



## Embracing the Future – Together

Anglican Diocese of Wangaratta

# Strategic Plan

2016 - 2020

*Report prepared by:*

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## Table of Contents

Introduction.....	2
Scope.....	2
Vision and Mission .....	3
Our Vision.....	3
Our Mission.....	3
Our Core Beliefs and Common Purpose.....	4
Situation Analysis.....	4
Strengths.....	5
Challenges .....	6
Opportunities.....	7
Lessons Learnt.....	8
What needs to change? .....	8
Now is the time for change .....	8
Our Desired Future .....	9
Strategic Directions .....	10
Proclaiming the Faith .....	10
Ministry .....	10
Serving Communities .....	10
Leadership and Relationships.....	10
Stewardship (financial, spiritual and missional) .....	10
Implementation Plan.....	11
Strategy One: Proclaiming the Faith.....	11
Strategy Two: Ministry.....	14
Strategy Three: Serving Communities .....	16
Strategy Four: Leadership and Relationships .....	18
Strategy Five: Stewardship (financial, spiritual and missional).....	20
Implementation and Review Process.....	23
Appendices .....	24
Appendix One: Stages of the Pathways model.....	24
Appendix Two: Seven Marks of a Healthy Church.....	25

## Introduction

Developing a Strategic Plan takes **time**; creating a plan for our church takes **prayer**; embracing the plan and moving forward takes **courage** and **faith**. Strategic Planning is one of those things that can challenge us, but working together to think about our future can also lead to great things. Through the process and the Plan we can see how best to serve God into the future and it is important to remember that Christ is with us on this journey.

We are blessed in the Diocese to have people who are keen to question what direction we should take and where we should go next. How have we been doing? How can we continue to do good things? How can we do better? These questions need to be asked and whilst the answers are rarely simple it is wonderful to see people exploring what the future might hold.

Our biggest threat as church is in doing nothing and losing out on opportunities through inaction. In 2009 I set six priorities, best seen in light of the Five Marks of Mission in the Worldwide Anglican Communion. These were a mixture of short and long term goals for the Diocese to work on. The second of these goals was to develop a ministry strategy for the Diocese, identifying key objectives and providing for measurable outcomes. This Strategic Plan offers us a way forward, a plan for the future.

The Plan is more than mere words on a page: It is the basis for action. To have value, the words must come to life through our action and it is this which will create change. This is not a Plan for one person: It is not achievable by any one of us working alone. Each of us has a role to play in bringing the Strategic Plan to life. I invite you to join me, so that we can create a bright future for the Diocese, together.

As we move forward with our strategic planning process let us pray

***Christ, whose insistent call  
disturbs our settled lives;  
give us discernment to hear your word,  
grace to relinquish our tasks,  
and courage to follow empty-handed  
wherever you may lead,  
so that the voice of your gospel  
may reach to the ends of the earth. Amen.***

## Scope

*This Strategic Plan covers all aspects of the life of the Anglican Diocese of Wangaratta encompassing ministries of the clergy and laity, parishes, worshipping communities, schools and agencies.*

## Vision and Mission

### Our Vision

*Inspired by God's love, through worship, prayer and scriptural reflection, we seek to live by our Christ-centred values by meeting the needs of our communities through serving and accepting others.*

### Our Mission

***In Response to God's ever present love we look to –***

- Develop and nurture vocations
- Build relationships and mutually beneficial partnerships
- Empower the ministry of the clergy and laity through education and training
- Build sustainable social structures for action and inter-action
- Facilitate the intentional use of resources

***And as part of the worldwide Anglican Church we also embrace the Five Marks of Mission which is to:***

- Witness to Christ's saving, forgiving and reconciling love for all people
- Build welcoming, transforming communities of faith
- Stand in solidarity with the poor and needy
- Challenge violence, injustice and oppression, and work for peace and reconciliation
- Protect, care for and renew life on our planet

## Our Core Beliefs and Common Purpose

We are a people made and loved by God. Through Jesus Christ we are made whole. In the power of the Holy Spirit we are called to live and share his resurrected life both for his world and all people.

- We are a people called to worship God in Christ and by the power of the Spirit to share radical love with the world, building communities of hope, healing and transformation.
- We are united by our commitment to serving the transforming mission of God.
- Mission is the bedrock of all we are, do and say as the people of God.
- Our faithfulness in mission will be expressed in a great diversity of missional models strategies and practices.
- We are fed and strengthened by the Eucharist which forms us into the body of Christ

## Situation Analysis

Strategic Planning requires a high degree of intentionality, self-reflection and honesty. It asks the questions – where are we now, where do we want to be, and how will we get there.

