



Anglican Diocese of Newcastle

One Body in Christ...
One Diocese in Mission...
Transforming Lives ...
Transforming Communities

Strategic Directions
2010 - 2015



Introduction from the Bishop

This strategic plan is a bold and exciting initiative commissioned by the Synod of the Diocese in October 2008, developed by the Diocesan Council in the early months of 2009, scrutinized and amended by wide consultation throughout the Diocese and formatted for discussion at this session of Synod.

The development of a Diocesan Strategic Plan was seen as the next step in taking forward our purpose to be faithfully living out our baptism as the Church in mission.

The New Testament gives us theological clues to strategic planning when it speaks of past actions, present influences and future tenses. So much of the New Testament looks to the future and directs Christians to that future.

Therefore you will find that this strategic plan is faithfully theological in looking to our desired future; what we seek to discern as God's future for the Diocese, its many Church congregations, missions, agencies and their various ministries as well as anticipating future shapes of that mission.

This deliberate pursuit of identifying God's leading of the Diocese accords with the ministry practice of Jesus, which was not haphazard but intentional and directional - in other words, strategic.

As Christians we are all challenged at various times in our lives. Today the Anglican Diocese of Newcastle, in all its forms, is challenged by a range of internal and external issues, forces and imperatives. However, faith, clear theological reflection and recognition of opportunities can overcome issues and challenges.

This strategic plan reflects both our current issues and challenges and our future ideas and opportunities. It requires us to undertake:

- solid reflection and realistic appraisal of our situation;
- robust planning, implementation and monitoring which is practical and achievable;
- the determination of priorities, making proactive decisions and leading to the comprehensive engagement of our people;
- the use of a planning template (the six Es) that will give both perspective and evaluation.

One wonderful result of the commissioning, implementing and monitoring this strategic plan has been that it has drawn in many, many people throughout the Diocese. We will all be clear on what is to be done, how it will happen and what will be delivered.

I strongly encourage all parishioners, clergy, staff, managers and leaders of the Diocese and its agencies to fully engage with me in the implementation and achievement of this plan.

The Strategic Plan is intended as our prayerful and thoughtful discerning of God's future for the Diocese and requires our involvement as faithful Anglicans. The Strategic Plan gives us a sighting of the future under God for the Diocese of Newcastle.

**+Brian
Newcastle**



Thinking Strategically

Christians seek to begin their work with prayer and careful reflection on the scriptures. One of the clues for planning in the scriptures is found in Matthew's Gospel. In the Parable of the Talents we are given an image of the kingdom of heaven. Each of the servants is given a share of the responsibility to manage and increase the king's property during his absence. In the same Gospel we find many vivid reminders of the extent of the responsibility we share. We take our place in a worldwide movement devoted to making the Risen Jesus known. We know this happens through our words and actions. We also know that we meet Jesus in the hungry, the naked, the sick and the imprisoned.

This mission of Jesus is reflected in the five marks of mission of the Anglican Communion:

- To proclaim the Good News of the Kingdom;
- To teach, baptise and nurture new believers;
- To respond to human need by loving service;
- To seek to transform unjust structures of society;
- To strive to safeguard the integrity of creation and sustain and renew the life of the earth.

These statements shape our strategic directions. They help us prioritise the work we do as we witness to the reign of God in our time and context. In recent years we have claimed afresh the importance of every baptized person being involved in ministries through local worshipping communities, agencies and schools. We are seeing people focus on and commit themselves to the work of evangelism and social justice. This movement is captured in the vision of *Becoming Ministering Communities in Mission*. This way of being church provides a structure for church life which embraces the essentials of Anglican ministry while celebrating the ministry of every Christian.



Our Vision

We are a growing people of God celebrating our vocation as vibrant Anglican disciples of Jesus, engaging in mission that leads to personal and community transformation.

Our Mission

We are a Missional Church building communities that make known the Kingdom of God.

Key values

In working towards this vision and mission we affirm:

- the giftedness of every Christian to participate in ministry;
- the vital partnership of the episcopate and synodical government;
- the call to witness to the Kingdom of God through local worshipping communities, agencies and schools;
- the focus on and the commitment to evangelism and social justice partnerships which are good news for the people of our region;
- diverse expressions of ordained and lay ministry
- ongoing training and formation for all people;
- team work in every context of mission and ministry.



