



SELF-REFLECTION AND DEVELOPMENT TOOL FOR CHURCHES

A practical tool to help your church
reflect, grow, and flourish



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“...speaking the truth in love, we will grow to become in every respect the mature body... From him the whole body... grows and builds itself up in love, as each part does its work.”

Ephesians 4:15–16 (NRSV)

Leading this with others?

The accompanying Leaders' Notes give practical guidance for facilitating conversations, handling disagreement, and turning reflection into action.

Foreword

At the heart of Living Christ's Story is God's call to us to tell the story of the purposes of God's love in Jesus Christ, and to tell the continuing story of how that love is active in each of our own lives, and therefore in our parishes, deaneries, schools, and chaplaincies through the work of the Holy Spirit.

We cannot do this without our shared commitment to becoming more like Christ, transformed in our hearts, minds, bodies, and souls. For the Diocese of York, this is our starting point, and everything else flows from it. As we become more like Christ, we naturally start to reach out to those we currently don't – just as he did – and, in doing so, we start to grow and encourage others to live the story as missionary disciples. To create the space and resources to respond to God's call, alongside this work, we need to consider how we can transform our finances and structures so that we have more energy, resources, and capacity to do this missional work.

This self-reflection and planning tool is designed to help you do this.

There are several parts of the tool that can be used flexibly to fit your context. When it comes to resourcing your plan, there are diocesan colleagues, local deanery partners, and national and external resources that can all inspire, enhance, and support your vision.

We are in this together as the Body of Christ: interconnected in vibrant and critical ways to live His story together.

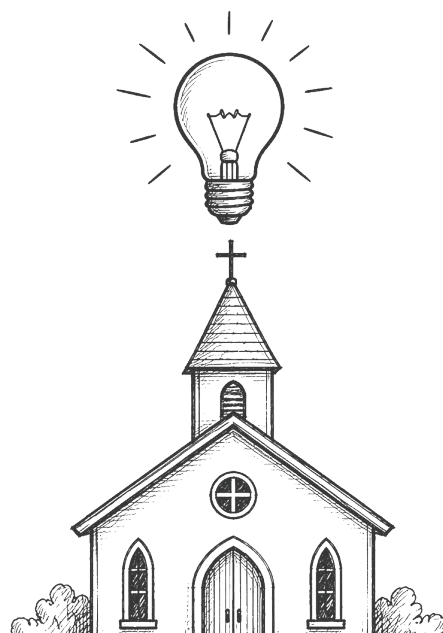
Yours in Christ,

+ + S. J. H. + Flora + Harry + Lisa

What does objective information or data tell you about your church or churches?

View your data at <https://parishreturns.churchofengland.org>.

What does objective data tell you about your church(es)? You might have conducted your own surveys or received other external feedback. In addition to reviewing your financial dashboard, you can dig deeper into your giving patterns through the Cornerstone application and survey. The new Church Development Tool from NCI includes a survey to learn what your congregation thinks of your church(es).



Is your average attendance going up or down?

How does your parish compare with the diocese and national census data?

How well do you use life events to connect with people?

Do patterns on your electoral roll match your patterns in attendance? Why (not)?

NB: Beware small data sets!

What are the patterns in your finances, and how do they relate to your attendance? Might there be a case for investing reserves in ministry to promote growth?

Have you done any other surveys to find out what your congregation or the wider community thinks? What do they tell you?

40 questions about our church or churches

Tick the boxes: 1 = Emerging or not yet; 2 = Growing; 3 = Going well”

Confident leaders							
1. Vision, purpose, and oversight	1	2	3	2. Working together	1	2	3
a) Vision – Do we have a clear sense of what God is calling our church or churches to be and do?				a) Healthy culture – Do we nurture a culture of wellbeing, care, and good boundaries for all?			
b) Understanding our context – Do we understand our local community, who lives here, and what their needs are?				b) Support for leaders – Are our clergy and lay leaders well supported and not left to carry things alone?			
c) Action planning – Do we have a living action plan that actually guides our decisions?				c) Teamworking – Do we have healthy, collaborative teams, or are we reliant on one or two people?			
d) Leadership development – Are all our leaders supported, trained, and encouraged to grow?				d) Volunteers – Do we have enough well-supported volunteers?			
e) Developing new leaders – Are we intentionally spotting, encouraging, and equipping new leaders?				e) Safeguarding – Is safeguarding confidently understood, practised, and embedded in our culture?			
Is this an area for development in the next 1–3 years?				YES	NO		