The Anglican Diocese of Wangaratta has been engaged in a Strategic Planning process which has included:

- Building a shared understanding of current challenges facing the Diocese, and the past decisions, actions or inactions that have created the current situation; and establishing both responsive and proactive directions for the preferred future of the Diocese. These discussions have been held through facilitated forums with Bishop-In-Council and at Synod
- Interviews with people across the diocese – from small and large parishes, parish council members, church goers, clergy, school principals, and leaders of Anglican agencies (Anglicare, St John's Village)
- Discussions at the Synod during May 2015
- Meetings with clergy through the rural deaneries and Clergy Conference

There has been deep sense of mindful reflection and solution-focus to shape a Diocese that can live and meet its purpose and mission.

The Anglican Diocese of Wangaratta is made up of diverse communities of faith - communities of all shapes and sizes, linked by their Christian faith and Anglican identity.

The physical area of the Diocese covers North East Victoria, including Albury and Wodonga and continues south to Seymour, Nagambie and Kilmore. It includes 25 parishes and 50 churches. The seat of the Diocese is in Wangaratta.

There are six aged care services:

- St John's Village, Wangaratta,
- Kellock Lodge, Alexandra
- St Matthew's Village, Albury
- St Matthew's Village, Broadford
- Yackatoo Retirement Village, Yackandandah
- Holy Trinity Close, Benalla

The three Anglican Schools in the diocese are run by the Anglican Schools Commission:

- Cathedral College (Wangaratta),
- Trinity Anglican College (Albury and Wodonga campuses)
- Cobram Anglican Grammar

Anglicare is the welfare arm of the Anglican Church of Australia and we as the Anglican Church are called to help them help others. Anglicare supported welfare and outreach programs are in place in some parishes. Outreach services are provided directly by churches in some parishes.

Three rural deaneries have been established as the basis for centrally supported pastoral care, support and response networks, and a substantial program of education and formation for clergy.

The following analysis of the diocese has been developed by members of the diocese through the various engagement processes noted above:

## *Strengths*

- Collegiality – lay and clergy
- Very positive relationship with the Anglican Schools Commission, and schools (with potential for even closer relationships)
- Growing relationships with Anglicare, and aged care providers
- Quality of leadership – particularly from the Bishop
- Diocesan finances more under control
- Improving relationships between registry and some parishes
- Rich history and tradition
- Robust history of rural engagement
- Size of Diocese – not too large (although this is also a challenge)
- Willingness to look forward and build a new story, new future more particularly from the diocesan leadership and clergy
- Recognition of the need for change

These strengths can be the basis of renewal and growth in the Anglican Diocese of Wangaratta.

## Challenges

- Ageing congregations and clergy
- Diminishing congregations (in many cases) with some expanding parishes, or specific localities within some parishes that have growth challenges
- Financial pressures at parish level leading to an inability to fully support clergy in all parishes
- There is a connection between priestly presence, ministry and leadership and the 'health' and viability of churches. There is a question about whether rural parishes are able to sustain themselves without clerical presence and leadership
- Attracting well trained priests
- Past giving practices appear to be declining and changing. There is a misunderstanding of the need for stewardship and renewal programs (giving)
- There are some restraints of the parish model, especially around borders of each parish. Similarly, the borders of the diocese can offer challenges to those in border locations (eg Murray River border, and southern border)
- There is not a universal sense of diocese – many parishioners do not feel connected with the whole. For most parishioners, their first point of identification is their place of worship, and they are relatively unaware of parish boundaries. For others though, there is a very strong sense of the traditional parish and, in the worst cases, there is a sense of 'us' vs them (parishes and diocese)
- Human resources are particularly stretched at diocesan administration level, and at parish level where clergy are serving multiple worship centres often at distance
- From an administration aspect, there are insufficient skills and resources to implement the change process required
- Worship styles – need to care for those already attending church, but also be aware of more modern liturgies and ways to connect with potential churchgoers, and those who do not attend church. The challenge is to deliver this with integrity and professionalism
- There is some concern/push back from current parishioners about change. In some cases, there is active resistance to change. There is a sense of the past 'hanging on' even when it is not serving either the parish or diocese well. This needs to be balanced with the positive elements of the rich history and tradition that has served parishes and the diocese well in the past. Developing a shared understanding of what still serves the diocese well, and what is no longer serving is a challenge.
- Structure and systems are required to support the work of the registry and parishes
- Ensuring all parishes understand and adhere to professional standards and compliance issues
- Use of technology (both a challenge and an opportunity)
- Uncertainty about the future
- Timidity to address the challenges for fear of failure or upsetting the status quo
- Naivety about the extent of the challenges
- A sense of cynicism 'we have done this type of planning before, and nothing really happened'

There is a need to be mindful, but not overwhelmed by these challenges. The purpose of the Strategic Plan is to consciously acknowledge and address these issues.

