



Shaping Strategic Directions  
Flourishing by Grace  
April 2018

## Our time

- Prayers
- Presentation from the Bishop
  - (same for clergy and clergy & laity)
- Introducing our Assistant Bishops
- Group Work
  - It's easy to affirm
  - I'm wrestling with
- Where to from here

# From Mark 4

When evening came, Jesus said to his disciples, “Let’s go over to the other side of the lake.” They left the crowd behind. And they took him along in a boat, just as he was. There were also other boats with him. A wild storm came up. Waves crashed over the boat. It was about to sink. Jesus was in the back, sleeping on a cushion. The disciples woke him up. They said, “Teacher! Don’t you care if we drown?”

He got up and ordered the wind to stop. He said to the waves, “Quiet! Be still!” Then the wind died down. And it was completely calm.

He said to his disciples, “Why are you so afraid? Don’t you have any faith at all yet?”

They were terrified. They asked each other, “Who is this? Even the wind and the waves obey him!”

# Affirmation of Faith

Let us declare our faith in God.

**We believe in God the Father,  
from whom every family  
in heaven and on earth is named.**

**We believe in God the Son,  
who lives in our hearts through faith,  
and fills us with his love.**

**We believe in God the Holy Spirit,  
who strengthens us  
with power from on high.**

**We believe in one God;  
Father, Son and Holy Spirit.**

**Amen.**

# Litany for mission

O God, we pray for the gifts of ministry. Inspire our minds with a vision of your kingdom in this time and place.

**Hear us, O Christ.**

Touch our eyes, that we may see your glory in all creation. **Hear us, O Christ.**

Touch our ears, that we may hear from every mouth the hunger for hope and stories of refreshment. **Hear us, O Christ**

Touch our lips, that we may tell in every tongue and dialect the wonderful works of God. **Hear us, O Christ**

Touch our hearts, that we may discern the mission to which you call us. **Hear us, O Christ**

# Litany for mission

Touch our feet, that we may take your Good News into our neighbourhoods, communities and all parts of the world. **Hear us, O Christ**

Touch our hands, that we may each accomplish the work you give us to do. **Hear us, O Christ**

Strengthen and encourage all who minister in your name in lonely, dangerous and unresponsive places. **Hear us, O Christ.**

Open the hearts and hands of many to support your Church in this and every place. **Hear us, O Christ.**

*We pray the Lord's Prayer*

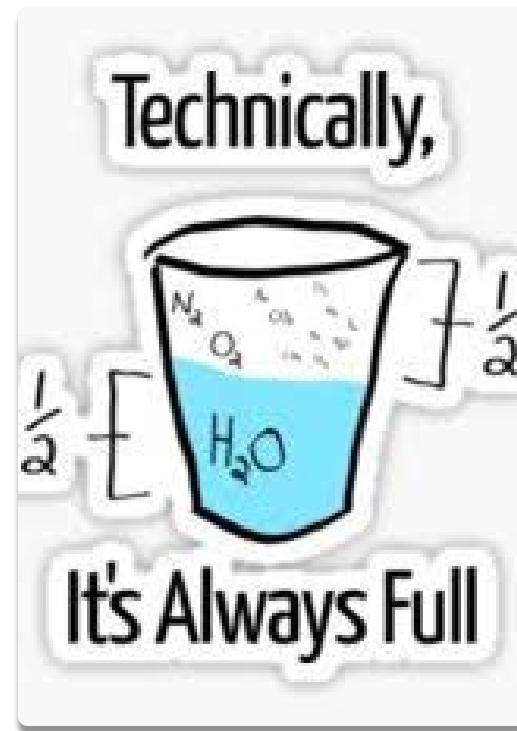
How will we  
explore this story?

Church

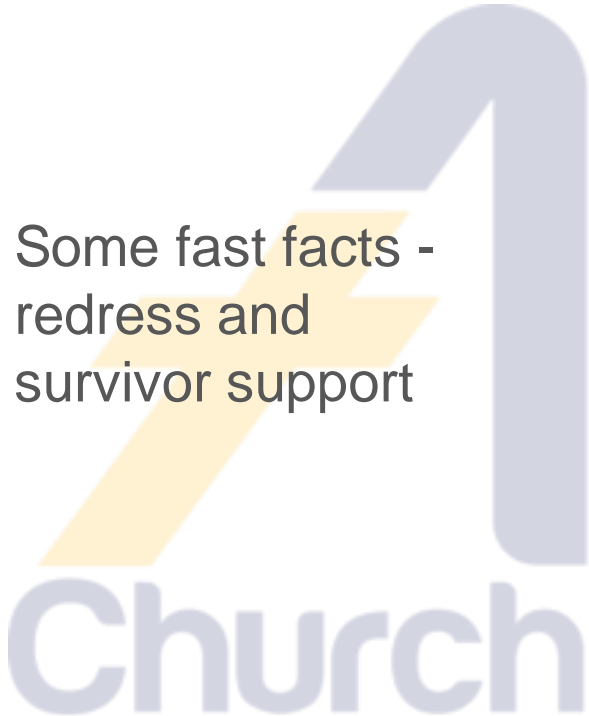


How will we  
tell this story?