Missionary disciples							
3. Six Marks of missionary discipleship	1	2	3	4. Sharing the Rhythm of Life of disciples together	1	2	3
a) Encounter – Are we helping people who are not part of our church or churches to encounter the love and life of Jesus?				a) Worship and prayer – Does our worship help us meet God and strengthen our everyday faith, and do we have vibrant individual as well as corporate lives shaped by prayer?			
b) Follow – Are we identifying clear pathways for people to grow in faith as they choose to follow Jesus?							
c) Belonging – How well do we create ways for people to belong in God's family, where people feel welcomed, valued, and included?				b) Scripture and whole life faith – In our church or churches, how do we support people to read, understand, and apply Scripture to their everyday lives?			
d) Grow – How are we intentionally helping people to grow as disciples in God's mission through teaching, support, and shared rhythms of life?				c) Community love, care, and generosity – How well do we create a loving Jesus-hearted church supporting each other and looking outwards to our community ?			
e) Make disciples – How confident are we, as a church or churches, in helping every disciple be confident in helping others become disciples of Jesus?				d) Renewal, rest, balance, and wellbeing – How far is our shared life shaped by rhythms that renew and replenish us?			
f) Multiply – Are we nurturing leaders, groups, and ministries so that mission and discipleship can multiply?							
Is this an area for development in the next 1–3 years?				YES	NO		

Renewal								
5. Growing younger: children, youth, and families	1	2	3	6. Growth, evangelism, and new congregations	1	2	3	
a) Welcome and inclusion – Are children, young people, and families warmly welcomed and fully included?				a) Outreach – Are we regularly connecting with people outside our church or churches?				
b) CYF provision – Do we offer consistent and sustainable discipleship for children and young people?				b) Welcome and hospitality – Do newcomers feel genuinely welcomed and helped to belong?				
c) School engagement – Do we have strong, regular relationships with local schools?				c) Community engagement and service – Are we known for serving the needs of our community?				
d) Community and family support – Do we support local children and families beyond church activities?				d) New congregations or mixed ecology – Are we exploring or developing new forms of church to reach new people?				
e) CYF in worship – Do our worship and services genuinely connect with children, youth, and families?				e) Justice (social and racial) – Are we actively working for justice, diversity, and inclusion?				
Is this an area for development in the next 1–3 years?				YES	NO			

Sustainability								
7. Governance and finance	1	2	3	8. Church buildings	1	2	3	
a) Governance – Do we have a full, functioning PCC with up-to-date policies and clear responsibilities?				a) Mission-aligned building vision – Does our building support and strengthen our mission?				
b) Financial accountability – Are our accounts well kept, understood, and submitted on time?				b) Care and maintenance – Do we have a maintenance plan, a team, and the means to carry it out?				
c) Budgeting and reserves – Do we produce and monitor a budget aligned with our mission and vision?				c) Accessing funding – Are we confident in applying for grants and involving the community in projects?				
d) Generous giving – Do we teach and encourage generous, planned giving?				d) Suitability – Is our building accessible, comfortable, and fit for the purposes we need?				
e) Free Will Offer – Are we able to meet our ministry costs (direct or total costs of ministry) and contribute to diocesan mission?				e) Creation care – Are we actively working towards net zero and linking environmental stewardship to our mission?				
Is this an area for development in the next 1–3 years?				YES	NO			

Want to dig deeper? Appendix 2 contains more detailed grids that give you an idea of development in each of these areas.

So where are we now?

Use a highlighter to identify the bits that describe you best – there might be elements of more than one box but one might feel like the best fit.

Flourishing (Mostly 3s)

- Growing
- Learning and developing
- Connected but self-sustaining
- Offering support to others
- Self-evaluating and planning
- Deploying models of distributed leadership
- Church officer posts are competently filled, and there is some succession planning
- Able to meet or exceed Total Costs of Ministry (TCOM)
- Regular congregants are actively involved in discipleship
- Well integrated with the local and global community

Transforming (Mostly 2s)

- Actively planning for growth or starting to see green shoots
- A sense of strengths and areas for development within the church or churches, but not widely shared, 'owned' or articulated
- Keen to develop, but unsure how, or lack the support needed to put plans into action (e.g. want to reorder the building to meet missional needs)
- Most church officer posts are fairly securely filled, but may not be very well developed
- Regular congregants are keen to be disciplined
- Well-connected with the local community
- Keen to share practice with other churches
- Able to meet direct costs of ministry and aiming to meet total costs

Strengthening (Mostly 2s but some tricky 1s)

Many characteristics of 'transforming' but struggling with one or two specific or defined aspects of church life or strength e.g.

- Building on the Heritage at Risk Register or repairs needed far in excess of funds
- In vacancy for a significant period of time (though the congregation have stepped up in the interim)
- In (urgent) need of review of governance or parish structures
- Key church officer vacancies are proving difficult to fill
- Finances are struggling to meet direct costs of ministry (DCOM)
- Not 'owned' by the local community, and unsure how to connect
- Church relationships or leadership wellbeing are not good

Fragile (Mostly 1s)

- A high percentage of vacant church officer posts for long periods of time, with little prospect of filling them
- Sustaining our church or churches is dependent on a small or declining number of (vulnerable) people
- In vacancy and struggling to fill
- Financially unable to meet direct costs of ministry with little prospect of doing so
- Little interest from the wider local community
- Regular congregants may be personally devoted but receive little support from the church or churches for discipleship
- Planning to close, actively considering closing or likely to close within the next 5 years

What have we already done, or are we currently doing, that has gone or is going well?
Where do we see joy in our lives together? And why is that?