## Opportunities

- There is an opportunity to deliberately and intentionally build on the strengths of the diocese and parishes, and face the challenges to create and embrace a positive future.
- The church's message and need for mission are still incredibly relevant. There is an opportunity to collectively develop and tell the Anglican story and help church goers and non-church goers to understand the purpose and the power of the Gospel, belief, love, inspiration and support. There is also an opportunity to tailor this message to different audiences.
- Ways to 'be' as a church will be different to serve people in different ways: traditional church-going congregations value tradition; however there are also other people seeking answers in other ways; and seeking other ways to serve and live their faith. There is an opportunity for exploration of faith in different ways that can lead to faith enhancement.
- The Church, the Diocese and the Parishes are not only about buildings and institutions – they are meeting places, places to gather and worship, ways to support clergy and laity, and the people of the church and wider community. The church is the people, and through recognising this, it opens up other ways of living the faith, worshipping and serving community.
- The Diocese is the supporter/enabler of the parishes. The Parishes are the front line and the parish clergy and parish councils are the leaders locally. There is an opportunity to further develop leadership skills, community engagement and outreach skills for both lay and clerical leadership.
- Relationships and partnerships are vital, and strengthening these relationships will result in strengthening the diocese. There is an opportunity to recognise and celebrate the existing interdependence in these relationships, enhance the relationships and together create a better future:
  - priest and parishioner
  - clergy, congregation and community
  - parish and diocese (through registry and cross-parish relationships)
  - parish, schools, aged care facilities, Anglicare
  - diocese, Anglican Schools Commission, schools, aged care facilities, Anglicare
  - ecumenical relationships at locality, parish and diocesan level
  - neighbouring dioceses
- There is an opportunity to create a positive culture throughout the diocese that celebrates common ground and values difference. Further, the development of a creative, enabling culture that encourages new ideas and solutions to grow from within each parish and the whole of the diocese can benefit the whole diocese as it faces its challenges.
- Planned 'risk taking' can enable experimentation with new models of lay and community ministry, worship styles, and community outreach. There are opportunities to trial activities and projects in parishes/churches/localities and assess the impacts, understand the lessons and apply to other areas if successful.
- There is an opportunity to put in place and use common technology resources/software to support faster, simpler financial transactions and support consistent and transparent administration practices at parish and registry level

Embracing the future together is a key theme of this strategic plan, and working together through this Strategic Plan will enable the realisation of these opportunities.

## *Lessons Learnt*

At a planning meeting of Bishop in Council, there was a robust debate reflecting on the past decisions, actions and inactions, that have led to the current situation. The following observations were made:

- We can't work out of fear, and we need to be bold and less risk averse in shaping our future. We need to face our fears.
- Just because we are a church does not mean we can avoid sound financial management
- We must form strategic partnerships
- We need to identify and keep to our core purpose. We need to intentionally plan and take action
- There is a need for a clear articulation of our story
- Leaders must lead, and we must provide leadership and professional development
- We need to be intentional about identification and nurture of vocations

## *What needs to change?*

From discussions at Synod, through interviews, and at meetings with Bishop in Council and the rural deaneries, the following changes were identified:

- The way we do things has to be different
- Open conversations, honesty, transparency
- Sense of working together, in the same direction
- Strategic risk taking – daring, more intentional
- Partnerships are critical
- Spiritual development is essential
- Leaders must lead – professional development
- Reduce the 'them and us'

## *Now is the time for change*

- Be more intentional, move forward and don't just talk!
- Accept change: recognise that it is difficult for some, AND it must happen to create a better future
- Embrace the future-through new models of leadership, daring, risk-taking, strategy and intentionality
- Stop being a club or 'holy huddle'
- 'Be brave and make mistakes', be willing let go of old models to find new
- Discern the gifts of people, and empower people to do that they are good at doing

## *Our Desired Future*

### **To achieve our Vision and Mission, we will be:**

- A progressive, open diocese
- Clear and sustainable in developing our strategic directions
- Re-engaged with our core belief and purpose – spiritual growth and nourishment, promoting social justice, practising peace and reconciliation
- Open to change
- Financially secure (capacity to meet our day to day needs and have reserves for ministry)

### **As a result of this Strategic Plan, we will have:**

- Parishes where people are an integral part of their communities, living their faith
- Broader age congregations
- Sustainable, or growing, numbers
- Evident points of connection with community (outreach, in-reach and community engagement)
- Effective models for rural ministry
- Programs of ministry in the life of the parish; training and support for lay and ordained in leadership, engagement and ministry
- Vocations actively encouraged
- Continued development of the ASC (Anglican Schools Commission) presence within the diocese
- Increased sharing of skills and resources across parishes, across the Diocese
- Succession planning in place
- Sound organisational processes
- Advisory groups in place to support Bishop, eg social justice

## *Strategic Directions*

We will pursue our Vision and Mission, and realise our opportunities, through the following key strategic directions:

- Proclaiming the Faith
- Ministry
- Serving Communities
- Leadership and Relationships
- Stewardship

### *Proclaiming the Faith*

Share and teach the gospel, spiritual education and renewal, in ways that meet the needs of church goers, and potential church goers (faith, worship and ministry)

### *Ministry*

Cultivate healthy and diverse parishes with clergy and laity working together to deliver sustainable ministry, supported by vocational development and education

### *Serving Communities*

Live our mission through engagement with communities locally and further afield

### *Leadership and Relationships*

Strengthen leadership capacity at all levels to enable respectful relationships and help rebuild trust. Develop and build critical partnerships that enable our mission to be fulfilled and communicated in unity.