Key Principles

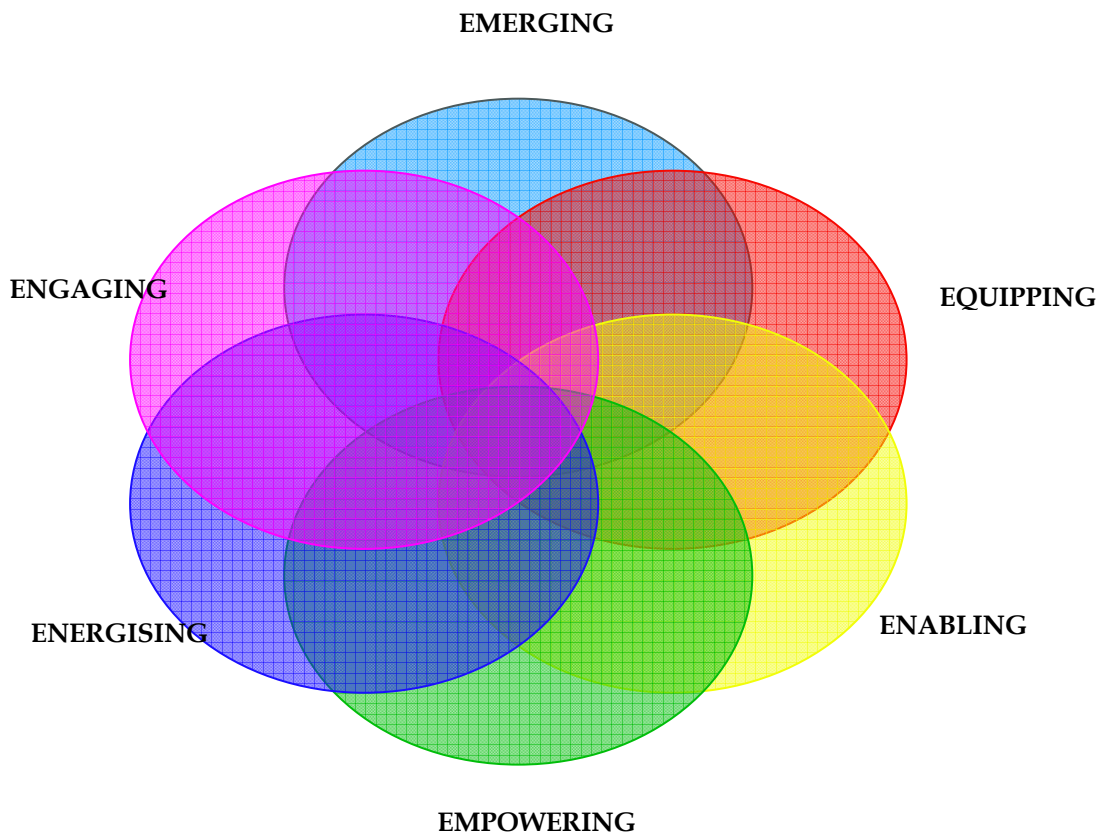
Through intentional effective partnerships across the Diocese, we will further develop witnessing communities in our parishes, schools, agencies and chaplaincies in which:

- The church is enabled to work in partnership with other people of good will whose gifts and vision of a better world are respected and shared;
- Genuine life-giving community is experienced, characterised by a quality of hospitality and welcome, inclusion and acceptance, compassion and care, justice and peace, and truth and integrity;
- There is a clear identification of programmes and activities with the mission of the Church, including its mission to transform social structures, proclaim the Gospel, provide pastoral care and care to those in need, and invite people to faith;
- The Church is enabled to listen to the needs and aspirations of the community, in order to engage with those issues at a personal, local and government level;
- There are co-operative, co-ordinated, lively, intentional relationships between the different faith communities of the Diocese;
- The foundational values and vision of this plan is evident in the strategic plans of all entities within the Diocese.



STRATEGIC DIRECTIONS FOR THE ANGLICAN DIOCESE OF NEWCASTLE

Throughout the Diocesan community we will achieve our vision and fulfil our mission by working together as a Diocesan community of parishes, agencies and schools in six key areas



Energising
Affirming and renewing existing ministries

Engaging
Helping people reconnect with the Church to deepen their faith and discipleship.

Emerging
Engaging people who have never connected with the Church

Equipping
Providing quality education, training and formation pathways for all people.

Enabling
Ensuring there are appropriate structures, funding and support processes in place.

Empowering
Witnessing to God's compassion and care through ministries of social justice and environmental service.