Church









Some fast facts -  
redress and  
survivor support

- We offer a **good support service to survivors** with skilled and experienced independent contractors.
- We have an **effective professional standards section** with skilled and experienced staff and contractors
- We are **settling redress claims as a model litigant in a trauma-informed way**




Some fast facts -  
redress and  
survivor support

- As at 31 March 2018 we have an **estimated redress liability around \$2.975 million of which \$1.5 million is unfunded.**
- There are indications that the redress liability **will rise further.**
- There will be a **further call on diocesan and parish assets** to meet this redress.




Some fast  
facts - Church  
life

- There are around **5000+ people in church every week** across the Diocese
- In 2015
  - 1000 baptisms
  - 1100 funerals
  - 80 Confirmations
  - 250 weddings
- We are seeing **more and more adults explore faith** and making a commitment than in previous generations



Some fast  
facts - Church  
life

- **10 years ago** there were around **6500+ people in church** every week across the Diocese
  - 1400 baptisms
  - 1400 funerals
  - 200 Confirmations
  - 550 weddings
- **Fewer people call themselves Anglican** on the census
- **Fewer are engaged with religious life** according to the census - no religion is becoming more common




Some fast  
facts - money

- **People are incredibly generous** through giving and fund raising enabling stipends to be paid




- In **2005** we supported around **65 full time equivalent ministry positions** in parishes
- In **2015** this has dropped by 12 to **53 full time equivalent ministry positions** in parishes
  - Less than a quarter of the parishes had a stewardship programme in 2016.

A large, stylized letter 'A' in a light blue-grey color. The left vertical stroke of the 'A' is replaced by a yellow, jagged shape resembling a cross. Below the 'A' is the word 'Church' in a bold, sans-serif font, also in the same light blue-grey color.

Some fast facts -  
news from the  
parishes


- There are good news stories
  - 1 parish finds its congregation bursting at the seams on a Sunday morning - its looking at a building development plan
  - Another parish reports its 'new' Good Friday service started five years ago has grown in number every year
  - One parish had 30 people praying on a weeknight every week during Lent

A large, stylized letter 'A' is the central graphic. The left vertical stroke of the 'A' is yellow, while the right vertical stroke and the top horizontal bar are light blue. Below the 'A' is the word 'Church' in a light blue, sans-serif font.

Some fast facts -  
news from the  
parishes

- But
  - 2 parishes unable to meet debts as they fall due - moving from full-time to part-time
  - 1 parish has identified major maintenance that it cannot neither fund nor meet loan repayments to fund - parish may close
  - 1 parish wonders whether it's building is outdated and in the wrong location
  - 2 parishes in vacancy have indicated inability to meet full-time stipend
    - One has complex building problems





This is an  
ongoing story

Church

- At **31 March 1948** there were **61 parishes** offering services in over **300 churches or other places**.
- At **31 March 2018** there were **63 parishes** offering services in over **120 churches or other places**
- Some parishes and all the churches in them have ceased all together
- Other parishes have separated into 2 or 3 parishes
- We have a concentration of ministry in some areas
- We have other areas without visible Anglican ministry

We are navigating crisis  
- we are at sea and  
caught in two or more  
storms

Yet, there are ways to  
get to the shore

Church



# What do I see

- I know that we
  - can be a safe church making a valuable contribution to the communities we are called to serve
  - have around 25 parishes which when structured right have the capacity to be key centres of long term ministry and also resource congregations around them
  - have other parishes which are resilient and sustainable
  - can be an inclusive diocese that reflects vibrant and engaging expressions of Anglicanism
  - have the capacity to embrace change and creativity
  - Have the capacity for really hard work over a long period
  - we love God and God's Church

# What do I see

- I know that we must work on our culture and the theology that shapes our culture
  - we have had clergy and laity who have exercised influence and power to control and/or exclude others [POLITICAL]
  - we have seen collusion to avoid appropriate accountability - to the bishops, professional standards and each other [PERFORMANCE]
  - we have seen allegiances take precedence over a common vision for the common good [SOCIAL]
  - people feel increasingly over-stretched and doing work they didn't sign up to do [OPERATIONAL]
  - trust has been diminished within the church and from the community to the church
    - Every new account of abuse or response is reminder