### *Stewardship (financial, spiritual and missional)*

Carefully and creatively manage the gifts and resources of the Diocese to enable long term sustainability, meeting professional and ethical standards.

## Implementation Plan

### Strategy One: Proclaiming the Faith

**Direction:** Share and teach the gospel, spiritual education and renewal, in ways that meet the needs of church goers, and potential church goers (faith, worship and ministry)

#### Where are we now?

- Great variety of outreach programs, mostly specific to parishes (very few that are Diocese – wide)
- Service beyond worshipping communities is widespread
- Doing our best – committed few, limited resources, ageing taking its toll
- Trying new things – expanding, messy Church
- However, there is still a sense that we are out of touch with our communities, and that there is an artificial separation between Church and community
- There is limited training for Laity – to help them proclaim their faith
- Reliance on familiar forms and styles of worship – appeals to the already committed churchgoers

#### Where do we want to be?

- We want to be living our mission in our local communities in both service and evangelism
- An integral part of people's lives and of society's values, concerns and needs
- Outward looking – connecting with those in need across our society (face to face)
- Encouraging and facilitating community involvement
- In a place where we can identify with those we seek to serve
- Serving our communities as parishes and diocese in partnership
- Open and ready to serve
- Where faith does not stop at church door but starts to be practiced: *“The service has ended, the service has begun”*
- Welcoming refugees to our communities
- Study groups throughout the Diocese
- Inspiring, leading, informing, empowering communities, drawing them into God's love
- Effective use of technology to bring teaching and worship into the present time
- Confident to express our faith
- Sharing and trained in the use of modern resources (technology, communications)
- Open to change and diversity in worship

#### We will do this through:

- Spiritual education, nurturing and growing congregations in faith through programming, planning and action.
- Developing our story, and sharing it (offering the Christian message in a way that connects)
- Promoting our mission in the development of church communities
- Becoming invitational and integrated communities able to meet all people in their search for meaning
- Trialling and encouraging different styles of worship and the use of creative liturgy

	Strategies		Actions	Responsibility	By When
1.1	Spiritual education, nurturing and growing congregations	1.1.1	Develop Diocesan wide approach to spiritual education and renewal –( ie encouragement of Bishop’s Certificate studies, Alpha, home groups, lay ministry, pastoral care) and at least 2 diocesan wide training programs (per annum)		
		1.1.2	Highlight the essence, purpose and value of spiritual education and renewal in Bishop’s addresses, diocesan newspaper and diocesan website		
		1.1.3	At deanery meetings, introduce specific agenda/professional development topic to discuss progress and build new skills to lead spiritual education and renewal at parish level	Area Deans	
1.2	Develop our story	1.2.1	Clearly articulate the Anglican Christian message tailored for this Diocese (in a way that connects with both church and non-attendees)		
		1.2.2	Specifically develop stories, examples of living our mission in social and environmental areas (this resonates strongly with Synod, younger people and people who have actively chosen ASC schools)		
		1.2.3	Develop a communications kit to support Parish Councils and Parishes		
		1.2.4	Continually update and maintain Diocesan website with renewed focus on Mission, and intentional proclamation and living of faith examples in the Diocese	Communications Team	
1.3	Build and nurture communities of faith	1.3.1	Bishop to continue regular meetings with parish councils and parishioners – seeding wider debate about sharing faith and building faith communities		
		1.3.2	At Parish level, encourage development of Parish Strategic Plans to build communities of faith		
		1.3.3	Encourage trialing of different styles of worship (as appropriate to each church community). Share results of trials at deanery meetings. Encourage wider adoption of successful models		
1.4	Live the faith through witness and action	1.4.1	Welcome refugees to communities through public acclamation, hosting events, welcome activities and pastoral care		
		1.4.2	Openly develop and be involved in key social justice activities within communities and parishes		
		1.4.3	Share success stories and activities across the diocese		

The following commentary is paraphrased and extracted from a presentation to the 2004 General Synod “Towards a 21<sup>st</sup> Century Church Attendance and Mission in the Anglican Church of Australia”. The presentation was made by Wayne Brighton, General Synod Office Researcher, on the topic “Missional Challenges and Opportunities”. The content appears to have great relevance to the situation in the Wangaratta Diocese currently.

