develop a financial strategy to support NECN being financially sustainable beyond 2022. <ul style="list-style-type: none"> Secure funds to ensure resources available to deliver plans Develop financial model options e.g. membership fee Develop fund raising ideas and take them forward e.g. grant applications Manage the use of the 2019 AllChurches funding including external reporting.

	<ul style="list-style-type: none"> • Prepare the annual accounts and report to the Trustee Board on financial management.
Constitution	<ul style="list-style-type: none"> • A time limited group to review and revise the constitution so it supports our vision, aims and goals, including setting out a schedule of meetings, the roles and responsibilities of trustees • Ensure the revised constitution is understood and adhered to by all trustees • Split the role of chair of the trustee board (Voluntary position) from activities to be delivered by 'employee' roles

Workstream	Outline of Proposed/Possible Remit
Groups	<ul style="list-style-type: none"> • Delivery of the actions allocated to NECN in the Leadership and Resource Strands of the EETG Strategy as set out in the 2019 AllChurches Trust grant application. • Ensure the evaluation as set out in the All Churches Trust grant application is completed to time • Support local groups with resources and visits as requested by them on an annual basis (minimum). Andy Delmege paid role to deliver this
Resources	<ul style="list-style-type: none"> • Organise and host two national conferences annually • Review existing resources and their effectiveness • Identify gaps and develop resources required • Support the development of local conferences
Communications	<ul style="list-style-type: none"> • Secure professional resources (paid/pro bono) • Website management and development and ensure information on it is appropriate and updated • Communicate NECN work and resources via social media (require a social media plan and ensure someone to enact it) • Update and manage website and social media (Twitter and Facebook) on a regular basis (daily, weekly, monthly) to ensure increased social media presence year on year.
Partnerships/Ecumenical Relationships	<ul style="list-style-type: none"> • Develop the member network and partnership network – increase number of members and partners by x% each year from a 2019 baseline over the five years of the strategy.
Children and Young People	<ul style="list-style-type: none"> • In partnership with CURBS and Unlock and other partners develop new resources, specifically related to children and young people
Leadership	<ul style="list-style-type: none"> • Influencing strategic change in the Church of England and other denominations. • Grow the NECN capacity. • Establish a research and consultancy function.

- Engage with the Leadership Strand of the EETG strategy and Andy Delmege and Helen Shannon's Learning Pathways work

Workstream Leadership

Each of the work streams will be chaired by one of the NECN trustees, with membership drawn from the Board of Trustees, employees and voluntary input from the practitioner and support membership and/or partner organisations.

The Workstream chairs will either be a trustee or an employee. The Workstream chair will:

- Provide leadership and be accountable for the work of the workstream delivery group .
- Have responsibility for the workstream delivery group's composition and development.
- Plan and conduct workstream delivery group meetings effectively (i.e. agenda setting, accurate and timely information available, Minutes etc.).
- Secure the appropriately qualified resources to deliver the work of the Workstream.
- Keeping track of the contribution of group members and ensure the Group focus on the key tasks.
- Ensure the achievement of the agreed goals and outcomes aligned to the NECN's vision, values and ALIVE aims.
- Encourage and manage discussion and sharing of ideas and achieve consensus.
- Ensure everyone understands what has been agreed and ensure effective communication between the Group and the Board of Trustees and other groups, through the agreed reporting mechanism and wider dissemination.
- Manage risks and delivery of the expected benefits.