# What do I see

- I know that
  - we have amazing volunteers - many of whom are older
  - the Diocesan Office staff have been amazingly resilient and dedicated
  - our governance reform is beginning to work - expert knowledge making a valuable difference
  - we have been given a legacy of many assets for ministry
  - the ASDF is working
  - The wellbeing initiatives are beginning to make a real difference

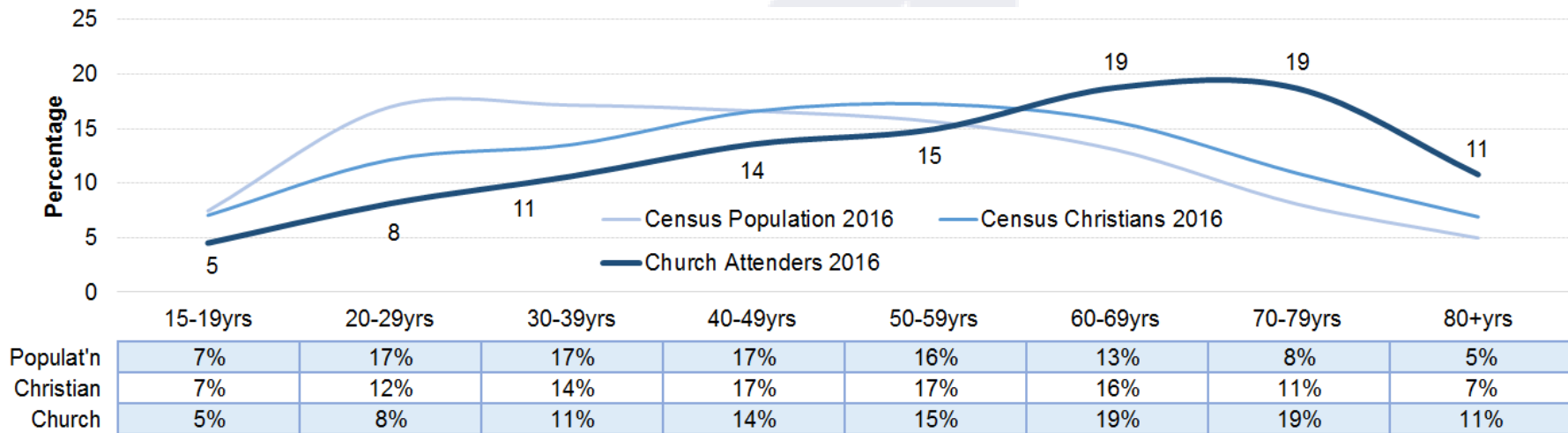
# What do I see

- I know that
  - we are ageing
  - There is a fear of loss in the Diocese –
    - Clergy fear of losing their livelihoods
    - One group fear losing a heritage that is important to them
    - Another worries about the risk of isolation within the Diocese
    - Women and those supporting the ministry of women fear losing the gains of the last 30 years
    - That the response to LGBTQI+ people will cause a rift in the Diocese and between the Diocese and community
    - loss of status for the church, clergy and Christians as society changes

Church

# Church attenders are older

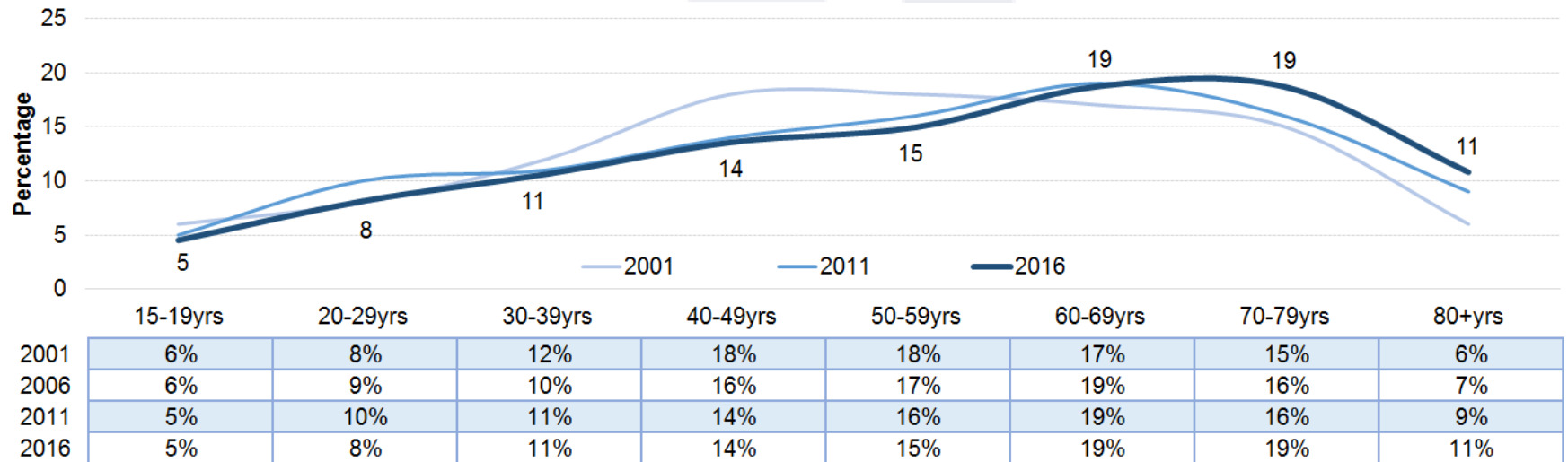
Age profile of Australian population, Census Christians and church attenders (15+ years)