*There is a strong desire to continue to share and enhance our capacity to be a voice for righteousness and advocate for social justice and a provider of assistance for those in need. The ideal church – worship, mission and community – all infused by passionate spirituality.*

*We need to be a church living boldly in society – with meaning, purpose, mission centred.*

*The traditional ‘come to us’ approach is not as effective as it used to be; ‘going to them’ might be the direction required.*

*We need to rethink our approach to the way we engage:*

- *For attenders - need to consciously cultivate healthy and diverse parishes*
- *For those of the fringe - rethink worship styles – make them engaging, immediate, personal*
- *For those who have lost touch – need to understand why they lost touch, process evangelism through small groups may be a starting point*
- *For those who are hurt and disillusioned – patient listening and healing, being inclusive, non-judgemental community*
- *For the non-churched – go to them in the community, in a place of belonging*

## **Strategy Two: Ministry**

**Direction:** Cultivate healthy and diverse parishes with clergy and laity working together to deliver sustainable ministry, supported by vocational development and education

### **Where are we now?**

- Connections are happening
- Area deaneries are good and working well
- There is stronger connection from parishes to Diocese and Cathedral
- Laity not well trained – need a discernment process in place, independent of parish, to select potential candidates for future development with Diocesan programs to encourage and educate the laity about their vocations
- Still in traditional model of clerical leadership where the Priest expected to do everything and insufficient lay engagement in ministry and leadership
- Need to ensure we have sufficient, well trained clergy to lead in parishes
- Ageing clergy and laity. Part-time clergy
- Clergy training not uniform (standard or scope)

### **Where do we want to be?**

- Develop more team ministries based around larger centres
- Respectful lay and clergy teams undertaking ministry, education and leadership
- Need to bring both together so we all hear the same message, not separate
- Diocesan courses to equip laity for works of ministry
- Vocational discernment process for laity leading services
- Greater communications and positive connection between parishes to Diocese
- Lay ministry shared between parishes, and more team ministry
- Re-establish diocesan wide retreats and teaching days; to encourage shared ministry
- Have solid process of connecting/conversation and building relationships – shared decision making, shared skills and talents
- Explore more team ministry possibilities (sharing skills)
- Diocesan owned and initiated and resourced (Bishop's Certificate for example)

### **We will do this through:**

- Undertake a skills audit and develop a strategic plan for each parish
- Investigation of rural model of shared ministry
- Develop and implement a Diocesan education/professional development program for clergy and laity
- A program for vocations (clergy, schools, agencies)
- Rationalise ministry units in rural areas - clerical and laity
- Education for laity
- Implement an intentional path to clerical and lay vocations
- Implement a program to ensure safe ministry protocols are being followed
- The development of a succession plan

	Strategies		Actions	Responsibility	By When
2.1	Parish Evaluation and Review	2.1.1	Each ministry unit / parish have a current strategic plan operationalised		
		2.1.2	Skill audit of laity in each parish completed		
		2.1.3	Complete comprehensive analysis of rural ministry units to rationalise clerical and lay resources across the Diocese		
2.2	Professional Development and Training	2.2.1	Professional development program implemented through needs based approaches of clergy through seminars at Deanery level and Diocesan conferences		
		2.2.2	Lay training program developed and available online and at an annual conference hosted in different deaneries		
		2.2.3	Establish and implement an intentional vocation for ordination		
		2.2.4	Establish and implement an intentional vocation for lay ministry		
		2.2.5	Ensure safe ministry protocols are completed and current		
2.3	Develop an ongoing recruitment strategy for Clergy	2.3.1	Intentional recruitment of skilled priests to sustain the pool of active clergy		

## **Strategy Three: Serving Communities**

**Direction:** Live our mission through engagement with communities locally and further afield

### **Where are we now?**

- Variety of outreach programs, mostly specific to parishes eg homelessness responses and community meal etc (few Diocese-wide)
- Service beyond worshipping communities is widespread- supporting local and global projects
- Doing some new things – expanding local initiatives
- Insular, maintaining
- Need to work at increased community engagement with community issues/needs

### **Where do we want to be?**

- We need to understand our communities and how we can serve best
- Actively demonstrating that faith does not stop at church door but starts when it is practiced
- Encouraging and facilitating community involvement
- We want to be missional in our local communities in both service and evangelism
- An integral part of people's lives and of societies values, concerns and needs
- Outward looking – connecting with those in need across our society (face to face)
- Serving our communities as parishes and diocese in partnership
- Well-resourced Anglican activities and agencies, active across the diocese
- Open and ready to serve

### **We will do this through:**

- Establish Social Justice committee to support parish based initiatives, and support the Bishop in regard to justice issues
- Respectful community engagement and involvement
- Maintain and develop support and pastoral care (linked to identified community needs)
- Parishes where people are an integral part of their communities, living their faith
- Continued provision and expansion of initiatives and involvement with indigenous people in the diocese
- Leveraging additional funding and income sources
- Each parish to develop at least 1 or 2 forms of community engagement projects that address local needs