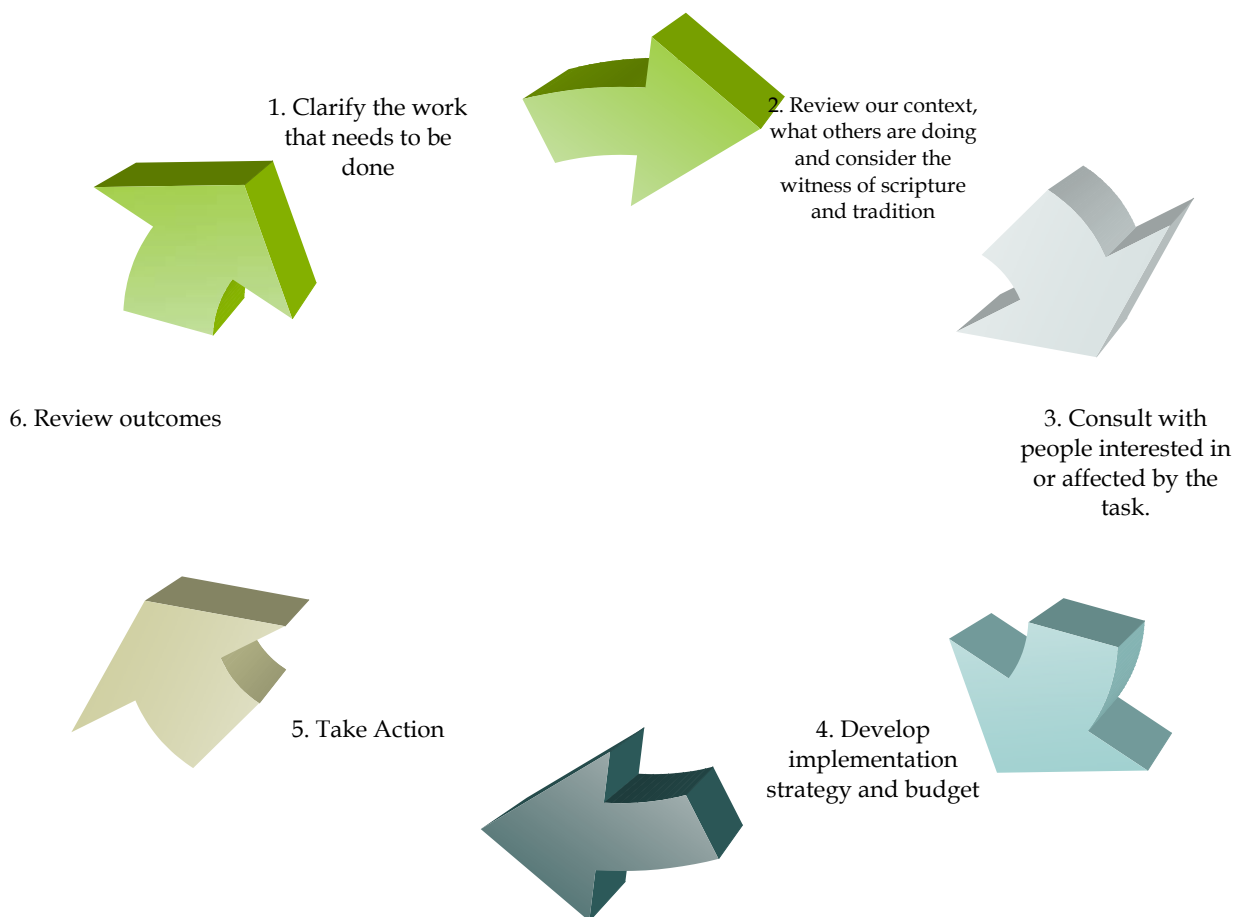
Turning ideas into action

This plan needs leadership from clergy and laity in every part of the Diocese. Some work will flourish because people have taken action locally. Other work will happen more effectively because it is undertaken at a deanery or Diocesan level.

It is vital that every action we take reflects our commitment to efficient decision-making and good communication. To ensure that these strategic directions gain momentum, the plan identifies a person or group who will be responsible for leading a task as well as the year the task should be a focus area for them. The plan also identifies a completion date to help us be accountable to one another.

Of course, every aspect of this work must be set in the context of prayer and reflection shaped by the scriptures and sacraments.

There are many levels to a plan like this. Many of the strategic directions require the task leader to develop specific plans using the following cycle -



The task leaders will have to negotiate proposed changes through the existing structures of the church. Leadership may involve suggesting alternative structures. In areas directly related to



ministry it will involve working closely with the Bishop who will share some of this work with the Assistant Bishop. In areas relating to property and finances it will involve working closely with the Diocesan Council and Trustees as well as parish councils or local boards. The Synod will want to hear and celebrate progress each year.

The task leader will often need to consult with many people to complete his or her work. He or she will need to spend time with people interested or affected by the task to discuss and clarify the processes he or she will use to complete the task. Given our commitment to ecumenism, task leaders will need to consider whether there is scope for ecumenical action or partnership. The task leader will need to ensure there are suitable implementation and communication strategies as well as methods to review progress and assess outcomes.

The task leader is in no way the only person to exercise leadership. We are looking for the leadership in every parish, school or agency to explore these strategic directions and discover specific areas of local action. They can ask –

- How are we **energising** the ministries we already undertake?
- How are we **engaging** people in our local community in effective witness and sharing the Christian faith?
- Are new expressions of church **emerging** in our setting?
- Are our structures, budgets and processes **enabling** the ministries we undertake?
- How are we **equipping** people through training and formation?
- Is our community **empowering** people especially the vulnerable and disadvantaged?

Strategic missional leadership in the Church is one way we exercise our faithful discipleship building on our commitment as baptised and confirmed Anglican Christians–

- To study the Bible, to take part in the life of the Church, to share in the Holy Communion, and to pray faithfully and regularly ...
- To share with others, by word and example, the love of Christ and his gospel of reconciliation and hope ...
- To love our neighbours as ourselves, to honour all people and to pray and work for peace and justice.