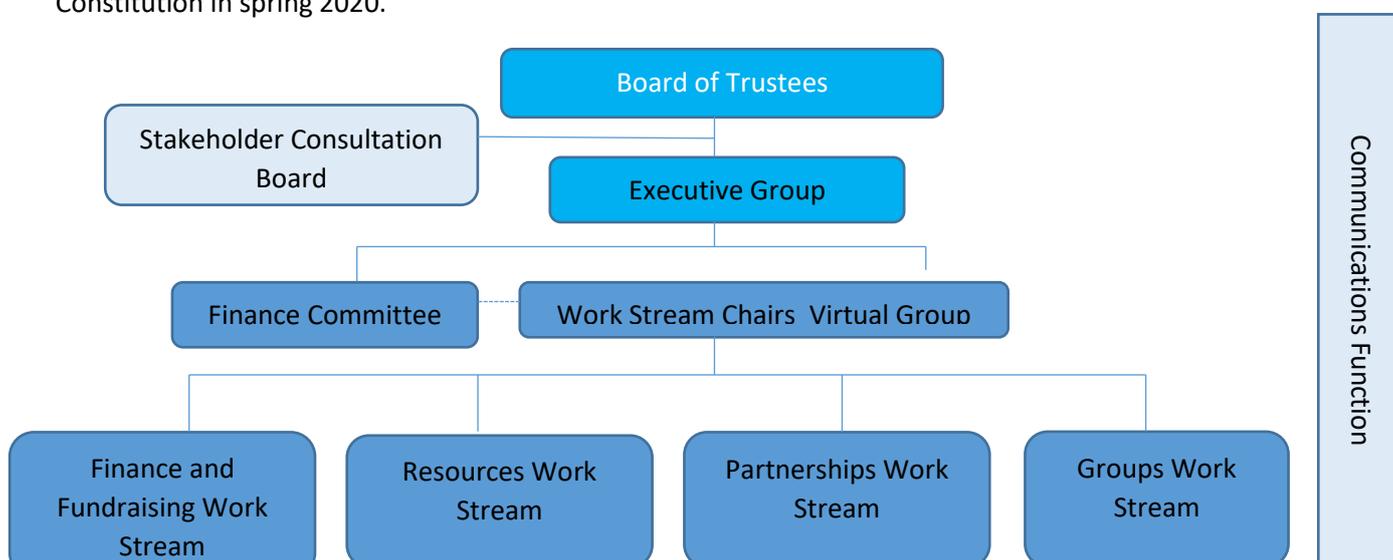
Our Board

Our board of trustees form a strong and highly skilled leadership group. We are all passionate about estates mission and with a huge ambition to impact nationally and locally on ministry to areas of deprivation. We are committed to the NECN’s work knowing that it is bringing something of real benefit to communities and neighbourhoods. The recognition that the organisation is at a turning point is based on these strong foundations and the belief that together, as trustees, we can drive the NECN to achieve more.

As a group we have worked together to construct this strategic plan. It is based on a shared vision and underpinned by common principles and at the heart of it is a belief in an incarnate God, who is present on our estates and who wants the people who live there to have just as much as those who live in more affluent areas. Appendix A contains a current list of trustees and co-opted board members and their biographies.

Our Structure

The following description of our structure and proposed governance arrangements is subject to change dependent on the output of the Constitution Work Stream and the acceptance and adoption of a new Constitution in spring 2020.



Key:

Decision	Consult/Engage	Recommend
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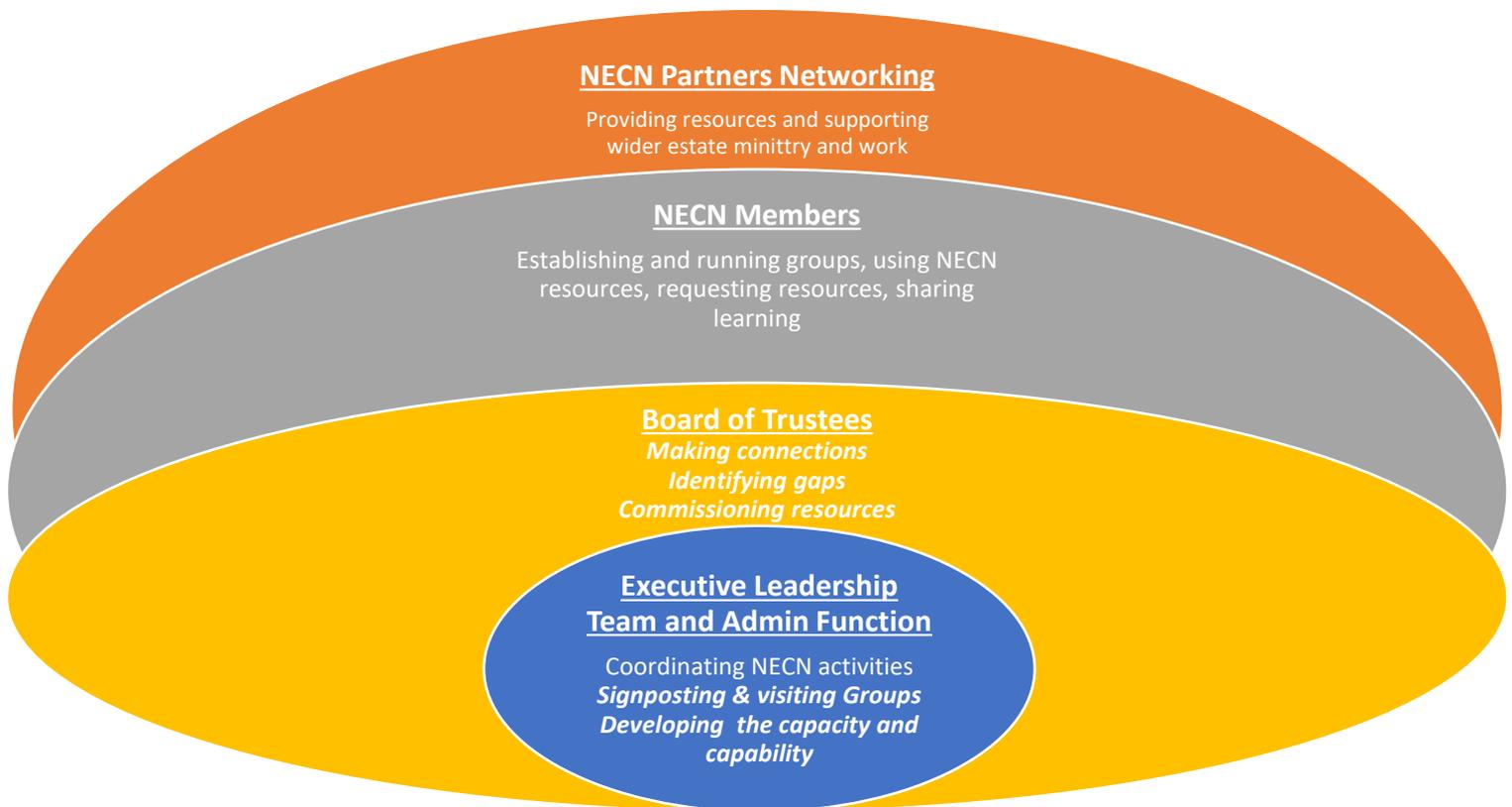
The following table sets out the agreed role and responsibilities of each of the groups as known in September 2019, but all subject to change following the completion of the work of the Constitution Work Stream by Q1 2020:

Group	Chair	Meeting Frequency	Members	Terms of Reference	Reports to...
Board of Trustees	Chair of Trustees Andy Delmege (as at Sept 2019)	4 times per year (including Annual General Meeting)	<ul style="list-style-type: none"> • Board of Trustees 	Legal constitution Sign-off of policies and updates to strategic plan	EETG and AllChurches on Resources and Leadership Strands.
Executive Group	Chair of Trustees Andy Delmege (as at Sept 2019)	Bi-monthly?	<ul style="list-style-type: none"> • Chair • Executive Director • Administrator • Vice Chair • Treasurer • Any other paid employees (As appropriate) 	Day to day management of NECN	Board of Trustees
Finance Committee	Chair of Trustees (or delegated to Chair of Finance/ Fundraising workstream	3 x per year	<ul style="list-style-type: none"> • Chair • Treasurer • Executive Director • Chair of Finance and Fundraising Work Stream 	As above	Board of Trustees
Work Stream Chairs Group	Executive Officer Andy Delmege (as at Sept 2019)	4 x per year	<ul style="list-style-type: none"> • Executive Director • All Chairs of established work streams 	ensure interdependencies between work streams are managed, reports to Board, make recommendations to the Board, own the strategic plan	Board of Trustees
Work streams	Workstream chair	As required	<ul style="list-style-type: none"> • Workstream chair • Workstream members 	See workstream section above	

Our Operating Model

We deliver our objectives through networking, sharing resources, signposting, being a place where people can come for help and advice. Our model is one of capacity building: this will particularly be through the Executive Officer, Administrator and Trustees, but also in identifying other estate church leaders (particularly those who coordinate local groups). We will develop this model further to harness the emerging energy and expertise from practioner and supporter members.

Our Operating Model requires not only subject matter expertise, but also significant leadership to drive forward our strategic plan and supporting the Executive Leadership in leading the way on the development of our capacity and capability and the bank of resources to extend the reach and depth of information and encouraging access to them.



Delivering the Vision – Our Plans – December 2019

This section details the workstreams plans as of **December 2019**. The format sets out the main activity, it's link to delivery of the Vision, the timescale and the person responsible for making it happen, including securing the resources required.