	Strategies		Actions	Responsibility	By When
3.1	Establish Diocesan Social Justice Committee	3.1.1	Bring together key people (Lay and Clerical) to provide guidance on matters of social justice		
		3.1.2	Set up clear Terms of Reference		
		3.1.3	Actively promote the purposes, priorities and actions to all Ministry units		
		3.1.4	Develop relationships to collate/analyse data regarding needs and responses		
3.2	Develop Community Engagement Activities within Ministry Unit Level	3.2.1	Encourage local community engagement		
		3.2.2	Create Pastoral Care Opportunities		
		3.2.3	Acknowledge good work done within our communities		
3.3	Provide Diocesan support for Ministry unit initiatives	3.3.1	Develop staffing capabilities and partnerships to assist community based responses/activities in Indigenous and Multicultural environments		
		3.3.2	Assist Ministry units to be able to extend pastoral care to the broader community		
		3.3.3	Develop training and support processes to assist ministry units eg Community needs, Asset Based Community Development, Funding applications, partnering, Diocesan Fund		
		3.3.4	Support Parishes to engage discipleship models eg: Pathways (Appendix 1)		

## **Strategy Four: Leadership and Relationships**

**Direction:** Strengthen leadership capacity at all levels to enable respectful relationships and help rebuild trust. Develop and build critical partnerships that enable our mission to be fulfilled and communicated in unity.

### **Where are we now?**

- Partnerships include internal partnerships – aged care (St.Johns, Kellock), other parishes, Schools (Trinity, Cathedral, Cobram) and external – Anglican Agencies, RSPCA, Council, other aid agencies, businesses
- There is a strong sense that the relationships and partnerships need to be better identified and strengthened
- There is an understanding of the need for change, although some reluctance and resistance by longstanding parishioners (who need to be understood and treated with respect)
- Leadership skills are not ‘taught’ during clerical training – this provides an opportunity for growth
- Leadership is perceived as sporadic and not always with long term visions both at Deanery and Diocese levels
- There is a deficit in people management processes

### **Where do we want to be?**

- Leadership at all levels to model a culture of openness and inclusive questioning
- Empowering, supervising and encouragement of laity for leadership
- Clergy to be prayerful, spiritual and prophetic
- Connected to and working in partnership with other parishes, diocesan ministry units and community groups, including other churches and businesses
- In clearly defined partnerships or collaborations
- A church where people seek to partner with us because we are faithful and accountable and undertake projects that are inclusive and which help build strong, healthy relationships

### **We will do this through:**

- Strengthening Parish and Diocesan leadership skills
- Enhance capacity to develop relationships
- Leading and supporting cultural change – holding true to the vision and the plan and helping and guiding the process.
- Presence of worshipping communities connected with school chapels
- Working closely with ASC to understand the need and feasibility of developing additional ASC schools in the diocese
- Effective public relations and communication for outreach and community engagement. Working with media, advocacy, using social media; and through the Communications group, presenting a unified voice supporting key messages of the diocese.
- Keeping informed about issues through the work of the Social Justice Committee
- Working with Anglican and other agencies

	Strategies		Actions	Responsibility	By When
4.1	Build Internal relationships between the diocese and each ministry unit eg: includes schools, retirement villages and parishes	4.1.1	Set up clear expectations/agreements across the diocese. Written agreements may be useful		
		4.1.2	Clear guidelines for positive, collaborative relationships between Diocese, Bishop-in-Council, clergy, parish councils and parishes		
		4.1.3	Regular and effective communication to enable the ongoing building of respectful trust relationships and the sharing of goals		
4.2	Develop external relationships and partnerships with Anglican Agencies and other external bodies eg: St Luke's, Anglicare, ABM, Anglican Aid Abroad etc.	4.2.1	Establish protocols and training for parishes to communicate and work with external agencies in a unified Diocesan voice		
		4.2.2	When appropriate, identify clear purpose and principles in writing eg: Memorandum of Understanding		
		4.2.3	Positively engage external partners in celebrating diocesan events		
4.3	Maintain a clear and unified voice representative of the Diocese of Wangaratta.	4.3.1	Set up a Communications group inclusive of lay and clergy. Focus on social media to engage people on platforms appropriate in today's society.		
		4.3.2	Should provide clear messages on community issues and relevant topics on a regular basis	Bishop together with other Diocesan leaders eg: senior staff, the Social Justice Committee and key leaders.	
4.4	Improved staff management systems to support effective leadership and enhance staff capacity.	4.4.1	Develop clear Position Descriptions and expectations		
		4.4.2	Promote and support ministry discernment processes		
		4.4.3	Organise regular training for both Lay and Clerical staff		
		4.4.4	Arrange procedures for regular staff development conversations		
		4.4.5	Implement and develop professional standards initiatives and training for both Lay and Clergy		