[From APBA page 93]



Aim:

Throughout the Diocese there will be co-ordinated leadership, resources and support to affirm and renew existing ministries.

Rationale:

There are great things occurring in communities of faith across the Diocese. With some carefully co-ordinated actions based on best practice ideas from around the Anglican Communion these ministries could be enhanced. Where this will prove difficult or impossible, the community of faith and the wider church need to carefully look at future directions. Where this will happen with abundance, the community of faith and the wider church need to explore strategic support.

We will achieve this aim by:

- Objective 1.1 Nurturing Inspiring Worshipping Communities
- Objective 1.2 Recruiting and Retaining Clergy who are Strategic Missional Leaders
- Objective 1.3 Embracing the Vision of Becoming Ministering Communities in Mission
- Objective 1.4 Ensuring that our Buildings are Resources for Mission and Ministry
- Objective 1.5 Supporting and Resourcing our Existing Ministries
- Objective 1.6 Supporting and developing ecumenical relationships



Objective 1.1: Nurturing Inspiring Worshipping Communities

The gatherings of the community of faith (in parishes, schools and agencies) for worship will encourage vibrant discipleship shaped by prayer, immersed in the scriptures, nourished by the sacraments and committed to mission

Task	Focus Year	Measures of Success	Task Leader	Completion
Develop Diocesan resources for liturgy and worship using best practice ministry guides	2010	Resources developed and used	The Area Deans	2010
Every community of faith reflects on these Diocesan Guides implements development plans in identified areas.	2010	Plans developed and action taken	Rectors, chaplains and ministry teams	2010

Objective 1.2: Retaining and Recruiting Clergy who are Strategic Missional Leaders

Retaining and recruiting clergy who are strategic missional leaders to lead parish and specialised ministries

Task	Focus Year	Measures of Success	Task Leader	Completion
Profile of Missional leader developed	2010	Profile of missional leader developed agreed by the Bishop.	Ministry Development Officer	2010
Education process for Presentation Boards and Appointment Panels	2010	Education process developed and presented to Parish Presentation Boards and Appointment Panels	The Archdeacon of Newcastle	2010



Objective 1.3: Embracing the Vision of Becoming Ministering Communities in Mission

Throughout the Diocesan community we will resource every community of faith to embrace the vision of Becoming Ministering Communities in Mission

Task	Focus Year	Measures of Success	Task Leader	Completion
Continuation of support to parishes which have committed to the development of team ministry as a MCiM parish.	ongoing	Continued commitment from MCiM parishes Continued discernment of Parish Ministry Teams including OLMs Second round of discernment in parishes after three years of an operational team Further development of foundational theological education and ministry skills training	MDO	Ongoing
Commend the vision to parishes, schools and agencies	2010	Processes developed and implemented	MDO	2010



Objective 1.4: Ensuring that our Buildings are Resources for Mission and Ministry

Throughout the Diocesan community we will ensure that the buildings used by our communities of faith resource mission and ministry and meet the needs of existing and future members

Task	Focus Year	Measures of Success	Task Leader	Completion
Develop a review template for congregational buildings including lighting, sound, parking, heating, cooling, mobility access and toilets.	2010	Template developed.	The Archdeacon of Newcastle	2010
	2011	Reviews undertaken.	Churchwardens or Business Managers.	2011
15 year building plans developed for each community of faith.	2012 and ongoing	Plans developed and acted upon.	Property Approvals Board	2012 and ongoing
Forming creative partnerships with agencies and schools for shared use of space for corporate worship and caring ministries	ongoing	Process in place for ongoing identification of potential shared building resources	The Archdeacon of Newcastle	Ongoing



Objective 1.5: Supporting and Resourcing our Existing Ministries

Throughout the Diocesan community we will direct resources to ensure that both growing ministries and struggling ministries receive appropriate support and direction

Task	Focus Year	Measures of Success	Task Leader	Completion
To identify and support development and growth in, strategic and niche ministries across the Diocese	2010	Strategic and niche ministries identified.	The Assistant Bishop	2010
	2011 and ongoing	Ministry support strategies tailored for each new, strategic and niche ministry identified and implemented.	The Assistant Bishop	2011 and ongoing
Provide strategies for parishes and diocese to evaluate and embrace alternatives to current patterns of ministry and worship.	2010	Bishops and Archdeacons to agree a consultative framework for use by congregations. The framework to identify pathways which have broad support.	The Archdeacon of Newcastle	2010
	2010	Congregations at risk identified.	The Archdeacon of Newcastle.	2010



Objective 1.6: Supporting and Developing Ecumenical Relationships

Throughout the Diocesan community we will encourage ecumenical conversations and action.