What has gone or is going well?	Why?

Key priorities for our next stage:

Priority 1

Priority 2

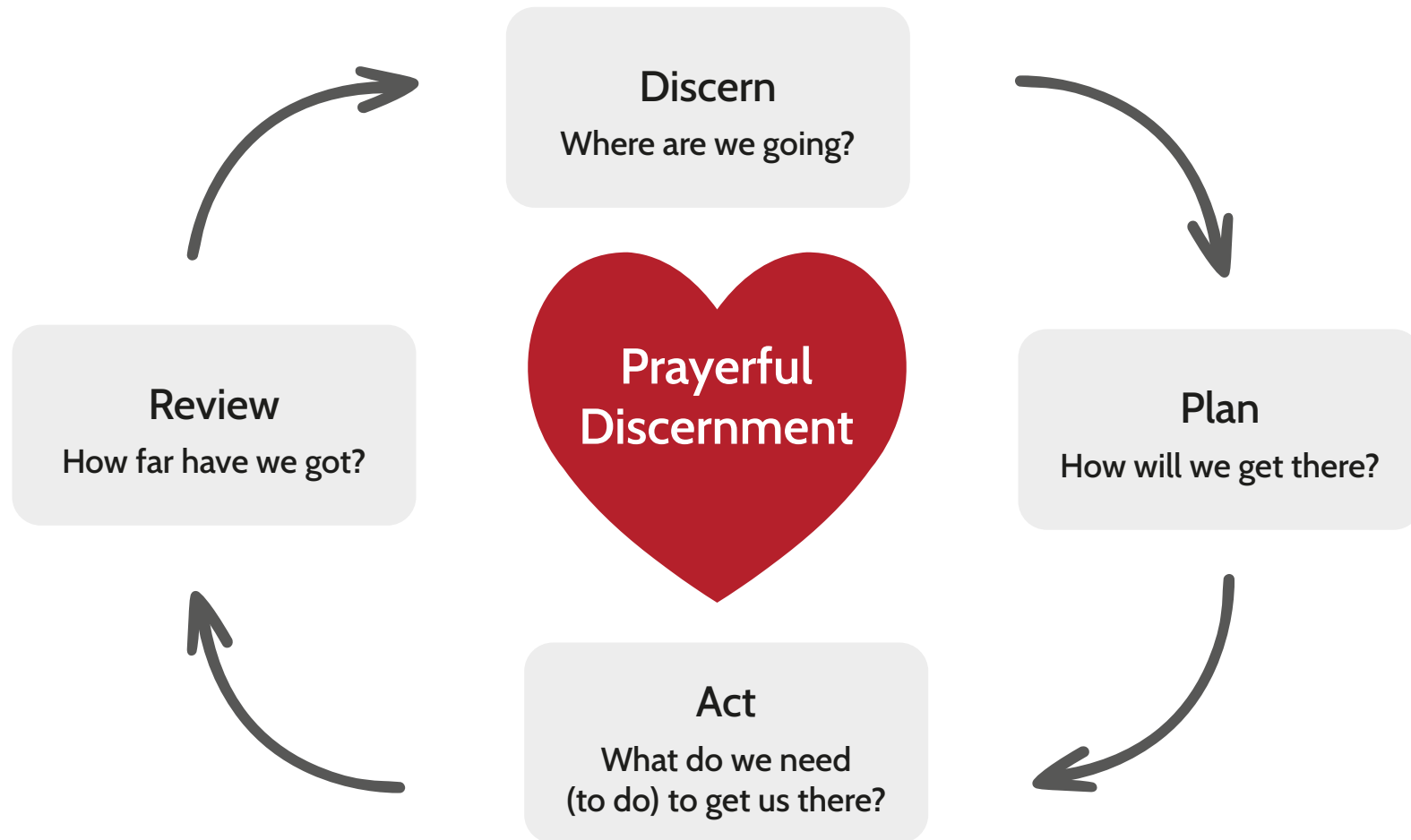
Priority 3

Stop and Pray!

What discernment is needed
now as to the way forward?

Action Planning

What next? How do we build on what is good and move towards the change we want to see?



Appendix 1: Exemplar Action Plan 1

These are sample action plans; find a format that works for you or use your own.

