



Anglican Diocese of Bendigo

# Strategic Plan

2017 - 2019

*We see a diocese where...*

*Living faith...Building community...Healthy churches*



# Introduction

*And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him*

- Col. 3:17

I am delighted to write and commend the latest Strategic Plan for the Diocese of Bendigo to the people of God in this diocese.

It is the second strategic plan that I have had some involvement with. The first, adopted in 2012, was for five years from 2013 – 2017 and this plan is for 2017 – 2020.

A small working group, consisting of the Archdeacon of Bendigo, the Ven Greg Harris, the Registrar/General Manager, Naomi Fountain and member of the Diocesan Executive and Bishop in Council Derek Shepherd, have developed this strategic plan.

The plan is built around three core sectors: **Ministry**, **Resources** and **Safe Church**. Under each core sector there are focused segments. It is a creative and helpful way of looking at strategy. The segments cover the diversity of mission and ministry across the diocese.



Some may ask why the document does not focus more on prayer or evangelism? But this Strategic Plan is about moving the diocese, as an organisation, to where it can more effectively practice mission.

Churches and dioceses should not be about managing decline, focusing on institutional preservation or being absorbed by internal ecclesiastical battles. Dioceses and churches need to focus on the future, learning from the past and present.

*A diocesan vision should capture what the diocese wants to become and achieve*

- *Bob Jackson*

*What Makes Churches Grow, CHP London 2015 p. 226*

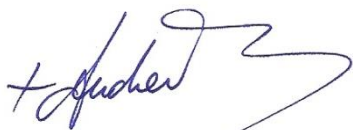
This Strategic Plan for the Diocese of Bendigo is designed to strengthen our diocese and set a clear direction for the future. I invite you to actively participate in its implementation, mindful of Paul's challenge:

*Do everything in the name of the Lord Jesus*

- *Col 3:17*

Finally, many thanks to the Working Group. They have given us a great plan!

Thanks be to God.



**The Rt Rev'd Andrew Curnow AM**  
*Bishop of Bendigo*



**MINISTRY**

---

# 'Inside' the Church



## *We see a diocese where...*

- We promote mission and discipleship through living out our faith from 'Monday to Sunday'
- We encourage further utilisation of helpful forms of faithful, creative and engaging forms of ministry and worship
- We evaluate current and new models of ministry and expressions/forms of church to meet the changing demographics and needs of rural and regional areas of the Diocese

## *Strategies to achieve this...*

- Foster gatherings/forms of worship that are attractive, vibrant and nurturing for all ages including younger people
- Investigate the need, and benefit, of introducing new models (eg. OPM & OLM etc) of ministry relevant and flexible to each parish and different ages
- Include in parish and cluster MAPS programs and/or activities in mission, evangelism and discipleship
- Investigate the use of other models of ministry in churches/parishes have closed or where viability and sustainability are marginal
- Understand the age profile in relation to the changing demographic of each parish/cluster

# 'Outside' the Church



## *We see a diocese where...*

- We encourage gospel outreach and community engagement - reflected in the lives of church members, church ministries/programs and use of buildings
- We are perceived as a vibrant, inviting and caring (safe) church for everyone
- There is a strong diocesan relationship and partnership with welfare initiatives
- Ministry to indigenous and CALD communities (culturally and linguistically diverse) is fostered

## *Strategies to achieve this...*

- Include in parish and clusters MAPS evangelism projects/activities and empowerment of individual witnessing
- Encourage parishes/clusters to develop forms of community engagement that address local needs consistent with Christian faith
- Encourage parishes/clusters to develop a creative use of sacred spaces bringing greater connectivity (partnering) with the community
- Explore and encourage a strong connection between the Bendigo Diocese/ parishes/clusters and Anglicare Victoria (for example – 'Parish Partnerships')
- Continue to identify and investigate community ministry opportunities that would benefit from Ordained Pioneer Ministers (OPMs)
- Implement a *Reconciliation Action Plan* in relation to indigenous people
- Develop initiatives that engage with CALD people in the diocese

# Leadership (of the Diocese)



*We see a diocese where...*

- There is a 'Bishop led' unity of purpose
- There is a strong sense of focus, motivation and ownership throughout the diocesan leadership team

*Strategies to achieve this...*

- Update the roles and responsibilities of the senior leadership of the diocese
- Promotion of the attributes that make this diocese a desirable option for quality clergy
- Realise opportunities for younger clergy to participate at a diocesan level
- Appoint a new bishop to further the current strategic direction
- Strengthen the collegiality and goodwill in the diocese





# RESOURCES

---

# People



## *We see a diocese where...*

- There are proactive and resourceful clergy and laity leading parishes/clusters as engaging worshipping communities
- There is a diverse team of clergy (age/gender/theology/worship style)
- There are visible pathways to clerical vocation available within the Diocese
- Resources are available to provide increased ministry development/training and support for clergy (stipendiary, OLM and OPM) and lay ministry