Workstream: *Finance and Fundraising*

Chair: Emma Ash (Interim), John Raffety (from March 2020)

Members: John Raffety, Nigel Poole, Andy Delmege, Sam Ward

Strategy for Achievement	Outcome for delivery of the Vision	Date of Completion	Responsible Person	Resources Required	Status and Date As of 31st August 2020
<ul style="list-style-type: none"> Recruit an acting Chair 	<i>Group gets established and plan is enacted. Funds are secured.</i>	<i>Completed</i>	Workstream Chair	<i>Further discussion with all trustees and members to secure a substantive Workstream Chair.</i>	COMPLETE
<ul style="list-style-type: none"> Prepare some initial written resource 	<i>Terms of Reference and operating instructions to ensure there is financial oversight (with the Treasurer) and oversight of any fundraising activity. Manage/monitoring/reporting on existing work and grants.</i>	<i>3-6 months (Dec19-Mar20)</i>	Treasurer	<i>Input from others. Andy Delmege happy to support.</i>	Behind schedule – linked to CIO application

• Research/Mapping	<i>Allchurches Trust funding support until summer 2022. Need to ensure that further funding is in place to ensure sustainability. Identified sources of fundraising. Generate fundraising application(s)</i>	<i>3-6 months (Dec19-Mar20)</i>	Treasurer	<i>Appropriate people with necessary expertise, networks, connections. Bid writing ability. Financial insight and skills. Advice and support via Allchurches Trust.</i>	Behind schedule – linked to CIO schedule
• Engage with all NECN work streams to ascertain their potential funding requirements.	<i>Ensure NECN is able to undertake the work it is required to do. An effective communications strategy and plan that is enacted.</i>	<i>April 2020</i>	Treasurer		Behind schedule
• Recruit a new Treasurer	<i>Replace current Treasurer when he retires in August 2020.</i>	<i>September 2020</i>	Executive Director	<i>Develop Job Description and Person Specification, including expected time commitment. Undertake recruitment process. Handover period with outgoing Treasurer.</i>	On Schedule – Dave Champness to take on role once CIO established
• Annual Accounts	<i>Ensure these are prepared and reported to the Board according to the Constitution and charity law.</i>	<i>Annually</i>	Treasurer		IN PROGRESS Aiming for October 2020 Trustees
• Maintain relationships, deepen networks with funders	<i>Develop ability to raise or secure funds from variety of known sources.</i>	<i>Ongoing</i>	Executive Director and Trustees		IN PROGRESS
• Review requirement for separate Finance Committee		<i>April 2020</i>	Executive Director and Treasurer	<i>Work in partnership with Constitution workstream Create terms of reference</i>	BEHIND To discuss with new ED

Work Stream: Constitution

Chair: Dave Champness

Members: Lynne Cullens, Andy Delmege

Strategy for Achievement	Outcome for delivery of the Vision	Date of Completion	Responsible Person	Resources Required	Status and Date As of 31 st August 2020
<ul style="list-style-type: none"> Establish the virtual group. 	Time limited group to review and revise and establish a new NECN Constitution.	<i>October 2019</i>	Strategic Advisor	<i>Technology. Co-ordination of diaries and dates. Other trustees with relevant backgrounds and expertise i.e. practitioners or representing regionality.</i>	COMPLETE
<ul style="list-style-type: none"> Ensure each work stream has in place written and agreed Terms of Reference. 	Delivery of the Strategic Plan	<i>November 2019</i>	Executive Director	<i>Review of the outputs of 23 September workshop with each of the confirmed workstream chairs and provide Terms of Reference. Template to be completed by each Chair as first order of business.</i>	IN PROGRESS - Documentation may be missing
<ul style="list-style-type: none"> Define roles of Chair and Executive Director. 	Ensure Andy Delmege is able to effectively undertake remit of paid activity and continue to provide leadership to NECN.	<i>Christmas 2019.</i>	Strategic Advisor	<i>Template job descriptions. Sign off by Trustees. AGM to approve changes</i>	COMPLETE
<ul style="list-style-type: none"> Undertake recruitment process for new Chair. 	Ensure the right Chair is appointed to lead NECN alongside Andy Delmege and achieve the Vision.	<i>April 2020</i>	Executive Director	<i>Circulate job description to potential candidates. Trustee representatives Interview candidates</i>	COMPLETE