PRIORITY 1:		Key People
What will success look like?	What are the main problems or barriers?	
What resources will we need?	What might get in the way? How could we mitigate this?	
Actions for Jan to Easter	Actions for Easter to Summer	
Actions for over the Summer	Actions for September to Christmas	
Actions for the coming years		
Review and next steps		

Exemplar Action Plan 2

BENEFICE NAME:		
Priority Objective		
Key Event/Activity/Task		
Action points	Leaders/supporters	Resources/costs/ funding
How will we know we have been successful?		
Review of progress and next steps		

Appendix 2: Introducing the development grids

The next pages offer a more detailed look at eight areas of church life across four developmental stages. These sit within the wider framework of Living Christ's Story measures: confident leaders, missionary disciples, renewal, and sustainability and link to the Living Christ's Story goals to become more like Christ, reach people we currently don't, grow churches of missionary disciples, and transform our finances and structures.

Each section explores in more detail themes such as vision, teamwork, worship, discipleship, children and families, outreach, governance, finance, and buildings. Together, they provide a rounded picture of how a church can grow in health and confidence, but pick the ones that are most useful for you.

Use your instinct when selecting the stage that feels the best fit and think about whether all or part of each statement is secure. You can annotate, highlight more than one box, or add notes to reflect the complexity of your situation. Use the 'next stage up' to guide you as to HOW you might develop this area going forward.

Stages 1–3 relate to the 40 questions on pages 3 and 4. Stage 4 is aspirational, although you may already be achieving this.

This tool is designed to help you reflect, find encouragement, and identify practical next steps as you seek to live Christ's story in your community.

Confident leaders We will equip more missional leaders who are confident, humble, and expectant to see and support growth.	These pages look at vision, teamwork, leadership culture, safeguarding, and the way volunteers are supported and equipped.
Missionary disciples We will grow churches of missionary disciples...	These pages explore the inner life and the culture of mission as well as worship, prayer, teaching, everyday faith, small groups, evangelism and how churches engage with their local community.
Renewal ...who are younger and more diverse. This will revitalise our church or churches and the communities we serve.	These themes focus on children, youth, and families; welcome and inclusion; school links; outreach; how we structure mission; hospitality; new congregations and mixed ecology; and social and racial justice.
Sustainability We will enable our mission and ministry through sustainable parishes, deaneries, and diocesan structures.	These pages consider the practical foundations that enable mission to flourish: governance, finance, generous giving, buildings, maintenance, accessibility, grant funding and creation care.

With thanks and credit to Sheffield Diocese for the basis of the detailed grids.

CONFIDENT LEADERS 1. Vision, purpose, and oversight	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
	a. Vision.	We have not yet clearly articulated a vision of what God wants us to do. We are reticent or unable to take risks and experiment.	We have a clearly articulated vision: we know what our church is 'for' and where we are heading. We try out new things and evaluate the impact.	We deliberately seek to discern what God wants of us and have shared our vision with the leadership and wider church or churches. We take risks where we think God is leading us, and we learn from how things work.	We have a strong missional vision, rooted in prayer and discernment, owned by, and resourced by, the whole church or churches. Our vision permeates and directs everything we do.
	b. Understanding context	We have not investigated the local context and social makeup.	There is some interest in finding out more about the local area.	We know our area and its demographics, and use statistics to work out how best we can serve.	Our congregations reflect the demographics of our local community.
	c. Action planning	We don't have an up-to-date action plan. We do not have a clear understanding of how we might see our church or churches grow.	We have completed an action plan, but it is not regularly considered by the PCC or church leadership. Our plan for growth is to provide a good Sunday service and welcome.	Our action plan focuses on new opportunities for mission and ministry, and we plan to complete our priorities. We plan for growth by consciously engaging with our community.	We actively engage in an action plan/act/review process, including updating mission activities and identifying new opportunities for growth.
	d. Leadership development: lay and ordained	Our lay and ordained leaders are unsupported and not receiving training. Leaders are not (made) aware of, or encouraged to take advantage of, training opportunities.	Our leaders are developing in their ministries through applied training, support or coaching. Leaders are encouraged to seek out training and equipping as they identify specific gaps in their skills or knowledge.	We provide leaders with good opportunities to develop character and skills, as well as their accountability and collaborative working. Our leaders share their learning with others and support them.	Leaders are committed to growing and developing in their roles, with training and support tailored to their needs and circumstances. Everyone in our church or churches who wants to develop is part of a supportive learning relationship, and all are encouraged to take part.
	e. New leaders	We have not intentionally identified new leaders, and people lack the confidence to step forward as volunteers. We have not considered vocational pathways for anyone in our church or churches.	We are actively looking for new leaders to support and strengthen existing roles. We have commissioned lay ministers to serve in church and the community.	We release leaders for new missional aspects of our ministry, as well as existing roles, and we welcome fresh vision. Leaders reflect the diversity of our church or churches or community.	Identification of new leaders involves roles that don't yet exist, and we use conscious 'succession planning'.