Source: NCLS

# Church Attenders are older

Age profile of church attenders 2001 to 2016 (15+ years)



Church

Source: NCLS



# Church Attenders are older

## NCLS Responses 2016 – Australia wide

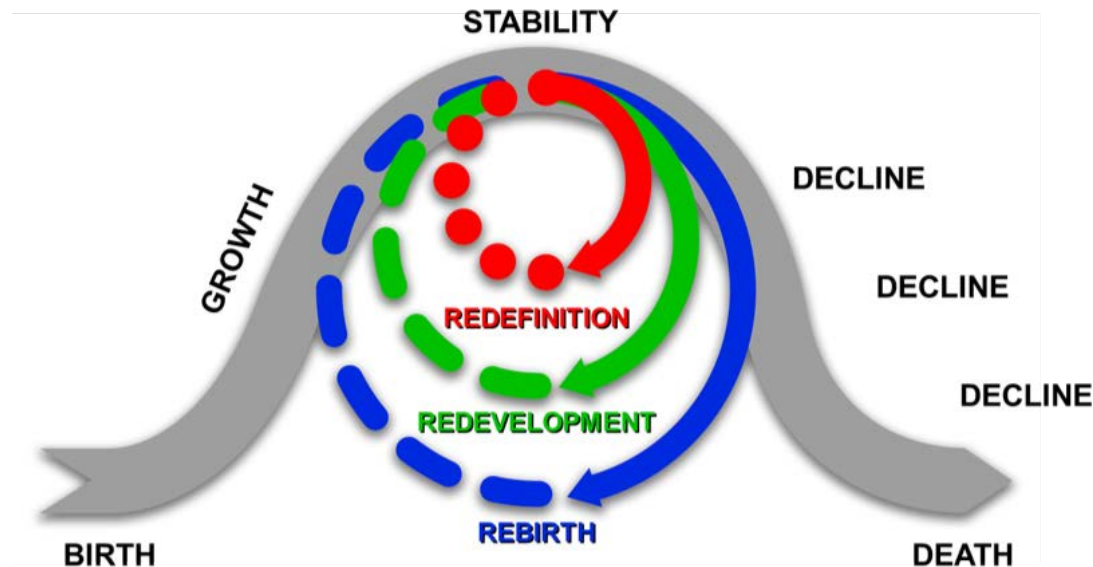
	15-19yrs	20-29yrs	30-39yrs	40-49yrs	50-59yrs	60-69yrs	70-79yrs	80+yrs
Catholic	3%	5%	8%	13%	15%	21%	22%	12%
Anglican	4%	9%	10%	12%	13%	17%	20%	14%
Baptist	6%	12%	13%	16%	17%	17%	13%	6%
Lutheran	3%	5%	7%	11%	15%	23%	23%	13%
Pentecostal	8%	16%	19%	19%	17%	14%	6%	1%
Uniting	3%	4%	5%	9%	12%	20%	27%	20%
Oth Prot'ant	6%	11%	11%	14%	15%	18%	16%	10%

## Census Responses 2016

	15-19yrs	20-29yrs	30-39yrs	40-49yrs	50-59yrs	60-69yrs	70-79yrs	80+yrs
Catholic	8%	15%	16%	17%	17%	13%	9%	5%
Anglican	6%	9%	11%	16%	18%	19%	14%	9%
Baptist	8%	14%	16%	16%	17%	15%	9%	5%
Lutheran	6%	10%	12%	15%	18%	17%	13%	9%
Pentecostal	10%	18%	19%	17%	16%	12%	5%	2%
Uniting	6%	9%	10%	14%	18%	19%	15%	10%
NFD	9%	17%	19%	18%	16%	12%	6%	3%

