





WE SEE A CHURCH THAT IS ALL IN.

Rather than settling for fledgling faith or resting on one-time decisions, we want to seek God daily, follow Jesus relentlessly and rely on the Spirit fully. We see a church going deeper as disciples, growing closer as family and reaching wider in witness. A people whose foundation is the Bible and whose focus is the Great Commission. A church that holds on to both word and spirit; worship and prayer; discipleship and outreach; ancient principles and contemporary practices; local compassion and global mission.

WE SEE A CHURCH THAT IS ALL IN TO GOING DEEPER WITH JESUS.

A church where accepting Jesus is not the finish line but a starting point. A people not just ascribing to a set of beliefs but allowing our whole lives to be consumed by love for Jesus. A church where parents and leaders are partners in disciplemaking. A church that prioritises passing on the story of faith to our children and moves closer to young people in relationship. A church that invests in empowering a new generation of leaders and releases them into positions of authority both within our congregation and in our culture.

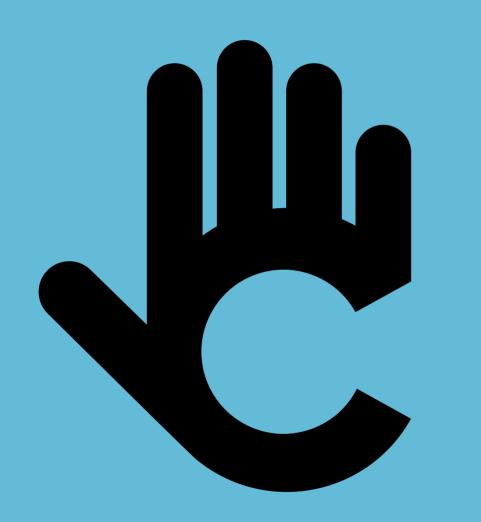
THE IN ALL IN VISION

WE SEE A CHURCH THAT IS ALL IN TO GROWING CLOSER AS FAMILY.

A church that may meet in different locations at different times but continues pursuing unity and committing to community. A church that acts like a healthy family with people contributing rather than consuming. A family where everyone serves Jesus together regardless of age or stage, with each act of service valued no matter how small it seems. Where every teaching of a child, conversation with a teenager, welcome to a newcomer, prayer spoken, bible opened, home visited, invite made, meal offered and donation given all plays a part in quiet and ordinary ways.

WE SEE A CHURCH ALL IN TO REACHING WIDER IN INFLUENCE.

A church proclaiming a message so clearly that the community can't ignore it, with a focus beyond filling empty pews but equipping every person for mission. A people so kingdomminded that they accept whatever cost and pay any price to make Jesus known in the world. A people so compassionate that the vulnerable are drawn from the most impossible of circumstances into a family of hope. A church influencing culture through the lives of its ordinary servants, both impacting the local community and reaching to the ends of the earth. A church that grows so quickly that our gatherings can't contain it; where all are welcomed yet all are challenged. A church that doesn't expect the lost to come and find them, but one that seeks after those who are lost. This is what it means to be ALL IN as everyone contributes everywhere they are in every way they can as servants of Christ.



WHERE WE ARE

THE LAST DECADE IN THE HISTORY OF CARNMONEY CHURCH HAS BEEN A PERIOD OF SIGNIFICANT GROWTH AND VIBRANT ACTIVITY THAT, BY THE GRACE OF GOD, HAS LED TO MANY LIVES BEING TRANSFORMED.



WE ARE SO THANKFUL FOR ALL THAT WE HAVE SEEN GOD DO IN THIS TIME. HERE IS JUST A BRIEF SNAPSHOT OF SOME HIGHLIGHTS AND KEY INITIATIVES.



Over a period of 9 months we sought to listen to the congregation to gain a realistic picture of our current context and discern where God might be leading us.

This involved a survey, focus groups, reviewing statistics and consulting with Elders, Staff and volunteer leaders. Through this process we observed the following:

WORSHIP GATHERINGS

We offer more services with a similar number of staff and volunteers. Our services operate with a team approach by a range of people contributing in a variety of ways. We recognise the need to continue developing this team approach and see more people participate across all our Sunday services.