## *Strategies to achieve this...*

- Investigate clergy attraction, retention and development in this diocese
- Implement a “Ministry Description” for all clergy
- Enhance the ministry development function for clergy and laity
- Promote available pathways to clerical vocation

# Finances



## *We see a diocese where...*

- There is fiscal discipline with achievable and realistic financial performance objectives supporting the mission, viability and sustainability of the Diocese
- There is a minimal dependence on parish share for the diocesan operational budget
- Financial resources are available for clergy and lay ministry development

## *Strategies to achieve this...*

- Monitor and reduce the administrative burden and other costs on parishes
- Encouragement of stewardship and bequests
- Leveraging additional funding and income sources for diocesan operations
- Review existing parish/clusters income streams and explore future strategic opportunities for revenue growth

# Property



## *We see a diocese where...*

- There are sustainable and contemporary places of worship meeting the changing needs and expectations of the community
- Property and asset management supports current and future ministry
- Environmental sustainability is embraced

## *Strategies to achieve this...*

- Develop property and asset management plans
- Undertake insurance valuations
- Expand implementation and monitoring of ESM and OHS compliance
- Maintain the “10/10 policy” in asset sustainability decisions
- Create an environmental sustainability statement which has at its core re-use, reduce and recycle

# ICT

Information and Communication Technology



## *We see a diocese where...*

- There is a digital strategy enhancing 'front line' ministry through efficiency and productivity
- ICT is used creatively and objectively to deliver communication, training, compliance and resource savings

## *Strategies to achieve this...*

- Identify administrative areas that can be improved through various digital platforms
- Offer standardized systems and reporting processes that are technology based
- Support and train clergy, registry staff and lay people using ICT solutions



# SAFE CHURCH



# Professional Standards



## *We see a diocese where...*

- Professional standards are overseen by an independent body
- We fully welcome the outcomes of the Royal Commission into Child Abuse in Institutional bodies
- We treat survivors of abuse with respect and dignity

## *Strategies to achieve this...*

- Actively participate in the establishment of Kooyoora Ltd as an independent professional standards body
- Abide with and financially resource the activities of Kooyoora Ltd in respect to this diocese
- Develop and adopt a Redress Policy that meets the requirements of Kooyoora Ltd.
- Review, when available, the Royal Commission report and its implications for the diocese in the ministry of clergy and lay people, especially in areas we have not already addressed
- Develop where appropriate responses to the recommendations of the Royal Commission

# Safe People



## *We see a diocese where...*

- All people have the right to be emotionally and physically safe, respected and have their views and opinions valued at all times
- We are especially aware of culturally and linguistically diverse backgrounds and people with disability
- The culture, and implementation, of our Safe Church framework is a model for other dioceses

## *Strategies to achieve this...*

- Implement and embed, through training, monitoring and review, the following
  - Safe Church & Child Safe Policy (Bendigo Diocese)
  - Victorian Child Safe Standards (Victorian Government)
  - Faithfulness in Service (General Synod)
- Review the *Joys and Responsibilities* document in relation to the Safe Church Framework



# Safe Leaders



## *We see a diocese where...*

- Leaders (clergy and authorised laity) embrace best practice in all areas of leadership
- Leaders are adequately screened, trained, supervised and supported
- All leaders will report disclosures or suspicions of child abuse according to our procedure and as required by law

## *Strategies to achieve this...*

- Monitor and review recruitment, screening and appointment process for clergy
- Monitor and review Lay Authorisation Guidelines and implementation of checks
- Continue the screening process of:
  - clergy as per the General Synod and Bendigo Synod legislation
  - lay leaders as per the Lay Authorisation Guidelines and retain this evidence
- Licensed clergy to receive ongoing training, supervision and support in the following
  - Safe Church
  - Professional development (active clergy only)
- Clergy with a PTO (Permission to Officiate) to receive ongoing training, supervision and support in Safe Church
- Authorised lay leaders receive ongoing training, supervision and support in the following
  - Safe Church
  - Areas relative to their areas of responsibility

# Safe Environments



*We see a diocese where...*

- There is a culture where legal responsibilities to people and property are taken seriously

*Strategies to achieve this...*

- Inform and comply with the legal and moral reporting requirements of child sexual abuse
- Appoint Safe Church Teams in each parish/cluster to implement Safe Church Workshop recommendations and other relevant policies
- Provide Safe Church Teams/parishes/clusters with relevant resources (eg forms, checklists and templates)
- Implement an ICT program to review, evaluate and evidence a systematic approach to Safe Church
- Review incident reporting and implement a 'Critical Incident' policy
- Provide online training for all clergy, diocesan employees and wardens in risks identified and required by our insurers



**Anglican Diocese of Bendigo**

*[www.bendigoanglican.org.au](http://www.bendigoanglican.org.au)*