Task	Focus Year	Measures of Success	Task Leader	Completion
Continue to affirm the covenant between the Diocese and Catholic Dioceses of Maitland-Newcastle and Broken Bay	Ongoing	Continued ecumenical activity	The Bishop	ongoing
Identify and develop new areas of ecumenical action	2010	new areas of ecumenical activity initiated	The Bishop	2012
Explore and implement means for parishes and the Diocese to deepen their involvement with other Christians in the region	2010	Increased ecumenical involvement	Ecumenical Commission	2010



Aim:

Throughout the Diocese we will help people reconnect with the Church to deepen their faith and discipleship by meeting pastoral needs and sharing our faith.

Rationale:

There are many points of contact between the Anglican Diocese of Newcastle and the community which surrounds the Diocese. We seek to strategically develop these points of contact in order to carry out our mission through evangelism and care.

Throughout the Diocesan community we will achieve our aim by:

- Objective 2.1 Nurturing Connections with people who seek the Pastoral Ministries of the Church
- Objective 2.2 Encouraging and Resourcing Members of the Diocese to Share their Faith with Others
- Objective 2.3 Promoting the work of the Diocese



Objective 2.1: Nurturing Connections with People who seek the Pastoral Ministries of the Church

Throughout the Diocesan community we will develop strategies for nurturing the connections between every congregation and those who seek the pastoral ministries of the Church

Task	Focus Year	Measures of Success	Task Leader	Completion
Develop Diocesan wide strategies for Baptism preparation and follow up in parishes	2010	Strategies in place in parishes	Area Deans	2010
Develop Diocesan wide strategies for Wedding preparation and follow up in parishes	2011	Strategies in place in parishes	Area Deans	2011
Develop Diocesan wide strategies for Confirmation preparation and follow up in parishes	2010	Policies developed, strategies in place in parishes	Area Deans	2010
Develop Diocesan wide strategies for care and follow up of families who come to our churches for Funerals in parishes	2011	Strategies in place in parishes	Area Deans	2011



Objective 2.2: Encouraging and Resourcing Members of the Diocese to Share their Faith with Others

Throughout the Diocesan community we will encourage and resource every member of the Diocese to share their faith with their Family, friends and neighbours

Task	Focus Year	Measures of Success	Task Leader	Completion
Develop educational programs which helps generate a faith sharing culture across the Diocese	2011	Faith sharing Educational programs in place in parishes	FE-MDO	2011
Repeat 'Back to Church Sunday' in all parishes	2010	Back to Church program run again	FE-MDO	2010
Ensure every community of faith has as part of their program, events to which those who do not attend church are invited.	2010	Annual Returns report such events	Parish Clergy and Chaplains	2010



Objective 2.3: Promoting the work of the Diocese

Throughout the Diocesan community we will develop strategies for clearer promotion of the Diocese and its ministries

Task	Focus Year	Measures of Success	Task Leader	Completion
To develop the public presentation of the Diocese (including possible joint initiatives between parishes, schools and agencies) making use of a professional marketing agency to evaluate and make recommendations.	2010	Marketing agency recommendations received and implemented	Diocesan Business Manager	2010
Encourage Parishes, Agencies and Schools to take actions to raise their profile in the community	2010	Profile raised	Area Deans, Principals CEOs	2010
Develop the Diocesan website as the primary means of electronic presentation of the Diocesan community	2010	Website redeveloped	Communications Officer	2010



Aim:

Throughout the Diocese we will establish stronger connections with people who have no relationship with the Church.

Rationale:

In some local communities there may now be three generations of people who have had little or no connection with the Anglican Church. Alongside this challenge, the Church has found it difficult to respond to cultural developments in wider Australian society. As a result of these and other factors it would never occur to many people in our local communities to engage with the life and message of their local Anglican Church

Through this strategic initiative the Diocese will develop resources and structures to connect with people who have never previously connected with the Anglican Church. These communities may develop as a result of the vision of the Diocese, or a local congregation, deanery or other partnership.

In order to support diocesan-wide engagement with this strategy we will establish a Diocesan Fresh Expressions Fund to ensure seed funding is available for pilot projects which will be developed for local mission, shared learning and the development of best practice for application across the Diocese.

We will achieve our aim by:

- Objective 3.1 Focusing Leadership for Fresh Expressions of Church
- Objective 3.2 Providing Financial Resourcing for Fresh Expressions of Church
- Objective 3.3 Delivering Excellent Ministry Resourcing and Support
- Objective 3.4 Developing Pilot Projects of Fresh Expressions of Church



Objective 3.1: Focusing Leadership for Fresh Expressions of Church

The Bishop will form a working group under the banner “Fresh Expressions Newcastle” and recruit a Fresh Expressions Ministry Development Officer to provide strategic advice, lead and support the development of Fresh Expressions of Church

Task	Focus Year	Measures of Success	Task Leader	Completion
Appoint suitably qualified/ experienced leaders to a Fresh Expressions Leadership working group	2010	Working group appointed	The Bishop	2010
Recruit a Fresh Expressions Ministry Development Officer	2010	Fresh Expressions Ministry Development Officer appointed	The Bishop	2010
Establish a Fresh Expressions strategy with clear goals	2010	Strategy with measurable goals agreed	FEN-WG	2010



Objective 3.2: Providing Financial Resourcing for Fresh Expressions of Church

The Diocesan Council will establish a Fresh Expressions Fund which together with existing resources will fund a Fresh Expressions Ministry Development Officer and provide seed funding for pilot projects.