PRAYER

Until recently, we had a fully functioning House of Prayer that was key to the way we prayed as a church and attributable to much of the growth and unity we have experienced. The loss of this resource, alongside little opportunity for regular corporate prayer, has led to a gap in our prayer life. We want to address this by developing a fresh model and rhythm to how we pray together.



LEADERSHIP & ELDERSHIP

As we look at the current central leadership of our congregation we are aware that we face a potential leadership deficit in future years, with a majority of our elders over the age of 60. With this age profile, along with the fact that the majority of our elders are male, our collective leadership isn't as reflective of the demographic of our congregation as it should be. We see significant gifting, maturity and faith in many leaders within our congregation and recognise the need to bring more of them into our central leadership structures. As well as this, due to the upcoming retirement of our minister, we will enter a period of vacancy in 2021 where we will seek to call a new minister to lead our church.

ALPHA

We continue to see Alpha as a key way to engage those outside the church on a journey of exploring Christian faith. Due to a variety of factors, such as changes in leadership and engagement in Ballyduff and Belfast, we have lost some momentum in this. We are desperate not to lose missional impetus and want to continue pro-actively reaching out to those outside church. To do this we see it of vital importance to equip and train people to engage in mission in every area of their lives.

DISCIPLESHIP

With so much activity happening in our church, a huge amount of people serve in various ways. Our survey asked about how people participate in church life and the highest response was volunteering. While this may sound positive, this can prevent engagement in other aspects of church life (such as Discipleship Communities and Sunday services), with a danger of being a mile wide but an inch deep. While the 10 Discipleship Communities are encouraging, we want to see more people involved in our key vehicle for discipleship. We also want to sharpen our follow-up post-Alpha and for young people finishing our youth ministry.

SIZE

While a large church makes some things possible, size doesn't enable several hundred people to know each other well. We recognise the need to create a better sense of togetherness and actively pursue unity among us at a variety of levels. We want to identify ways that we can continue to relate to one another across multiple locations and gatherings. This won't happen unless we are proactive about it.

CO-ORDINATION AND COMMUNICATION

The Core Teams established 12 years ago were initially positive in generating work, co-ordinating activity and planning strategic goals, however some core teams have ceased to function in the way they were designed. We want to develop better co-ordination across organisations and belonging among leaders. Congregationally, we need to develop better awareness of what is happening through highlighting serving opportunities, sharing examples of God at work and communicating clearly key decisions.

GAPS

As a church we have welcomed many new families among us in the past few years. This has contributed to growth in our youth and children's ministries. However, we recognise a gap in the 18-25 age range and wish to address it. We see the transition from youth ministry to wider church life as critical in this age and stage, as well as offering some sort of specific opportunity for this age group.

COST

While mission in Belfast and Ballyduff brings us huge joy, we have felt the cost of multiplication in sending out some leaders to serve elsewhere. Extra worship services have created space for more people among us, but some have felt a sense of loss in not gathering as a whole church, while others have fallen through the cracks. The development of a new church centre and additional staff have stretched our resources, however God has always met our needs enabling us to hit all financial targets. We acknowledge and accept that kingdom mission will always bring a cost.

A PRIVATE FAITH & CONSUMER MENTALITY

Our survey suggested that many people maintain a private faith. Praying with others, sharing faith and inviting someone to church were all low responses, while praying alone and reading the Bible were highest. We want people's faith to go beyond an internal, private experience to something shared with others at home, church and in daily life. Some survey responses revealed a consumer mentality with many choosing an area of service because it suits them best, others asking the church to do more without indicating willingness to serve and some comments revealing an unfair expectation on staff.



CONTINUING FORWARD

Ultimately, we want to continue in the general direction we have been travelling in over the past decade. We remain passionate about encountering God in worship and will continue seeking relevant ways to present the gospel. We want to remain contemporary in our approach to worship and continue opening the doors of leadership to a younger generation. We will be innovative in our methods of mission and remain committed to multiplication by creating space for more people to gather with us, choosing more people scattered across multiple services than having less people together in a single one. Without losing these distinctives, we also want to seek greater depth in our discipleship, closer unity in our fellowship, increased passion in our prayer and wider impact in our witness. These are some of our key goals for the next 5 years.

WE WANT TO BE 'ALL IN'-EVERYONE, EVERYWHERE AND EVERY WAY.





2. WHO WE WANT TO BE

OUR MISSION

WE EXIST FOR WORSHIP, COMMUNITY AND WITNESS AS DISCIPLES WHO MAKE DISCIPLES OF JESUS IN OUR COMMUNITY, THE CITY AND THE NATIONS.