## **Strategy Five: Stewardship (financial, spiritual and missional)**

**Direction:** Carefully and creatively manage the gifts and resources of the Diocese to enable long term sustainability, meeting professional and ethical standards

### **Where are we now?**

- Parishes seeking to eke out financial resources in order to preserve independence
- Need more skills and increased understanding of this aspect of church life, at the Parish level
- Need for structural renewal and stewardship planning

### **Where do we want to be?**

- To have the resources to meet our current needs and to serve our communities and future parishioners
- Investing wisely but with a clear strategy to spend where required
- In a situation where finance is not a hindrance to our vision and achievement of our strategies
- Confident and at peace
- To have a secure future allowing us to move forward
- Understanding of God's gifts to us and our responsibility in using those gifts to honour him
- Have a common policy and training program on stewardship and development of gifts
- Getting out of survival mode
- Need to let go of under utilised land and buildings
- Find new streams of income
- Moving to a thriving stage
- Rationalise ministry units/parishes across the Diocese
- Enhance online and social media technologies
- Increase the support to missions within the Diocese and nationally
- Working strategically with partners to resource parish and Diocesan activities

### **We will do this through:**

- Moving towards viable parishes, curacies, funded clergy
- Using the Seven Marks of a Healthy Church as a checklist for actions in our Diocese
- Develop standardised systems and reporting processes that are technology based (eg common software program for parishes and diocese)
- Put in place technology support and training
- Sound financial management and planning with:
  - Standardised reporting
  - Asset rationalisation to meet future needs
  - Rationalisation of plant
  - Develop economies of scale and shared use of resources
  - Expand skill base of parish councils, clergy, lay
- Logical and planned discussions with surrounding dioceses
- Develop clear succession plan and criteria for selection of bishop and clergy to meet identified needs, as well as succession planning for parish councils
- Develop clear plan to rationalise ministry resources and structure across the Diocese
- Evaluation and review – giving permission for things to die, letting go of things that are not worthy, enhancing what works, exploring what doesn't work, and developing review criteria
- Enhance online and social media platforms for communication and outreach
- Increasing the giving and support to missions
- Built ongoing relationships with outside organisations including the commercial sector to build partnerships to help resource parish and diocesan activities

	Strategies		Actions	Responsibility	By When
5.1	Develop viable parishes, curacies and funded clergy	5.1.1	Review all parishes using the Seven Marks of a Healthy Church as a checklist		
		5.1.2	Work with each parish council (through Parish Strategic Plan) to develop pathways to viability		
		5.1.3	Identify areas for strategic decisions regarding shared ministries and other tools to manage viability		
		5.1.4	Develop innovative, bold Diocesan approach to raising funds for 'roving ministries/mentors' able to support development initiatives at parish level and be available to cover leave/unusual situations		
		5.1.5	Implement a Diocesan wide Stewardship training program with strategies and approaches suited to parishes		
5.2	Sound financial management and reporting	5.2.1	Review other Dioceses who are more technology based with reporting and accounting systems		
		5.2.2	Make recommendation for Diocesan Parish wide system to support standardised financial reporting		
		5.2.3	Put in place strong parish based support for technological skills development (clergy and laity)		
5.3	Continue rationalisation of assets	5.3.1	Continue to review Diocesan assets to meet current and future needs		
		5.3.2	Reconcile and act on unused and excess assets		
		5.3.3	Work closely with parishes and ASC regarding complementary investments eg School chapels		
5.4	Rationalisation of rural ministry units / parishes	5.4.1	Complete comprehensive analysis of rural ministry units to rationalise clerical and lay resources across the Diocese		
		5.4.2	Resource deaneries to provide support and expertise to develop team ministry models		
5.5	Develop online technologies	5.5.1	Provide training to parishes to utilise on technology for administration and communication		
		5.5.2	Ensure each parish has a current website		

	Strategies		Actions	Responsibility	By When
		5.5.3	Develop skills in online streaming, interactive media and social media for communication, advocacy, and advertising		
5.6	Develop the necessity of providing support to missions	5.6.1	Develop a program of education to support mission giving across the Diocese		
		5.6.2	Set a Diocesan target for mission giving		
5.7	Develop partnerships with outside organisations	5.7.1	Be vigilant and creative in establishing partnerships and relationship with outside organisations		
		5.7.2	Develop intentional approaches to gaining support from alternative enterprises to help resource ministry		

## Implementation and Review Process

The Diocese will undertake regular reviews and monitoring process in order to continually update and refresh this Strategic Plan. Monitoring will involve tracking the progress of actions. It is important to realise that the review process is a time to let go of things that are not worthy, to enhance what works, to explore what doesn't work, and to develop review criteria.