Task	Focus Year	Measures of Success	Task Leader	Completion
Initiate a Fresh Expressions Fund to meet the resourcing costs	2010	Fresh Expressions Fund established with regular income stream	Diocesan Business Manager	2010

Objective 3.3: Delivering Excellent Ministry Resourcing and Support

Throughout the Diocesan community we will provide ministry resourcing for ministry-units exploring the development of Fresh Expressions initiatives, and will ensure that appropriate mission accompaniment and coaching is provided for clergy and ministry teams engaged in the development of Fresh Expressions of Church

Task	Focus Year	Measures of Success	Task Leader	Completion
Develop and promote a range of learning materials and learning opportunities about fresh expressions	2011	Material published	FEN-WG & FE-MDO	2011
Develop coaching and support for leaders of Fresh Expressions projects	2011	Framework developed and communicated	FEN-WG & FE-MDO	2011



Objective 3.4: Developing Pilot Projects of Fresh Expressions of Church

Throughout the Diocesan community we will develop, fund and enable Fresh Expressions pilot projects for local mission, shared learning and the development of best practice for the Diocese as a whole

Task	Focus Year	Measures of Success	Task Leader	Completion
Develop a resourcing process for the development of a Fresh Expressions project	2011	Development process published and facilitators named	FEN-WG	2011
Call for expressions of interest from within the Diocese	2011	Information sent to all Ministry units	FEN-WG	2011
Identify four pilot projects of Fresh Expressions of Church including pioneer ministers and initial ministry teams	2011	Pilot projects named Pioneer ministers appointed and initial ministry teams discerned	FEN-WG	2011
Develop mission plans for pilot projects	2011	Contextual listening process designed and enacted, mission plans developed	FE-MDO, Pioneer Ministers, Ministry Teams	2011



Aim:

Throughout the Diocese we will provide quality training and formation pathways for the people to develop as leaders and disciples so that they may engage in safe, creative and confident mission and ministry.

Rationale:

The needs of the church today are constantly challenged and changing in a society that is moving into new understandings of community and belonging. We will be best able to share the good news of Jesus when we are informed and confident. Our intention is to so equip the church at every level that we are able to respond to the needs of others, and share the hope that is within us as disciples of Jesus and signs of the Kingdom of God.

Throughout the Diocesan community we will achieve our aim by:

- Objective 4.1 Identifying leaders for lay and ordained ministries
- Objective 4.2 Providing Discipleship Pathways for Every Member of the Diocese
- Objective 4.3 Offering Quality Formation Pathways for all ordained and lay leaders
- Objective 4.4 Promoting Diocesan educational initiatives
- Objective 4.5 Ensuring that Excellent Professional Standards and Safe Ministry Processes are Operational
- Objective 4.6 Developing Accountability Processes which Help Us to Measure Performance



Objective 4.1: Identifying leaders for lay and ordained ministries

Throughout the Diocesan community we will provide vocational discernment processes and support for clergy to enable, develop and resource existing and future ministries through a range of continuing ministerial education pathways

Task	Focus Year	Measures of Success	Task Leader	Completion
Review ministry discernment processes including pathways for ministry in fresh expressions of church.	2010	Discernment processes adapted for pioneer ministries	Assistant Bishop with FE-MDO	2010
Continue to promote discernment of gifts for ministry through Ministering Communities in Mission	2010 and ongoing	Ministry teams identified with candidates for lay and ordained ministries	MDO	2010 and ongoing
Develop strategy for encouraging vocations as parish priests, priests in specialist ministry and pioneer ministries	2010 and ongoing	Strategy articulated and enacted	Assistant Bishop with DDO & FE-MDO	2010 and ongoing



Objective 4.2: Providing Discipleship Pathways for Every Member of the Diocese

Throughout the Diocesan community we will provide a range of educational and discipleship education opportunities

Task	Focus Year	Measures of Success	Task Leader	Completion
Review and promote ministries with children, young people and their families	2010	Increased participation by children and young people	CEY Ministries	2010 and ongoing
Identify, write and promote age and need specific educational material across the Diocese	2011	Programmes developed, distributed and run in the parishes and agencies	MDO	2011 and ongoing
Encourage existing Diocesan groups to promote their discipleship programs.	2010	Increased participation	Group leaders such as Cursillo Secretariat	2010 and ongoing
Build on the success of the Diocesan Conventions to offer ongoing inspiring and encouraging diocesan discipleship events	Ongoing	Events are held regionally and centrally on an annual basis	MDO	Ongoing
Develop training in Christian stewardship suitable for 21 st century Christians	2012	Material resources compiled and used	Archdeacon of Newcastle	2012