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OUR DNA

Just like when you cut through a stick of rock the same marking is found the whole way through it, we want the following 9 key practices to be at the core of everything we do as a church. These are practices we want to see developed in every individual, within every ministry and across our whole church. They are both individual and corporate.

Placing God's Word

at the centre of

raising the bar in

bible engagement.

what we do,

BIBLE

BASED

CHRIST CENTRED

Displaying a passion for Jesus above all else and ensuring everything we do points towards Christ.

A PRAYING PEOPLE

Seeking God's presence and power by placing prayer at the centre of our church and weaving it into the fabric of our daily routine.

HEARTS OF COMPASSION

Reflecting God's character through compassionate care for those in need and showing His generosity through words and deeds.

A LOCAL

A commitment to sharing and demonstrating the good news of Jesus within our local community.

FUNCTIONING RAISING AS FAMILY THE NEX GENERAT

Emphasising relationship, belonging in community and being concerned for one another's needs.

THE NEXT GENERATION

SPIRIT

and live

DEPENDENT

Depending on

God rather than

as we lead, serve

relying on ourselves

Investing in youth and children, nurturing future leaders & developing young adult discipleship.

A GLOBAL MINDSET

Reaching far beyond our boundaries by supporting people and projects that serve others and share Jesus across our world. ALL IN: WHO WE WANT TO BE

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OUR VISION: ALL IN— EVERYONE, EVERYWHERE, EVERY WAY

OVER THE NEXT FIVE YEARS WE ASPIRE TO BE A HEALTHY CHURCH WITH A GROWING INFLUENCE WHERE EVERYONE IS **'ALL IN'** TO GOING DEEPER AS DISCIPLES, BECOMING CLOSER AS FAMILY AND REACHING WIDER IN WITNESS.



Just as you received Christ Jesus as Lord, continue to live your lives in him, rooted and built up in him, strengthened in the faith as you were taught and overflowing with thankfulness.

Colossians 2:6-7

We desire to see everyone grow deeper in their faith, push beyond the surface and put down deep roots as disciples. We want to help people develop strong foundations that will lead to greater depth in their understanding, commitment and passion. Rather than merely being a church with a thousand members, we long to be a church with a thousand disciples. We aim to:

- Establish 25 Discipleship Communities by 2025 by prioritising this as our key vehicle for discipleship and seeking to double the number of people attending them. To help this, we will identify and train new leaders, develop new groups at different times and seek to reduce alternative activities running at the times Discipleship Communities meet.
- Bring a fresh focus on prayer in the life of our church by developing regular rhythms of both corporate and individual prayer.
- Develop clear pathways of discipleship from Alpha to Discipleship Communities, from children's ministry to youth ministry and from youth ministry into the wider church. (eg. New Start, Leadership Development Programme, New Members Course)
- Grow engagement across all our worship services through increased participation and weekly attendance of current members, as well as by invite and welcome of those outside our church.

GOING DEEPER AS DISCIPLES





Because we loved you so much, we were delighted to share with you not only the gospel of God but our lives as well.

1 Thessalonians 2:8

We want to be a church that feels like a large family where everyone feels connected with others and able to share their lives in close community. Being big means we need to think small to help people find belonging in the life of church. We aim to:

- Help everyone identify how we can all contribute to this collective vision and see 100% of church members desire to serve in one area either practically or prayerfully.
- Prioritise and protect 3 "All-in" weeks each year where we pause our normal activities to join together as one church family to worship on Sunday, pray together, train volunteers and gather our leaders for spiritual renewal and refreshing.
- See every member across our church share the responsibility of caring for one another.



GROWING CLOSER AS FAMILY



Our hope is that, as your faith continues to grow, our sphere of activity among you will greatly expand, so that we can preach the gospel in the regions beyond you. 2 Cor 10:15–16

We want to reach beyond the boundaries of our congregation so that more people have an opportunity to come to know Jesus. We commit to sharing His good news in our community, the city and the nations. We aim to:

- Equip and empower every individual to share the message of Jesus in their daily lives.
- Develop a Compassion Centre to bring all of our current community services together under one roof as a one-stop shop for those in practical need within our community.
- Grow our global mindset of mission by sending more short-term teams, supporting more long-term missionaries and identifying 2 new mission projects to partner with.
- Annually deliver 2 special and exceptional events that provide opportunities of invitation to the whole community and share about Jesus in a relevant way.
- Continue to seek ways of being a resource church for the planting of new churches and the pioneering of fresh missional projects both within and beyond our boundaries.