The following steps will be undertaken:

- Progress against the Strategic Plan will be reported to each Bishop in Council meeting as a standard item
- The Progress Reporting mechanism established to review organisational objectives will be a standard meeting item for the Executive Team
- Quarterly progress reports for stakeholders will be developed by Executive Team, reviewed and endorsed by the Board prior to distribution
- Six monthly environmental scan will be developed by the Executive Team and taken to Bishop in Council for additions, discussions of implications and agreed actions if required
- Annual SWOT analysis, PESTLE analysis and strategic review will be undertaken by Bishop in Council and Executive Team (with agreed modifications to Strategic Plan if required)

An annual calendar of review will include:



## Appendices

### Appendix One: Stages of the Pathways model

Stage	Potential Contact	In Touch	Belonging	Embracing the Gospel	Following Jesus	Serving In Ministry	Leading Ministry
Summary Description	Activity or initiative designed to create the possibility for connection between a stranger to church and the faith and a church person, or to a church activity.	Activity or function designed to cultivate a relationship between an unchurched person or people, and a person that is part of the church	Unchurched people regularly spending time with Christians in order to build a sense of trust and belonging in the community of Christians.	Activity or function designed to clearly explain the gospel – the way of salvation - in a way that people can understand and make a clear response.	Building the basics of the Christian life – Spiritual disciplines, obedience, godliness, right doctrine	Activities that encourage and empower believers to use their capacities to advance the cause of the Kingdom of God. Usually involves developing capability to serve. (The actual service takes place in all categories of the pathway)	Taking responsibility to oversee the service of others. Activities in this category usually involve management and leadership meetings, and activities to equip leaders.
Examples	Website, Sign, Fete, Proximity	CRE, Workplace Contacts	Playgroup, Kids club, Regular Social Gathering	Alpha, Catechumenate, Evangelistic study	Bible Study, Life Transformation Group	Shape course, training session, apprenticing	Leadership Community, Parish Council
Relationships	Knows <i>no-one</i> from church	Knows <i>one person</i> from church	Knows <i>a number of people</i> from church	Meets Jesus	Following Jesus, Mentors	Serving Jesus, engaged in a team	Peers with leaders, Leading a team
Our Goal	Awareness that we have something to offer	Get to know you	You'll feel like this is 'home'	You'll make a faith commitment	You'll live a life of repentance and renewal	You'll use your gifts to serve Jesus	You'll lead others serving Jesus
Invitation	Get in touch with me	Come and meet my friends	Come and meet Jesus	Come and follow Jesus	Come and serve Jesus	Step up and lead	Reproduce your leadership

## Appendix Two: Seven Marks of a Healthy Church<sup>1</sup>

1. **Energised by faith** rather than just keeping things going or trying to survive
  - worship and sacramental life: moves people to experience God's love
  - motivation: energy comes from a desire to serve God and one another
  - engaging with Scripture: in creative ways connect with life
  - nurtures faith in Christ: helping people to grow in, and share their faith
2. **Outward-looking focus** with a 'whole life' rather than a 'church life' concern
  - deeply rooted in the local community, working in partnership with other denominations, faiths, secular groups and networks
  - passionate and prophetic about justice and peace, locally and globally
  - makes connections between faith and daily living
  - responds to human need by loving service
3. **Seeks to find out what God wants** discerning the Spirit's leaning rather than trying to please everyone
  - vocation: seeks to explore what God wants it to be and do
  - vision: develops and communicates a shared sense of where it is going
  - mission priorities: consciously sets both immediate and long-term goals
  - able to call for, and make, sacrifices, personal and corporate, in bringing about the above and living out the faith
4. **Faces the cost of change and growth** rather than resisting change and avoiding failure
  - while embracing the past, it dares to take on new ways of doing things
  - takes risks: and admits when things are not working, and learns from experience
  - crises: responds creatively to challenges that face the church and community
  - positive experiences of change: however small, are affirmed and built on
5. **Operates as a community** rather than functioning as a club or religious organisation
  - relationships: are nurtured, often in small groups, so people feel accepted and are helped to grow in faith and service
  - leadership: lay and ordained work as a team to develop locally appropriate expressions of all seven marks of a healthy church
  - lay ministry: the different gifts, experiences and faith journeys of all are valued and given expression in and beyond the life of the church
6. **Makes room for all** being inclusive rather than exclusive
  - welcome: works to include newcomers into the life of the church
  - children and young people: are helped to belong, contribute and be nurtured in their faith
  - enquirers are encouraged to explore and experience faith in Christ
  - diversities: different social and ethnic backgrounds, mental and physical abilities, and ages, are seen as a strength
7. **Does a few things and do them well** focused rather than frenetic
  - does the basics well: especially public worship, pastoral care, stewardship and administration
  - occasional offices: make sense of life and communicate faith
  - being good news as a church in its attitudes and ways of working
  - enjoys what it does and is relaxed about what is not being done

<sup>1</sup> Source: <http://www.london.anglican.org/kb/seven-marks-of-a-healthy-church/>