# We are navigating crisis

- Rebuilding trust cannot rest on structures, procedures and rules alone,
- Must but consider the cultural values and routine norms that guide everyday behaviour and decision-making.
- A crisis
  - focuses and motivates the organisation,
  - provides strong and necessary impetus for radical change,
  - unleashes resources and new ways of thinking that are often difficult to leverage under normal circumstances



# Planning Framework




# Setting some directions

The call to the Diocese is to be flourishing by grace:

THIS INVOLVES	WHICH MEANS
Focussing our resolve	with courage, maintaining our focus on and commitment to the revitalisation and innovation needed in the mission that God has called Anglicans in this region to undertake
Committed to healthy ministry	refreshing the ministry practices which lead to the spiritual, ministerial, missional and numerical growth of the church
As a safe church	loving one another and loving our neighbour by ensuring their wellbeing; embracing the best of community standards
Encouraging inclusion	affirming God's wide invitation to diverse women, men and children to participate in his life and his work
Using our resources well	continuing to exercise good stewardship for mission including redeploying capital resources to enable ministry
Engaging in 21st Century Mission	responding to the changes in society and making good use of technology we will proclaim God's good news by the way we are, what we do and what we say

- Flourishing by grace
  - Focussing our resolve
  - Committed to healthy ministry
  - As a safe church
  - Encouraging Inclusion
  - Using our resources well
  - Engaging in 21<sup>st</sup> Century Mission



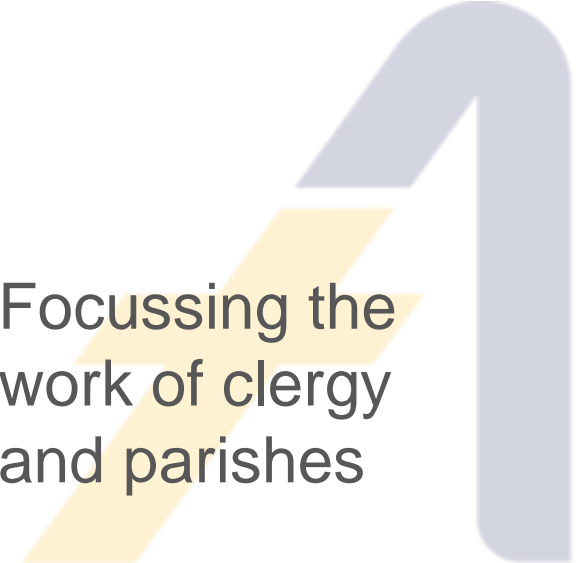
What has happened  
so far?

- Bishops, Archdeacons and Support budget reduced from 5.7FTE staff in 2017 to 4.0 - focussed in 3 bishops and executive support
- Moving away from seven deaneries and archdeaconries to two regions and Newcastle City –
- Bishops to focusing on on the ground ministry support
- Adopting the Child Safe Standards
- Clergy supervision and self-selected peer support groups
- Appointment of 3 ministry specialists as voluntary resource people across the Diocese

What will happen soon?



- At least two other volunteer ministry specialists to be available across the Diocese
- An expectation that our liturgical life will affirm our common life
- Establishing an 18 month special project aimed at ensuring well developed property proposals
- The Assistant Bishops will start



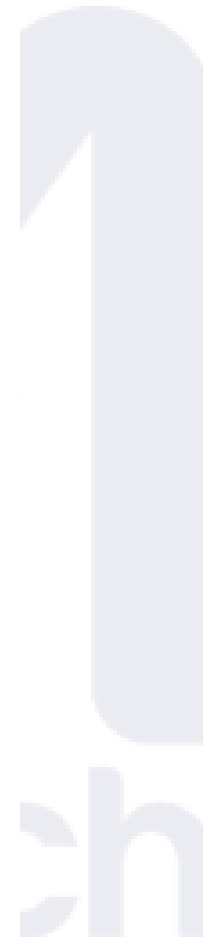
Focussing the  
work of clergy  
and parishes

Church

- Safe Church
- Wellbeing
- Evangelism by personal invitation
- Transforming communities through Social Justice Ministries
- Healthy Church Practices
- Looking closely at our Physical Resources