REACHING WIDER IN WITNESS





3. How we will get there

THE MINISTRY AND MISSION OF OUR CHURCH WILL BE SHARED ACROSS 8 MINISTRY AREAS TO EMPOWER LEADERS AND ENCOURAGE INVOLVEMENT.

Each of the 8 Ministry Areas will be co-led with balanced male and female leadership, one of which will be a staff member. Each area will include 2 elders to create awareness and accountability, as well as young people to help raise up new leaders. Leaders will meet together 3 times a year with one of those opened up to wider teams.



A PLACE OF ENCOUNTER & A PRIORITY ON PRAYER

With several gatherings for worship on Sundays **SPECIFIC** (9.30, 11.00 & 6.30 in Carnmoney, 11.00 at TARGETS Central in Belfast and monthly in Ballyduff),

each gathering has its own distinct demographic and particular dynamic aiming to help those present encounter God together.

We want to maintain and develop our gatherings as invitational opportunities, as well as develop a team approach seeing more people participate in our gatherings.

We also sense a need to invest in the prayer life of our congregation, develop our prayer ministry and create more opportunities for people to pray together.

Bring a fresh focus on prayer within the life of our church

Involve more people in different aspects of our gatherings

Develop our Sunday gatherings as an environment of invite



DISCIPLESHIP & TRAINING

ENGAGING EVERYONE IN A DISCIPLESHIP JOURNEY

We believe **Discipleship Communities** are the key way for disciples to develop in our church. **TARGETS** These communities gather fortnightly in homes across Newtownabbey and Belfast for bible study, fellowship and prayer.

There are currently 10 Discipleship Communities with around 250 participants, and while they are excellent opportunities for discipleship, there is a need to connect more people to them. To help this, we will identify and train new leaders, develop new groups at different times and seek to reduce alternative activities running at the times Discipleship Communities meet.

We also want to direct people to discipleship opportunities after Alpha or post-youth ministry, which our New Start Course and a specific 18-25 ministry will aim to do. We will also prioritise training that equips volunteers and develops leaders.

SPECIFIC

Establish 25 Discipleship Communities by 2025

Engage every individual who comes to faith in ongoing discipleship

Develop a regular pattern to train and develop all our volunteers

Seek to equip people in their personal discipleship journey



MEETING THE NEEDS OF THE MOST VULNERABLE

This area of ministry has hugely developed and expanded in recent years, hence the need to **TARGETS** create an entire area dedicated to this work. We want to create a staff position to bring strategic oversight and co-ordination to this area of work, and ensure a missional edge is maintained in all our community projects.

Christians Against Poverty is a key way in helping people in the midst of financial and personal crisis, with this ministry now offering a holistic service that includes debt counselling, job clubs and money courses.

Our ministry among the local community, through our Foodbank, Manna Thrift Shop and School Uniform Ministry, helps us practically serve others and minister to them at their point of need. The proceeds from Manna also fund a range of community and missional initiatives.

SPECIFIC

Appoint a Mission & **Compassion Associate** to provide leadership in this area

Develop a Compassion Centre that will bring our community ministries together

Review our compassion areas for development

Annually deliver special events that provide opportunities of



EVANGELISM & MISSION

EXPAND OUR WITNESS & ENGAGE MORE PEOPLE

We are a sent people witnessing to His love and sharing His message through words and TARGETS

actions. Alpha is a key way we continue to engage in evangelism as a church and we want to expand our current outreach in Ballyduff, however we also want to help every believer see themselves as active missionaries in their daily lives.

This will involve developing a mindset where people consider where or how they are on mission. We also want to grow our overseas mindset by identifying mission partners and supporting mission projects in a global context.