CONFIDENT LEADERS 2. Working together	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
	a. Leading and modelling a healthy culture, including self-care.	We usually notice if someone is struggling and offer informal help and support.	We regularly check in with each other and everyone, including leaders, knows that they can get help and support if they need it.	We proactively promote the importance of good mental health and support for people in all the different roles. We offer individual support and signpost to more specialist help where needed.	Human flourishing is central to our understanding of our mission and work. There is formal supervision in place for roles working with vulnerable people, and a regular, proactive wellbeing offer that is well utilised by all.
	b. Supporting and caring for leaders or ministers.	People who take leadership roles are largely left to 'get on with it', without explicit support or accountability.	We try to make sure that expectations placed on leaders are realistic and that they know they have access to support.	Our leaders are supported through regular meetings and other encouragement.	Leaders are self-aware. They benefit from good support, collaborative working and a sense of purpose from clear and sympathetic accountability.
	c. Teamwork	Leadership is heavily dependent on a single person. Clergy and churchwardens fulfil their roles but independently. There are no licensed or authorised lay ministers.	Those in leadership (clergy and lay) meet together, and we have the beginnings of a leadership ministry team structure in place, but would benefit from developing structures that work better for our benefice or ministry unit.	Lay leaders operate in all or many areas of church life. The leadership ministry team meets regularly and communicates clearly. Our leadership structures work well for our benefice or ministry unit.	Effective collaborative leadership (lay and ordained) is evident in all areas of our church life. Lay teams are released and empowered. This results in transformation and growth of the church or churches, numerically and spiritually.
	d. Volunteers	We struggle to find/get volunteers to contribute to church life in most areas due to either numbers or willingness. We are over-reliant on the volunteers we do have.	We have volunteers in some areas of church life, but big gaps in others. We struggle to find the capacity to recruit and support our volunteers.	We have systems in place to recruit and manage volunteers effectively, which encourages more people to volunteer for new roles, so that gaps are rarely vacant for long.	We are rarely short of volunteers, and a wide range of people in our church or churches willingly give of their time and expertise. We have clear volunteer management and support approaches that help us recruit, retain, and value our volunteers.
	e. Safeguarding	Safeguarding is recognised but not yet well established. Policies may be outdated, understanding varies, and our church or churches are beginning to realise where improvement and support are needed.	Safeguarding policies are in place, and people are gaining confidence. Training is happening, though practice is uneven, and our church or churches are learning to respond more consistently to concerns.	Safeguarding is well understood and regularly reviewed. Good practice is consistent, concerns are handled appropriately, and leaders help embed a positive, shared commitment to safety.	Safeguarding is woven into everyday church life. Leaders model healthy practice, the community is proactive and attentive, and systems are strong, trusted, and regularly strengthened.

MISSIONARY DISCIPLES 3. Six marks of missionary discipleship	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
	a. Encountering Jesus	It is not easy for us to identify clear opportunities for people to experience and meet Jesus.	We can identify some ways that people can encounter Jesus in the life of our church or churches.	We have clear places of mission and outreach where people can encounter Jesus, both for the first time and ongoing, through the life of our church or churches.	As church leaders, we have intentionally created a range of clear mission and outreach ministries, with leaders in place, who intentionally foster opportunities for people to encounter the love and life of Jesus for the first time and ongoing.
	b. Choosing to Follow Jesus	It is not easy for us to identify ways someone could learn more about the Christian faith and decide to follow Jesus.	We respond to enquiries about baptism and confirmation as and when they occur, but do not have specific vehicles to introduce or explore the Christian faith.	We intentionally have opportunities in place for people to learn more about the Christian faith, and we support them in learning about Jesus and the decision to follow him.	We regularly offer opportunities for people to learn about the Christian faith, and we have clear ways for people to make a decision to follow Jesus. This is owned and supported by our whole church.
	c. Belonging to the family of disciples	We show kindness within familiar circles but struggle to widen our welcome.	We offer a warm welcome, respect and care, helping people feel they belong.	We can identify ways that people can find places of belonging and welcome within our church community or communities, particularly if they are unfamiliar with church.	We have intentionally created places where people can find belonging, welcome, and love in order to both deepen their discipleship in Jesus and to be welcomed and supported as they explore faith in a sincere, pressure-free community of love.
	d. Growing as missional disciples	We have limited shared learning and few rhythms that help us grow as disciples.	We provide teaching and groups that encourage growth, and people are learning to connect their discipleship with everyday life.	We actively learn together in outreach and mission, developing supportive rhythms and nurturing deeper, sustainable discipleship for lifelong learning.	We grow intentionally in faith through shared ways of reaching out with the good news of the gospel, so everyone can get involved. These support long-term, life-giving discipleship.
	e. Make disciples with Jesus	We rarely talk about faith and mostly leave mission to a small number of people.	We encourage one another to share faith when opportunities arise, but confidence in helping others grow is still emerging or limited to a handful of people.	We have ways that help us to grow in confidence to share faith naturally in everyday relationships as well as through programmes. Many people are beginning to walk alongside others who are exploring faith.	We have intentional ways of growing and being confident in sharing our lives of discipleship, and there is a culture of joyfully helping others explore faith and begin their journey of following Jesus.
	f. Multiply disciples like Jesus	We rely on a few people, and new ministries or leaders rarely emerge.	We support new ideas and encourage people to try new ministries and leadership roles.	We intentionally nurture leaders and grow new groups, ministries and opportunities that can self-replicate.	We multiply leaders, groups and ministries through a culture of shared responsibility and as part of a growing, outward-looking culture.