<ul style="list-style-type: none"> Draft of new Constitution. 	<p>Written and available for first discussion and amendment by virtual group.</p> <p>Ecumenism remains at the heart of NECN.</p> <p>Constitution reflects the vision and purpose of the NECN as it is now.</p>	<p><i>End of October 2019.</i></p>	<p>Strategic Advisor</p>	<p><i>Identified members of the group. Constitution to include NECN activities across England and Wales.</i></p> <p><i>Ensure that membership continues as ecumenical.</i></p>	<p>COMPLETE</p>
<ul style="list-style-type: none"> Establish new Board and Executive Leadership structure 	<p>Appropriate governance arrangements in place and working effectively.</p>	<p><i>April 2020</i></p>	<p>Executive Director</p>		<p>COMPLETE</p>
<ul style="list-style-type: none"> Review charitable status. 	<p>For inclusion in Constitution and to ensure clarity on membership status.</p>	<p><i>End of October 2019</i></p>	<p>Strategic Advisor</p>	<p><i>Close links with Finance and Fundraising Group. Treasurer as member of the Group.</i></p> <p><i>No appetite for a paying membership model.</i></p>	<p>COMPLETE</p>
<ul style="list-style-type: none"> Feedback received, Constitution revised and final draft. 	<p>Ensure clarity on role of the Chair, Vice Chair and Company Secretary in NECN and reflected in the Constitution.</p>	<p><i>End of November 2019</i></p>	<p>Strategic Advisor</p>	<p><i>Group input.</i></p>	<p>COMPLETE</p>
<ul style="list-style-type: none"> Seek appropriate legal advice on revised Constitution. 	<p>Select the most appropriate charitable structure</p>	<p><i>Mid-January 2020</i></p>	<p>Chair</p>	<p><i>Seek advice from reputable sources as pro bono, via Diocesan contacts or trustees.</i></p>	<p>COMPLETE</p>
<ul style="list-style-type: none"> Make final revisions to new Constitution 		<p><i>End of January 2020</i></p>	<p>Strategic Advisor</p>		<p>COMPLETE</p>

<ul style="list-style-type: none"> • New Constitution to NECN Trustees for review and agreement. 		<i>End of February 2020</i>	Executive Director and Trustees		COMPLETE
<ul style="list-style-type: none"> • 'Membership' Consultation and communication about new constitution 		<i>March 2020 (Lent)</i>	Executive Director	<i>Via NECN Groups and Website.</i>	COMPLETE <i>Reviewed by member trustees</i>
<ul style="list-style-type: none"> • Final Constitution approved and accepted at an EGM 		<i>End of April 2020</i>	Chair		COMPLETE <i>NB Reviewed by member trustees by e-mail not EGM</i>
<ul style="list-style-type: none"> • Ensure all necessary organisational policies are developed and in place: For Example: Safeguarding Employment Procurement Expenses (for groups) 	NECN has robust governance policies	<i>End of 2020</i>	Executive Director with Strategic Advisor		IN PROGRESS

Workstream: Groups

Chair: Andy Delmege

Strategy for Achievement	Outcome for delivery of the Vision	Date of Completion	Responsible Person	Resources Required	Status and Date As of 31 st August 2020
<ul style="list-style-type: none"> Confirm if this is a work stream or is a standing agenda item on the Executive Meeting. 	Support ED in the work he is now funded to do. Regular reports by ED to the NECN Executive as well as to Allchurches Trust.	<i>Ongoing until end of Allchurches Trust funding in spring/summer 2021.</i>	Executive Director	<i>Cover denominations and regions and people from groups themselves. Thematic too(?)</i>	IN PROGRESS
<ul style="list-style-type: none"> Develop framework for groups. 	<p>Establish a framework in which people have the freedom to make decisions, but have recognised standards to adhere to.</p> <p>Defined nominated leader's role. Succession planning.</p> <p>Establish a process for disestablishment of a group too.</p> <p>Consider criteria for associate groups.</p> <p>Roles of partners.</p> <p>Allocation and reporting on funds.</p>	<i>6 months (Mar 2020)</i>	Executive Director	<i>The Groups Work Stream members.</i>	IN PROGRESS – good meeting with Chair in July. Key focus for new ED