SPECIFIC

Appoint a Mission & **Compassion Associate** to provide leadership in this area

Expand and develop our current outreach in Ballvduff

Engage 500 new people in Alpha over the next 5 vears

Grow the global mindset of mission in our church

PASTORAL CARE

BEING A COMMUNITY OF CARE BY DEVELOPING EVERY-MEMBER CARE

Being a church of almost 1,000 families means **SPECIFIC** that our model of pastoral care must be a TARGETS team approach. While our Minister and Pastoral Associate lead our guick-response care, to effectively offer care to the whole church family requires many people. We want everyone to share the responsibility of caring; a church where people feel connected to others and sharing together in close community. However, we recognise that specific challenges mean a greater depth and precision of pastoral care at specific times. We want to meet people at their point of need as well as minister to their spiritual need. Some of this will be immediate, while at other times we will seek to care with a long-term view. Our current provision includes pastoral visitation, bereavement care, funeral catering, prayer ministry, meals ministry, parenting & marriage courses, seniors coffee morning and events, 'shut-in' afternoon communion, and seasonal gifts to nursing homes and the housebound

Continue to develop a **Christ-centred** approach through all our pastoral care.

Grow a mindset and practice of everymember care within our church.

Mobilise additional people in the delivery of pastoral care across all our teams.

Offer additional courses to supplement and develop our pastoral care provision.



PARTNERING TOGETHER AS THE WHOLE FAMILY OF GOD

SPECIFIC

Ensure that each youth and children's ministry strives to raise a generation of disciples

Develop a stronger partnership between parents and youth leaders

Create a clear pathway for young people to serve in all ministry areas

Better engage children and young people within our **Sunday services**

We want to partner together as God's family TARGETS to walk with every child who finds home in our church, whether through upbringing or organisations, prioritising their discipleship. We want parents to see themselves as the primary disciple-makers of their kids and with the support of our Youth Associate, our Y&C leaders will seek to supplement that discipleship through our various ministries. We hope this combination of church ministry and family investment will lead to many young people growing and being grounded in Christian faith.

> We are thankful for our vast team of committed volunteers, however we need to continue to develop our current volunteers and recruit new ones. We are also aware that many children don't have a family to disciple them, so we seek to maintain a strong missional dynamic to our youth ministry, leading to engagement in local schools and wider community work.



CENTRAL

SHARING VISION & VALUES, **RESOURCE & RELATIONSHIP**

Growing doesn't simply mean been getting bigger **SPECIFIC** but also means reaching wider, so we aim for not just addition but multiplication in mission. Since 2016 we have overseen the significant development of a new church plant into Belfast city centre under our leadership, sending a team of 9 people to pioneer this work. After meeting at various times and locations, Central now meets on Sunday mornings at 11am in the May Street Church building.

Now growing steadily, Central is functioning healthily with a strong and committed core, but continuing to receive support through financial oversight, staffing support and prayerful encouragement. While the relationship is best described as inter-dependent rather than fullyreliant, we are keen to help Central move towards greater independence in the long-term.

In the meantime, Carnmoney and Central remain part of one church together and we commit to maintaining a healthy balance of freedom and support. We will share vision and values, resources and relationship, and continue to seek ways to share in community together through staff meetings, leadership gatherings and shared training events.

TARGETS

Inter-dependence in the short term growing towards independence in the long term

Appoint 4 new elders that will be assigned to Central for oversight and pastoral care

Seek key ways for **Carnmoney and Central** to join together and benefit each other

See the church building become a strategic hub for the city



RESOURCES

RESOURCING MINISTRY & RELEASING MISSION

Growth in staffing, programmes and buildings has increased pressure in our finance, property, maintenance, administration and IT services. We continue to pay a significant amount towards our Church Centre on a monthly basis, and this is scheduled to continue for the next 12 years.

As well as this, we want to consider how we match the quality of our Church Centre by ensuring high quality of its management and development. Our Congregational Committee will oversee this area that we see as critical in resourcing our ministry and mission. In order to resource additional ministry, we want to see an increase in our giving, grow the number of those serving in our congregation and develop our social media engagement.

SPECIFIC TARGETS

Aim to pay off 75% of the finance for our Church Centre by the end of 2025

Better identify and recruit volunteers to serve in suitable ministries across the church

Create a better visibility of leaders, particularly elders, in the life of the church

SETTING EXPECTATIONS





EVERYONE

We want everyone who enters our buildings and signs up for our programmes to feel at home among us. This means we adopt a posture of welcome to everyone. We also desire that those who follow Jesus come into membership as an expression of their commitment to Christ and His church.