MISSIONARY DISCIPLES 4. Sharing a rhythm of life as disciples together	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
	a. Worship and prayer	Worship happens regularly, but engagement is limited, and prayer is not yet embedded in the community's shared life. Opportunities for people to encounter God in worship or prayer are not clearly developed.	Worship is valued and carefully planned, and people are encouraged to pray in services and at home. There is a growing expectation that worship helps us meet God and strengthens daily discipleship.	Worship and prayer are understood as encounters with God that shape daily life. Different ways of praying and worshipping are explored, helping people integrate prayer and worship into everyday rhythms.	Worship and prayer shape our whole shared life. We expect to meet God, be renewed, and be sent out for mission, and our rhythms of prayer sustain a joyful, outward-looking discipleship.
	b. Scripture and whole life faith	Scripture is read in services, but there is little encouragement or support for people to connect the Bible with their lives beyond Sundays.	People are encouraged to read and reflect on Scripture, and we begin exploring how the Bible speaks into everyday situations, work, relationships, and decisions.	We learn together how Scripture shapes our values, choices, and daily discipleship. People are supported in understanding and applying Scripture across all areas of their lives.	Scripture is central to our shared identity and formation as disciples. It shapes our whole-life faith, guiding our actions, decision-making, and mission as a community.
	c. Community love, care, and generosity	Care and kindness are present within familiar circles, but outward-looking love, generosity, practical service, and justice are limited or held by only a few.	Our church or churches encourage welcome, hospitality, and care for one another. People are beginning to look outward, offering generosity and support in small but meaningful ways.	We intentionally include, support, and serve our wider community. Acts of generosity, justice, and practical care are understood as expressions of discipleship and are shared across the church or churches.	Love, justice, hospitality, and generosity shape our whole parish life. We seek Christ in all people, stand alongside those who are vulnerable, and practise outward-facing, joy-filled community engagement.
	d. Renewal, rest, balance, and wellbeing	We often feel busy or stretched, and our shared life lacks rhythms that bring renewal. We rarely make space for rest, sabbath or wellbeing, and discipleship can feel disconnected from practices that root us in God.	We recognise the need for a healthier balance and are beginning to encourage simple rhythms of rest and restoration. We affirm the importance of wellbeing and support one another in slowing down, reflecting, and staying grounded in God.	We teach intentional rhythms that renew us spiritually, emotionally and physically. We explore sabbath habits, cultivate life-giving balance, and develop shared practices that sustain everyday faith and healthy relationships.	Renewal and rootedness shape our whole life together. We model a culture where rest, sabbath, wellbeing and balance are woven into our discipleship, enabling joyful, sustainable ministry and long-term flourishing for the whole community.

RENEWAL	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
5. Growing younger: children, youth and families (CYF) NB – All those working with children and young people be recruited in accordance with safer recruitment procedures, have an enhanced DBS check and be trained by the diocesan safeguarding team	a. Welcome and inclusion	We struggle to give children, young people and families a warm welcome or include them in any meaningful way.	We plan to improve our welcome and to include CYF in the life of our church or churches.	We encourage a warm welcome across our church or churches, not just by our welcome team. We see CYF attending activities, and they feel at home with us.	The whole church makes CYF welcome. They are an integral part of our church or churches, influencing and shaping its life and ministry. Quality resources are readily available for CYF, and our digital presence is clearly shaped by CYF and their concerns.
	b. CYF provision with discipleship pathways.	There is currently little or no CYF provision.	There is some provision for children or young people, such as Sunday school, a toddlers' group, or a youth group. Our children's, youth, and families work is very dependent on one or two key people and would be vulnerable if they left.	There are regular CYF groups run by committed teams, and we see children moving into youth groups as they are discipled.	There is a thriving relational CYF ministry that spans all aspects of church life. Young people have a voice in our governance and are encouraged to take leadership roles in our church or churches.
	c. Engagement with Schools	There is little or no engagement with local schools in the parish.	There are occasional visits to schools for assemblies or lessons, or local schools visit our church or churches for various events throughout the year. (e.g. Harvest, Christmas, Remembrance).	We have a positive relationship with the local school(s) and serve them through lessons, assemblies, church visits, or volunteering regularly. We view our local school(s) as an integral part of our church family, parish, and mission.	The local children and young people know who we are, and we have seen some join our church groups and discipleship pathways as a result of these relationships.
	d. Community and family support	We have little or no connection with children and their families beyond our church or churches.	We have people who are committed to serving some of the local community groups that serve children and families, or to finding other ways to support families in our parish.	Our CYF work regularly or consistently reaches out to families, both within and beyond our church or churches, to support a range of needs.	We have strong, trusted connections with local community groups in which we further relate to CYF. Families value the support our church or churches give them, and some have come to faith or church as a direct result.
	e. Worship	Our styles of worship do not currently connect with CYF from our parish.	We are careful to design our worship to connect with CYF by making it accessible and interactive.	Our worship engages the culture of our community, and CYF connect meaningfully with it. We offer inspirational worship to accommodate different people groups.	CYF are fully integrated into the worship of our church or churches, including training them to lead and shape the services. The worship is open to all and enables them to connect with God.