# Healthy Ministry for 5, 50 or 500

<b>Heartfelt Prayer and Worship</b>	Enabling people with their lips and with their lives to seek and respond to God's loving grace	<i>If we are flourishing what might we see?</i> <i>Feedback from people who join our church life celebrating growth in faith and deeper connection with God enabled by the worship and prayer ministries of our churches</i>
<b>Living by the Scriptures and the Sacraments</b>	Rejoicing that God ministers grace to us through the Scriptures and the Sacraments	<i>If we are flourishing what might we see?</i> <i>Indications from congregations and those who join with them that their life and work is grounded in the Scriptures and the Sacraments</i>
<b>Creative Evangelism and Teaching</b>	Intentionally telling and retelling the Christian narrative to people of all ages and with different connections with the Church	<i>If we are flourishing what might we see?</i> <i>Participant feedback from a variety of educational and formation events indicating growth in faith, knowledge and belief</i>
<b>Loving Service</b>	Providing a sustained and authentic response to specific needs without agenda	<i>If we are flourishing what might we see?</i> <i>Congregations that have identified a need in their community, however small, and have taken action to address that need</i>
<b>Genuine Care</b>	Joining others in supporting people experiencing need to navigate difficult times in pursuit of abundant life	<i>If we are flourishing what might we see?</i> <i>Systematic practices of learning when people are in need and providing a supportive response</i>
<b>Faith-filled Engagement</b>	As passionate disciples, working for good in the communities where we are placed and across the globe	<i>If we are flourishing what might we see?</i> <i>Congregations which have joined with others (local community groups and mission agencies) to make a difference locally, in parts of Australia and overseas</i>
<b>Environmental Responsibility</b>	Recognising our call to live as caring stewards of God's creation	<i>If we are flourishing what might we see?</i> <i>Evidence of congregations adopting practices to reduce their environmental footprint</i>