Just like a family needs everyone to play their part in sharing the chores and bearing the costs, each church member should seek to discover how they can most beneficially use their time, talents and treasure to get involved and serve God. As a result, being a member brings responsibilities with it. The first responsibility is to a life of personal discipleship, which we commit to supporting every member in. Beyond that, this strategy calls the whole church to a renewed commitment to membership, giving and serving.

We believe that the launch of this strategy creates an opportunity for every member to re-commit to the responsibilities of membership. We want those who join us to express their membership through increasing Christian faithfulness and in active commitment to and participation in the life of the congregation. We set this out using this acronym for **ALL IN:**

ttend one worship service every Sunday

isten to God through bible reading and prayer

ive in relationship with others through committing to a Discipleship Community

nvest your resources in God's mission through giving to the local church Nurture the gifts He has given you through serving in one area of church life



STAFF

In this large church, we see staff as vital in co-ordinating, mentoring and resourcing the volunteers who deliver most of our programmes and initiatives. Under the oversight of the Kirk Session, staff will provide the day to day direction of the area for which they bear joint responsibility to ensure that it stays on track in developing their team, pioneering new initiatives and opening up new frontiers for the gospel. In light of this, we expect all staff to:

- Model a Christ-like character in the way they live and lead, providing an example for others to follow
- Lead a specific Ministry Area in co-operation with their co-leader and the members of the team they assemble
- Share responsibility to drive this strategy as they lead by personally embodying the 9 practices of our DNA and contributing to the key priorities through their work
- Prioritise attendance at weekly staff meeting and any other staff training or team-building events that are organised
- Contribute to the staff team according to their calling in the APEST five-fold ministry
- Attend one Sunday worship service each week and fulfil the other responsibilities of church membership

In respect of our staff, Carnmoney Church commits to:

- Facilitate appropriate pastoral care provision for staff, reviewing our current practices and provision where necessary
- Do better at helping staff to put boundaries around their work so that they can also be among us at times as ordinary members
- Set aside funds to establish a Staff Development programme

ELDERS

The elders exercise spiritual oversight and pastoral care of the congregation, and now bear the added responsibilities of being Charity Trustees. This means much closer scrutiny of and involvement in areas traditionally left to the elected members of Committee. It is vital that elders:

- Offer leadership to the congregation by the example of their own lives, individually embodying our 9 key practices
- Prioritise attending one worship service each Sunday
- Together exercise discernment in understanding what the Lord of the Church is saying to his people in this time and in steering the congregation in this direction.

LEADERS

We are thankful for those who share their passion and gifting by leading an organisation, ministry, team or Discipleship Community. These leaders take responsibility for a particular area in the life of the church and we recognise that for volunteers, this often means going beyond the call of duty. Each leader assumes practical tasks and responsibilities, as well as giving direction to a team of volunteers and so, in light of this, we expect all leaders to:

- Model a Christ-like character in the way they live and lead, providing an example for others to follow
- Seek to lead their area in line with the 9 practices that make up our DNA
- Lead in co-operation with their Ministry Area Co-ordinators and under the authority of the elders, prioritising any church-wide training or team-building events
- Attend one Sunday worship service each week and fulfil the other responsibilities of church membership

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VOLUNTEERS

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We are grateful to the hundreds of individuals who are involved in some capacity in our corporate life. We are aware that the programmes we run differ in how they are led – in some the leadership is in a hierarchical structure, in others leadership is exercised by a committee and in others leadership functions more like a team. We believe the team model best allows differing gifts and roles to have equal value in the development of the work and we encourage the various ministries and organisations to use this model. Over the next five years we want to prioritise and regularly give attention to these matters:

- Helping those in leadership roles deepen their spiritual maturity and develop their skills, to both enhance their ministry and enable them to contribute to the central leadership of the congregation in the future
- Expanding the base of new members who are willing to volunteer and provide leadership for existing and new initiatives
- Celebrating annually what the Lord has done through our volunteers and leaders



fully endorse the "All-In" Strategy of Carnmoney Church and I commit myself to:

Attend one worship service every Sunday Listen to God through bible reading and prayer Live in relationship with others by attending a Discipleship Community

nvest my resources in God's mission through giving to the local church Nurture my gifts through serving in one area of church life

Signed

Dated:

2 Practical Actions I would like to take are:



A congregation of the Presbyterian Church in Ireland carnmoney.org