RENEWAL	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
6. Growth, evangelism, and new congregations	a. Outreach.	There are very few situations where we engage with our wider community.	We have occasional events in our buildings which develop our relational fringe.	We regularly build our relationships by going into our community, where people are, including online spaces.	Outreach is woven into our church's or churches' pattern(s) of gathering, intentionally connecting with people outside our church or churches.
	b. Welcome and hospitality	We do not have an organised welcome for new people. We do not provide refreshments at services.	We welcome people at the door and give clear information to help them access the service. We have refreshments available after services, and we encourage chatting.	We have a welcome team that operates before and after services. We regularly host welcome lunches or other events to help new people get to know others in the congregation, and we support new explorers of faith.	We have a culture of welcome across the whole congregation that helps integrate new people into the life of our church or churches. We have a culture of generous and sacrificial hospitality and actively support those exploring faith well.
	c. Community Engagement and Service	We have only a few local connections with community groups and individuals. We don't do anything specific to address our community's needs. We don't do anything to support the poor or vulnerable.	Church members are active in the local community, and civic and community representatives engage with our church or churches. We serve both the church and wider community, especially vulnerable and marginalised people, through practical projects and partnerships.	Church members have significant connections with individuals and groups in the community. We hold a number of events, both regularly and ad hoc, which may help us connect with and serve our community. We may respond to particular local or global needs or emergencies.	We connect our faith in a just God to issues of injustice in our community and around the world. We use our voice in the public square to lobby for change. We are known in the wider community as a force for good.
	d. New congregations or mixed-ecology church (combining traditional parish structures with fresh expressions)	We have not yet explored starting a new congregation or considered how mixed ecology models might serve our community.	We are beginning to consider a new congregation and are seeking guidance to understand what might be sustainable and mission-shaped in our context.	We have started a new congregation shaped by local needs and are learning how mixed-ecology approaches can strengthen our mission and discipleship.	We have launched several new congregations that reflect varied contexts. We are growing as a church that equips others and could become a resource church.
	e. Justice *UK Minority Ethnic/ Global Majority Heritage	We have limited awareness of social and racial justice, with few UKME/GMH* people involved and little understanding of their experiences.	We are beginning to explore social and racial justice, with some members undertaking learning such as unconscious bias training to understand prejudice locally and more widely.	We intentionally value diverse backgrounds, build relationships with UKME/GMH* communities, and actively support social and racial justice through inclusive worship, practical action, and wider community engagement.	UKME/GMH* people feel a genuine sense of belonging. Their gifts are affirmed, and our partnerships, advocacy, and communications reflect a diverse congregation committed to social and racial justice.