<ul style="list-style-type: none"> Visit all groups. (Already established target number of groups ahead of schedule.) 	<p>Different groups and localities require different approaches from</p> <p>i) 3hr visit or</p> <p>ii)overnight stay.</p>		Executive Director		
<ul style="list-style-type: none"> Stimulating interest where there are no groups. 	<p>Establish more groups to deliver AllChurches Trust target</p>	<p>2020 and 2021</p>	Executive Director		
<ul style="list-style-type: none"> Consider criteria for specialist groups 	<p>Regional groups or theme groups established with agreed and clear remits.</p>	<p>End of 2020</p>	Executive Director	<p>Constitution Work Stream.</p> <p>Existing groups.</p> <p>Partners e.g. CURBs and Unlock.</p>	
<ul style="list-style-type: none"> Look after group leaders. 	<p>Event in November 2019 – make a regular event.</p> <p>Opportunities to share good practice and models.</p> <p>Secure funding to support this (Diocese?)</p>	<p>November 2019</p> <p>April 2020</p>	Executive Director		
<ul style="list-style-type: none"> Build up NECN resources/trustees who can take on visiting and support groups. 	<p>Build up NECN capacity and ensure succession planning.</p> <p>It doesn't all rest on ED</p> <p>Secure trustees from the groups in the future to ensure estates voice in NECN is strong.</p>	<p>End of 2020 and ongoing.</p>	Executive Director	<p>Links to Constitution Work Stream.</p>	

IN PROGRESS
Affected by Covid and ED vacancy

IN PROGRESS

BEHIND
New ED focus

COMPLETE

IN PROGRESS

- Making Anglican groups more ecumenical.

Delivery of EETG Strategy.

Adhere to NECN Constitution.

Secure broad range of skills to meet spiritual and faith needs across estates communities.
- Link/overlap with Finance and Fundraising Work Stream.

Ensure sustained funds for this work and to support groups with funds.

This work costs money, requires dedicated time and therefore a salary, expenses etc.

Ongoing

Executive Director

Finance and Fundraising Work Stream.
- Andy Delmege's role as NECN Chair to be reviewed

Ensure that ED' governance and paid development role are separated.

Possible outcome that a new Chair is recruited and Andy becomes Executive Officer.

December 2019

Constitution Work Stream with Executive Director

Links with Constitution Work Stream
- Establish planning time

Ensure ED is able to guide and support NECN Executive and Board of Trustees in developing the NECN in line with members and groups requirements.

March 2020

Executive Director

Executive and Trust Board.

IN PROGRESS eg Manchester led by URC Minister

IN PROGRESS

COMPLETE
AGM agreed to AD being Executive Director. Resigned in July 2020

COMPLETE
Led by chair

Work Stream: Resources

Chair: Sara Barron

Members: Clare King, Lynne Norman, Jonathan Macy

Strategy for Achievement	Outcome for delivery of the Vision	Date of Completion	Responsible Person	Resources Required	Status and Date As of 31 st AUGUST 2020
<ul style="list-style-type: none"> Continue to hold two national conferences annually. 	Share responsibilities and free ED up.	<i>Ongoing annually</i>	Workstream Chair	<i>Trustees to volunteer and Christine McAteer as NECN administrator.</i>	2020 COMPLETE
<ul style="list-style-type: none"> Support the development of conferences (local/regional). 	Establish one extra conference per year.	<i>End of 2020 2021 2022 onwards</i>	Executive Director	<i>Review and development of London Model, clarity on what was required i.e. local volunteers and planning.</i>	2020 COMPLETE
<ul style="list-style-type: none"> Review existing resources and their effectiveness and scoping for gaps. 	Further use of resources that are effective. Spotting gaps. Ensure meeting requirements.	<i>Summer 2020 and Autumn 2020</i>	Workstream Chair		IN PROGRESS <i>Website resources updated</i>
<ul style="list-style-type: none"> Develop new resources, signposting and website updating. 		<i>End of 2022</i>	Workstream Chair		IN PROGRESS
<ul style="list-style-type: none"> Commissioning resources and support for other groups. 		<i>Mid-2021</i>	Workstream Chair	<i>Finance and Fundraising Work stream.</i>	NOT STARTED