Objective 4.3: Offering Quality Initial and Continuing Ministry Education for all ordained and lay leaders

Within Diocesan community we will build on existing programs of theological education and training to continue to develop appropriately trained and academically equipped clergy and lay teams, who will receive quality and relevant ministry education for a Church in mission

Task	Focus Year	Measures of Success	Task Leader	Completion
Review and implement leadership training models for leaders which pursue best practice training for existing and fresh expressions of church.	2010	Resources are reviewed and prioritised	Assistant Bishop with DDO, MDO & FE-MDO	2010
Develop and implement tailored educational opportunities for all existing clergy and leaders in response to identified needs	2011	Every ordained person is in a program of continuing ministry education	Assistant Bishop with Area Deans	2011
Continue to ensure that a supervision program is available with qualified supervisors and financial support	Ongoing	Increased number of participants in supervision program	MDO	Ongoing



Objective 4.4: Promoting Diocesan educational initiatives

As a Diocesan community we will promote opportunities for people to gain quality education including theological education and formation

Task	Focus Year	Measures of Success	Task Leader	Completion
Promote Diocesan Schools	Ongoing	Increased enrolments	CEO of the Newcastle Anglican Schools Corporation & Principals	Ongoing
Promote Diocesan Partnership with Newcastle Grammar School	Ongoing	Existing relationship continued and enhanced	Diocesan Business Manager & Headmaster Newcastle Grammar	Ongoing
Promote education opportunities through NSTM	Ongoing	Viable participant numbers and good feedback from participants	MDO	Ongoing
Promote education opportunities through the University of Newcastle	Ongoing	Viable participant numbers and good feedback from participants	Assistant Bishop	Ongoing



Objective 4.5: Ensuring that Excellent Professional Standards and Safe Ministry Processes are Operational

Throughout the Diocesan community we will ensure that excellent professional standards and safe ministry processes are in place

Task	Focus Year	Measures of Success	Task Leader	Completion
Review existing program and ensure best practice training in safe ministry is available.	2011	Material and resources are compiled.	DPS & PSC	2011

Objective 4.6: Developing Accountability Processes which Help Us to Measure Performance

Throughout the Diocesan community we will develop accountability processes that enable us to measure performance and respond to areas of concern on a timely basis

Task	Focus Year	Measures of Success	Task Leader	Completion
Identify and develop a means of measuring and reporting progress against appropriate agreed goals and objectives at every level of Diocesan life and Ministry	2010	Assessment development and process implemented.	Archdeacon of Newcastle	2011 and ongoing



Aim:

We will ensure that appropriate structures, funding and support processes are in place to resource the mission and ministry of the Diocese.

Rationale:

Systems, processes and procedures can either help or hinder the mission and ministry of the Diocese. It is vital that appropriate governance structures, funding sources and management systems are in place to ensure the smooth and effective resourcing of the Diocese.

We will achieve our aim by:

- Objective 5.1 Ensuring that our Ordinances Facilitate and Support our existing and future Mission and Ministry
- Objective 5.2 Developing Best Practice Systems to Deliver Excellent Management Resourcing
- Objective 5.3 Developing Multiple and Sustainable Streams to the Diocesan Budget
- Objective 5.4 Ensuring Appropriate Governance is in Place to Support our Mission and Ministry



Objective 5.1: Ensuring that our Ordinances Facilitate and Support our existing and future Mission and Ministry

The Diocesan Council will review the Diocesan Ordinances and make appropriate amendments to ensure that they facilitate and support our mission and ministry

Task	Focus Year	Measures of Success	Task Leader	Completion
To ensure that the Diocesan Ordinances provide the legal framework for the mission and ministry proposed by these strategic directions including Fresh Expressions of Church.	2010	Existing and new ordinances provide the framework to support Diocesan Strategic Directions.	Deputy Chancellor	2010



Objective 5.2: Developing Best Practice Systems to Deliver Excellent Management Resourcing

Throughout the Diocesan community we will develop best practice systems in finance, project management and asset management to deliver excellent management resourcing for the Diocese

Task	Focus Year	Measures of Success	Task Leader	Completion
Develop systems that allow the Diocese to respond to matters in a timely and appropriate manner particularly in the areas of finance, project management and asset management including comprehensive diocesan database	2010	Users throughout diocese recognise improvement Users throughout the diocese have prompt access to the information they require	Diocesan Business Manager	2011
Review parish management systems and structures to identify options for streamlining and improvement	2011	New systems established in areas of concern	Diocesan Business Manager	2012



Objective 5.3: Developing Multiple and Sustainable Streams to the Diocesan Budget

There will be multiple and sustainable revenue streams to support and sustain the diocesan budget