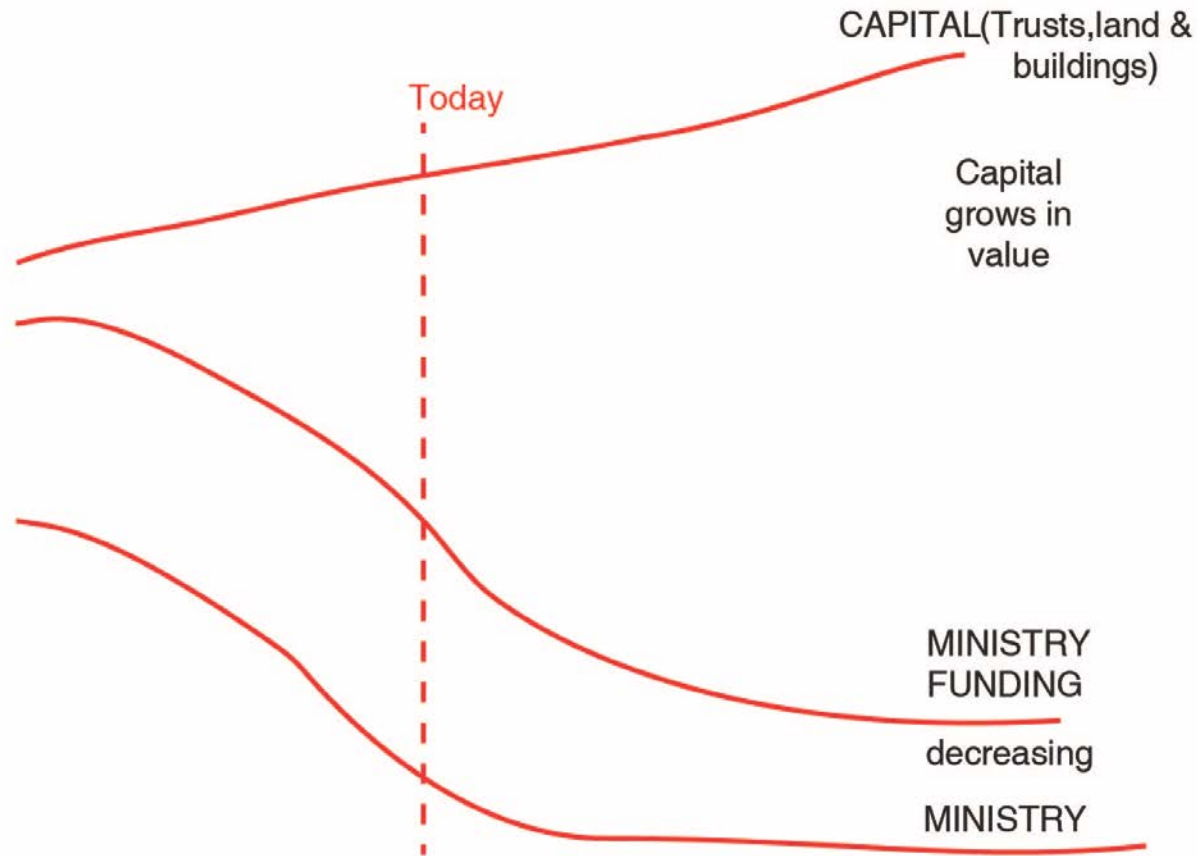


- Heartfelt prayer and worship
- Living by the scriptures and the sacraments
- Creative evangelism and teaching
- Loving service
- Genuine Care
- Faith-filled engagement
- Environmental responsibility