Work Stream: Partnerships and Ecumenical Relationships

Chair: Nigel Poole

Members: Lynne Cullens, Dave Champness

Strategy for Achievement	Outcome for delivery of the Vision	Date of Completion	Responsible Person	Resources Required	Status and Date
<ul style="list-style-type: none"> Establish work stream and its remit. 	<p>Develop and deepen partnerships and relationships.</p> <p>Engage more effectively.</p>	<i>December 2019.</i>	Workstream Chair with Chair	<i>Faith groups (para church). CUF relationship, especially as they fund. Finance and Fundraising Group links. EETG via Dave Champness. Secular organisations – housing associations, charitable trusts, national housing federation via Lynne Cullens.</i>	<p>COMPLETE</p> <p><i>Nigel Poole confirmed as workstream chair</i></p>
<ul style="list-style-type: none"> Research interfaith groups. 	<p>Develop case studies for sharing.</p>	<i>June 2020</i>	Andy Turner	<i>Christine McAteer.</i>	<p>BEHIND</p>
<ul style="list-style-type: none"> Provide credible estates voice. 	<p>Locally, regionally and nationally. Influence policy making (church and government).</p> <p>Secure funding for a post to do this.</p>	<i>Scope the role to do this work and secure funding by April/June 2020.</i>	Executive Director via local groups	<p><i>Link with Communications Strategy development. Voice for Justice – link into policy world. Work with practitioners.</i></p> <p><i>Link to Groups Work Stream and Finance and Fundraising.</i></p>	<p>IN PROGRESS</p> <p><i>NECN chair involved with ABC Housing Commission</i></p>

Work Stream: Children and Young People

Chair: Lynne Norman

Membership: Sara Barron, Dave Champness

Strategy for Achievement	Outcome for delivery of the Vision	Date of Completion	Responsible Person	Resources Required	Status and Date As of 31 st August 2020
<ul style="list-style-type: none"> In partnership with CURBS and Unlock develop new resources, specifically related to children and young people 		<i>End December 2020</i>	Workstream Chair		IN PROGRESS
<ul style="list-style-type: none"> Influencing applications from dioceses for Strategic Development Funding to deliver work with children/young people in large urban areas 	Support Diocesan teams in submitting	<i>Autumn 2020 stage 1 applications</i>	Strategic Advisor (via EETG) Executive Chair via local groups		IN PROGRESS
<ul style="list-style-type: none"> Overlap with Resources Group 	Ensure there is no duplication	<i>March 2020</i>	Workstream chair		COMPLETE
<ul style="list-style-type: none"> Secure Children and Young People Champions on Trustee Board. 		<i>In line with other Work Streams i.e. Groups Work Stream's framework for groups.</i>	Trustee Board Chair	<i>Links with Constitution Work Stream and with Resources Work Stream and Groups Work Stream.</i>	COMPLETE <i>Sara Barron and Emma Ash</i>

<ul style="list-style-type: none"> Support Growing Faith (CoE) Trailblazer dioceses 	Establish Diocesan estate parish pilot(s). Intergenerational school/church/household. Messy church on estates.	2020	Strategic Advisor (via EETG)	
<ul style="list-style-type: none"> Put on a thematic conference. 	Secure young leader voice. Communicate this widely.	2021/22	Workstream Chair	<i>Partnerships with XLP in London, Youthscape, FYT, Urban Saints, Scripture Union.</i>

IN PROGRESS

NOT STARTED

Work Stream: Communications Strategy and Plan

Chair: Robb Sutherland

Membership: Emma Ash

Strategy for Achievement	Outcome for delivery of the Vision	Date of Completion	Responsible Person	Resources Required	Status and Date As of 31 st AUGUST 2020
<ul style="list-style-type: none"> Keep website up to date and populate in real time. 	Effective way of keeping people informed and engaging people in the work of NECN	<i>Ongoing</i>	Executive Director	<i>Require funding go secure appropriate expertise and capacity – Link with Finance and Fundraising Work Stream.</i>	IN PROGRESS
<ul style="list-style-type: none"> Review available communication mechanisms and confirm effectiveness 	<p>Ability to focus on mediums that are most effective.</p> <p>Determine target audiences and requirements.</p>	<i>2020</i>	Workstream Chair		IN PROGRESS
<ul style="list-style-type: none"> Utilise Social Media mechanisms fully. 	Communicating and engaging as widely as possible to support the NECN strategy delivery.	<i>Ongoing</i>	Executive Director	<i>Initially look to secure who can put what on what e.g. Twitter, Facebook etc. Recognise that likely will need to have paid expertise.</i>	IN PROGRESS
<ul style="list-style-type: none"> Develop Communications Strategy and Plan. To include: Themes – prepopulate Stories from groups and shared with groups Jobs Use of all medias and communication channels. 	<p>Critical for delivery of NECN strategy.</p> <p>Conference coverage.</p>	<i>April 2020</i>	<p>Workstream Chair</p> <p>Executive Director</p>	<i>Secure capacity – paid resource likely to be required.</i>	IN PROGRESS <i>Documentation required</i>
<ul style="list-style-type: none"> Secure resources for expertise and capacity. 	Deliver communications strategy and plan.	<i>End of 2020</i>	Executive Director	<i>Links with Finance and Fundraising Work Stream.</i>	IN PROGRESS