Task	Focus Year	Measures of Success	Task Leader	Completion
Explore and implement synergies between Diocesan Office and Diocesan agencies	2010	Diocese and agencies share resources where practical	Diocesan Business Manager	2010
Review Parish contribution system, identify inequities and implement a sustainable funding model.	2011	Sustainable system ensuring parish contributions to diocesan budget is in place.	Diocesan Business Manager	2011
Implement strategies to provide for growth and enhancement of the ASDF	2010	The ASDF deposits exceed \$10 million.	Diocesan Business Manager	2010
To have investment policies in place that reflect best practice for organisations with endowments	2010	Investment policies reviewed and amended where necessary	Diocesan Business Manager	2010
Identify and develop a strategy for attracting charitable giving to the work of the Diocese (in	2010	Strategy in place	Diocesan Business Manager	2010



parishes, agencies and schools)				
Identify and develop a bequesting program which encourages people to consider the work of the Diocese (in parishes, agencies and schools) when making their wills	2011	Strategy in place	Diocesan Business Manager	2011



Objective 5.4: Ensuring Appropriate Governance is in Place to Support our Mission and Ministry

Throughout the Diocesan community we will ensure that appropriate governance structures are in place to support our mission and ministry

Task	Focus Year	Measures of Success	Task Leader	Completion
To ensure that Boards, Councils and other decision makers are well trained in contemporary practices of corporate governance	2011	Training completed and evident in decision making practice	Diocesan Business Manager	2011
To ensure effective decision making between the various levels of the Diocese	2010	Participants in decision-making commend its efficiency	Diocesan Business Manager	2010



Aim:

We will witness to God's compassion and care through ministries of social justice and environmental service.

Rationale:

Throughout our parishes and in our Anglican Schools, Aged Care agencies and Samaritans Foundation we face the challenge of bearing witness to the Kingdom of God in a society where people experience significant disadvantage and the planet groans with despair. Our encouragement and empowerment of people and the environment expresses God's passion for justice and peace. These ministries can be ways in which people express their spirituality and reconnect with the Church.

We will achieve our aim by:

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|---------------|--|
| Objective 6.1 | Speaking and Acting Prophetically in Areas of Social Need and Social Justice |
| Objective 6.2 | Demonstrating concern for the environment through action |
| Objective 6.3 | Developing our relationship with indigenous people of this region |
| Objective 6.4 | Encouraging our Chaplains to Assist People to Make Connections with Local Church Communities |



Objective 6.1: Speaking and Acting Prophetically in Areas of Social Need and Social Justice

Throughout the Diocesan community we will continue to speak with a prophetic voice and act in loving service on issues of social justice especially for the disadvantaged and frail aged.

Task	Focus Year	Measures of Success	Task Leader	Completion
Provide comprehensive response to social justice issues affecting this region.	Ongoing	Responses prepared and communicated	Social Responsibilities Committee	ongoing
Ensure that in each year parishes and agencies consider and respond to social justice issues in partnership with their community	Ongoing	Social justice issues identified and responded to	Samaritans	Ongoing
	2011	Homelessness strategy developed in partnership with other agencies	Samaritans	2012
	2012	Strategies to assist frail aged in their communities	Anglican Care	2013
Worship communities develop strategies to nurture connections with people who seek the support of Samaritans and other caring agencies	2010	Strategies developed and working	Parish Clergy and Chaplains	2010
Develop diocesan wide strategies for the care of the disadvantaged, the vulnerable and the aged	2010	Strategies in place for the disadvantaged and the vulnerable	Board of Samaritans	2010
	2010	Strategies in place for the aged	Board of Anglican Care	2010



Objective 6.2: Demonstrating concern for the environment through action

Throughout the Diocesan community we will care for the environment through collective and local action.

Task	Focus Year	Measures of Success	Task Leader	Completion
Contribute to debate about environmental issues in the region	Ongoing	Contributions prepared and communicated	Environmental Commission	Ongoing
Develop a best practice guide for responsible use of resources to minimise our ecological footprint for current and future developments	2011	Guide prepared	Environmental Commission	Ongoing
Every parish, school and agency develops an environmental sustainability plan	2012	Plans developed and implemented	Environmental Commission	2013



Objective 6.3: Developing our relationship with indigenous people of this region

As a Diocesan Community we will know better the story of the indigenous people of this region and through conversation find ways of sharing in ministry.

Task	Focus Year	Measures of Success	Task Leader	Completion
We will listen to the indigenous people of this region	2011	Conversations held, our understanding is changing with opportunities for ministry being identified	The Bishop	2014



Objective 6.4: Encouraging our Chaplains to Assist People to Make Connections with Local Church Communities

Throughout the Diocesan community we will ensure that Chaplains are trained to make connections between those they minister to and local Church communities

Task	Focus Year	Measures of Success	Task Leader	Completion
Provide training for Chaplains in agencies in connecting people with Anglican communities of faith	2011	Connections being regularly made	Coordinator of Chaplains	2011
Require every School associated with the Diocese to engage trained Chaplains according to NASC policies	ongoing	Trained Chaplains in place	NASC	Ongoing
Ensure that every social caring agency has the support of trained Chaplains	ongoing	Trained Chaplains in place at Samaritans, Anglican Care and Storm Village	Agencies	Ongoing