SUSTAINABILITY 7. Governance and finance	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
	a. Governance	We struggle to recruit a full PCC. There are vacancies in key positions, and some people hold multiple roles. We are unsure which policies and procedures we should have in place in several areas.	We have some vacancies and the PCC feels overstretched. We are aware of gaps in our policies and procedures.	We have a full PCC and plan to update our policies and procedures. PCC members are inducted and aware of their responsibilities. They have used training to help them function well, e.g., from CPAS or ACAT.	We have a full PCC and a complement of officers who work well together. Tasks are delegated to subcommittees/teams and groups. The PCC and ministry team work well together. We have regularly updated policies and well-structured meetings.
	b. Financial accountability	We find it hard to recruit a treasurer and struggle to produce and submit our accounts on time.	We have basic accounts that don't fully comply. Our treasurer needs help and support that we struggle to provide. Church members are only updated at the APCM.	We use an accounting package, e.g., Data Developments/QuickBooks. It is kept up to date and used to produce timely and appropriate reports for the PCC.	Accounts and Finance returns are produced and submitted on time and in accordance with the latest PCC/charity regulations. PCC members understand and exercise their responsibilities as trustees.
	c. Yearly budgeting and reserves	We do not produce/discuss an annual budget.	The treasurer produces a simple budget, but this isn't discussed at PCC or Standing Committee.	Our budget is reviewed regularly against actuals and cash flow forecasts.	The Finance team produces a detailed one-year budget and a three-year forecast aligned with the Mission Action Plan's vision and resources.
	d. Generous giving	There is rarely any teaching on giving and generosity.	The church has an annual giving Sunday. Regular giving is encouraged. Gift Aid is regularly promoted and claimed.	There is regular teaching on giving that aligns with our vision. We are signed up to the Parish Giving Scheme and also make full use of the Gift Aid Small Donations scheme.	Giving and generosity is embedded in our discipleship programme and also reflected in the PCC's generosity to other churches and mission.
	e. Free Will Offer	We consistently (e.g. in the last 3 years) meet less than our Direct Costs of Ministry in our Free Will Offer.	Our Free Will Offer contribution is what remains after other costs and expenses and does not meet our total cost of ministry.	Our Free Will Offer Pledge covers the Total Costs of Ministry and we build our budget and financial appeals around it. We make monthly contributions to the DBF.	We are committed to increasing our Free Will Offer contribution to support the Mission and Ministry of the Diocese, beyond our own total cost of ministry.

SUSTAINABILITY 8. Church buildings	THEMES	STAGE 1 – IN OUR CHURCHES	STAGE 2 – IN OUR CHURCHES	STAGE 3 – IN OUR CHURCHES	STAGE 4 – IN OUR CHURCHES
	a. Vision for mission integrated into plans for the building	The vision for mission and the plans for the building are not linked.	The building could be adapted to better link with our mission priorities.	We have a plan to adapt our building to better support our mission, but we are not confident about how to make it happen.	We have adapted our building to better support our mission, and we continue to review it as circumstances change.
	b. Care and maintenance	There is no annual maintenance plan and no team to lead care and maintenance.	There is a maintenance plan, but no one to ensure it happens. OR There is a person or people who take responsibility for maintenance, but this is done on a reactive or ad hoc basis.	We have a maintenance plan and a team to ensure maintenance happens when we have enough budget.	We have a maintenance plan, a team to ensure that maintenance happens, and a budget to complete works.
	c. Accessing funding	We have limited awareness of available grants, little experience applying for funding, or are unsure how to involve the community in building projects.	We are beginning to explore possible grants and seek advice. We understand that community engagement is important, but we may need support to prepare effective applications.	We identify suitable grants, build positive community connections, and have growing confidence in writing applications and managing projects from planning to completion.	We successfully secure a range of grants and deliver projects well. Strong community partnerships and skilled volunteers help us sustain ongoing development and good stewardship of our buildings.
	d. Suitability	Furnishing and facilities are limited/not sufficient to accommodate use comfortably (e.g. no running water, no toilet, inadequate heating, no servery, not fully accessible).	Furnishings and facilities are serviceable but could be improved and might limit possible uses (e.g. limited / small toilet and kitchen facilities, accessible with some challenges).	Furnishings and facilities are adequate for our current mission needs, but there are some limitations for some people (e.g. access is not as easy as we'd like).	We have fully accessible, comfortable facilities that can accommodate people of all ages and abilities and the range of different activities and uses we need with ease.
	e. Creation care of church property and its place in mission	We don't currently link creation care and use of our buildings and land to our mission and vision. We have not thought about how, as a church or churches, we can address environmental concerns.	We are planning our creation care and net-zero future, but don't currently relate this to our mission. Some members of our church or churches have expressed an interest in environmental concerns. We have registered an interest in becoming an Eco Church.	We are actively pursuing a creation care and net-zero future, but it isn't related to our mission and vision. A growing number of people are concerned about the impact on the environment and are working together as a church or churches to respond. We are a Bronze Eco Church.	We are actively pursuing a creation care and net-zero future, integrated into our mission and vision, building a sustainable community asset that can host events / activities and partner with community groups. We have a silver (or gold) Eco Church award.

Some people love a spreadsheet (others not so much)! Use this page to keep track of your scores **ONLY** if it's helpful.
 Use separate lines to score each church in your benefice, or use one sheet per church and track changes over time.

Church or date	Confident leaders										Missionary disciples									
	Vision and purpose					Teams and connections					Six Marks of Missionary Discipleship						Rhythm of discipleship			
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	F	A	B	C	D

Church or date	Renewal										Sustainability									
	Children, young people and families					Growth and evangelism					Governance and Finance					Church buildings				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E

TOTALS

Church or date	Confident leaders		Total	Missionary disciples		Total
	Vision and purpose	Teams and connections		Six Marks of Discipleship	Rhythm of discipleship	
Church or date	Renewal		Total	Sustainability		Total
	Children, young people and families	Growing		Governance and finance	Church buildings	

GRAND TOTALS

Church or date	Overall total



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