Appendix A: Board of Trustees, Co-opted Board Members and Advisors at August 2020 (based on existing constitution)

Name		Role	About
Emma Ash		Trustee	A new trustee and a pastoral assistant at St James' the Less in Pimlico London. Emma works with young people and has a skill for writing which NECN has already utilised in the development of their vision and aims.
Sara Barron		Vice-Chair	A field worker for one of NECN's key partners, CURBS (Children in Urban Situations) and also sits on the Church of England's Estates Evangelism Task Group. Sara is a Baptist Minister and brings a constant reminder that it's about children and young people too.
Lynne Cullens		Chair	Currently Priest-in-Charge of the Parish of St Andrew with St John the Baptist, Crewe, but has been appointed Rector of Stockport and Brinnington from July 2019. A member of the Archbishop of Canterbury's Commission on Housing, Church and Community and of the Selection Oversight Group. Lynne has been a Charity Chief Executive. She blogs on the church and culture at lynnecullens.com
Andy Dorton		Trustee	The Chair of Unlock, another important NECN partner. Andy is a committed and long servicing trustee, based in Hull. He is excited by the new opportunities for NECN but continues to bring humour and strong challenge to the table.
Clare King		Trustee	A relatively new trustee, she is rooted in an inner-city parish in Leicester and provides first aid training for the British Red Cross on a part-time basis.
Lynne Norman		Trustee	Works for the Children, Youth and Family Team – part of the learning network of the Methodist Church – as Mission and Community Engagement Development Officer. Lynne has been very involved on the communications front for NECN and in developing the current website. Lynne is passionate about ecumenical and intergenerational approaches.
John Raffety		Trustee	
Robb Sutherland		Trustee	Vicar of Mixenden and Illingworth in North Halifax. Member of the Church of England's Estates Evangelism Task Group. Has a keen interest in liturgy and alternative worship and is often found with a guitar in his hand.
Andy Turner		Trustee	
Sam Ward		Trustee	Director of Ministry at The Message Trust, overseeing creative mission and community transformation across the UK and beyond. Has been involved in the Eden Network for

			over 19 years, initially as a volunteer and subsequently leading the team and a local church plant in the deprived neighbourhood of Openshaw.
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Co-optees

Name		Role	About
Leo Poole		Co-opted board member	A Roman Catholic Deacon appointed by the Archbishop of Birmingham and works as an architect and is developing strong links with the Catholic Church.
Nigel Poole		Co-opted board member – workstream lead	Recently retired as Priest-in Charge at St John the Evangelist Penge south east London. Spent over 38 years working in social housing in both local authorities and housing associations including being the Chief Executive Kelsey Housing Association and Managing Director (London) A2Dominion Housing Group.
Adrian Smith		Co-opted board member and Treasurer	A professional accountant and has been the NECN's Treasurer for some time, as well as serving on a number of other church committees for the Chelmsford Diocese. Due to step down

Advisors

Name		Role	About
Helen Shannon		Specialist Advisor to NECN Executive	An Associate Minister at St Barnabas North London. In 2010 Helen & her team planted an estates church on the estate where she lives in East Finchley called church@five, which she still leads today. She also is one of the founding trustees & Projects Director for Hope North London & is a Bishop of Islington's Associate, heading up a group that facilitates church plants on estates.
Dave Champness		Strategic Advisor to NECN Executive	Diocese of Blackburn Vision 2026 Consultant supporting two Strategic Development Funded projects, one of which is developing three models of leadership in four Lancashire outer estates. Also, the national Estates Evangelism Task Group's Project Officer. Worships at an estate church in Lancashire.
Christine McAteer		NECN Support Officer	Support Officer of NECN and works part-time as Diocesan Secretary of Birmingham Mothers' Union. She volunteers as a lay Bus Chaplain with NX West Midlands. She grew up on a council estate in Stockport and has worked for an estate church as a development worker for older people. Christine is now training part-time for ordination.