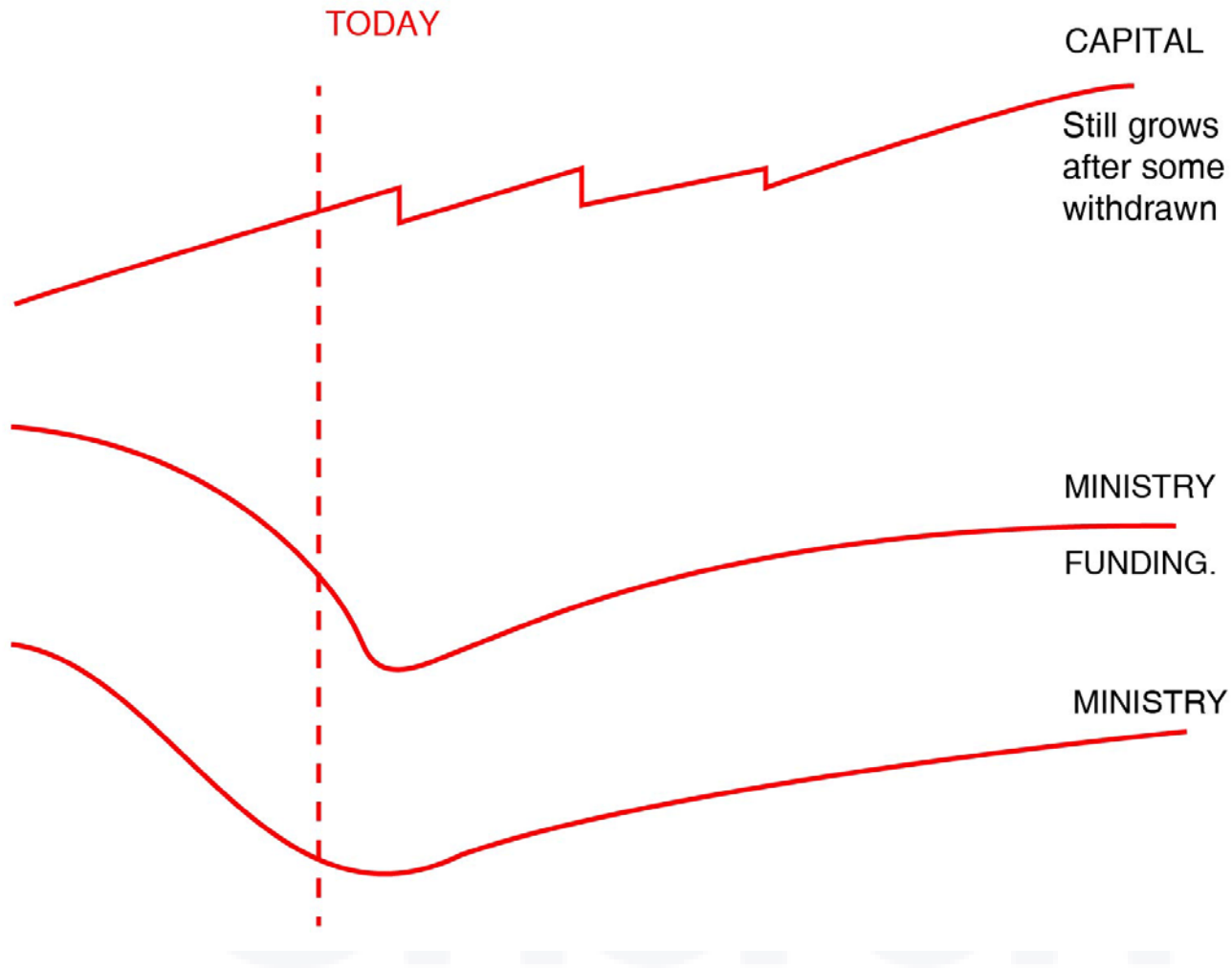


# Thinking through our use of resources

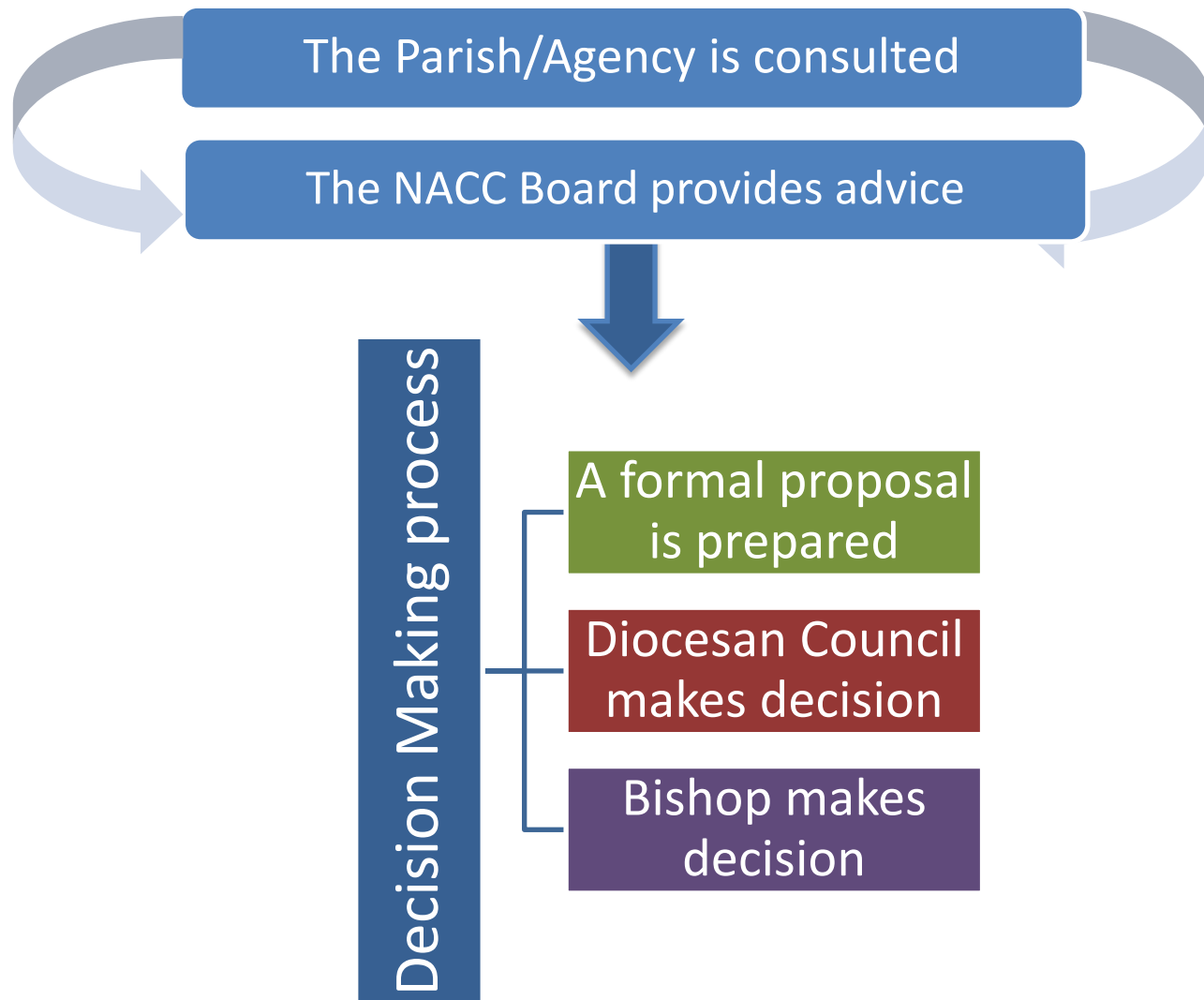
- we are capital rich and cash poor



# Trying to look at it another way



# How does our system work



# Critical questions

- How much of the reorganisation of resources can occur within a parish, and
- how much of the reorganisation of resources must occur at a broader level



- Group Work
  - Focussing our work
  - It's easy to affirm
  - I'm wrestling with



## Where to from here

- Electronic Feedback
- Bishops on the ground
- DC, NACC, PSC and Ministry Council doing their work
- Focussed conversation and consultation
- Parish action getting underway
- 2020 Appreciative Inquiry Summit



Introducing our Assistant Bishops

# Initial Responses

- Go to [www.menti.com](http://www.menti.com)
- Use code 21 96 68