



**Anglican Diocese of Adelaide**

**DIOCESAN COUNCIL'S**

**STATEMENT OF STRATEGIC DIRECTION FOR 2006 - 2010**

**INTRODUCTION**

This Statement of Direction describes the shared sense of direction for the Archbishop and Diocesan Council of Adelaide as they carry out their leadership role as stewards of the Diocese of the future.

The Directions identified emerge from two workshops, held in February and June 2006 and attended by most Diocesan Councillors. This is not a Statement of Direction for the work of the whole of the Diocese; rather it represents a road map for the future leadership journey. The focus is on those areas that must be different, rather than a description of all current activity.

These broad Directions inform the development of a more detailed Strategic Plan. The Strategic Plan will form the basis for the oversight and stewardship of the Diocese, providing guidance for budgeting and planning. In the Strategic Plan, the Goals and Strategies identified in this Statement of Direction **are developed into projects and actions**. Diocesan Council will then be able to determine **priorities, allocate milestones and resources (either budgets or people's time) as well as clear accountability for implementation in each financial year**.

It should be noted that a Strategic Plan provides guidance for the governance or steering of the enterprise. It will need to be reviewed if the operating environment changes and as the Archbishop and Diocesan Council discern the direction of the Holy Spirit. It will need to be regularly monitored at Diocesan council meetings, to ensure that the strategies are still appropriate and being implemented effectively. It is important that the wider Diocesan community understand the broad directions or road map, though not all may agree with the strategies or priorities chosen. That choice is essentially the responsibility of the governing body.

This Statement of Strategic Directions was adopted by Diocesan Council on 11 October 2006.

## 1. WHY ARE WE HERE

### 1.1 Purpose

Together with the Archbishop, the Diocesan Council contributes to the shared leadership of the Diocese by co creating and enacting a vision for the Diocese and developing clear policies and strategies to take that vision forward.

**1.2 Role** Diocesan Council has two primary roles. The first is to be a Council of advice to the Archbishop, forging resolutions that are mutually binding and require mutual accountability. The second role is act as the Executive of Synod, with the Archbishop as the President, to shape and monitor policy regarding the effective stewardship of Diocesan resources.

## 2. WHAT DO WE VALUE?

**Relationship with Christ**-because we are called to serve Christ and the people of God, we will focus on the fulfilment of the gospel and ensure that our meetings are underpinned by prayer and worship.

**Respect** Recognising different gifts, we will treat one another's views and opinions as valid and respect one another's time by being prepared for our work.

**Trust**- we each undertake to be honest and at times vulnerable, reserving judgement and actively giving trust.

**Open and Effective Communication**- we will each speak clearly, wisely and discreetly, without seeking to dominate. We will also provide meaningful and timely information to one another and listening to divergent views.

**Collegial Solidarity**- we will not discuss confidential matters outside of Council and where controversial matters arise we will refer them to the Archbishop in the first instance.

## 3. WHAT ARE WE TRYING TO ACHIEVE BY 2010?

### 3.1 Archbishop's Challenge

The Archbishop has shared his sense of vision and challenge for the Diocese (and the Diocesan Council in particular).

*'See I set before you today life and prosperity, death and adversity ... choose life so that you might live.'*  
(Deut.30: 15-19).

We are at a watershed moment in the life of the Diocese when in the providence of God; massive challenges must be faced with faith. In Deuteronomy the people of God are likewise challenged to make a choice between two paths and to 'choose life'.

As leaders, we can choose, either be bold and renew our shared life in God, or allow the pain and distress of the past to allow the continuation of steady decline.

To choose life' in the Diocese Adelaide in 2006 requires significant life embracing choices so that by 2010 we are:

- **A Diocese in renewed conversation with the world around us** with restored trust and effective ongoing communication about the work and ministry of the church. This conversation will include the response to sexual abuse and social injustice. Our commitment to outreach will move beyond a pastoral model that currently neither aligns with nor critiques the dominant culture.
- **A Diocese committed to outreach and evangelism** in all the expressions of Anglican Christianity present in the Diocesan community. The dominant pastoral model of ministry will be enriched by new models of church together with an ability to transfer resources from the status quo into mission.
- **A Diocese nurturing leadership for the emerging church** where leaders (both lay and clergy), are strongly vocational and creative, have restored confidence and are being trained and supported for a mission-shaped church.
- **A Diocese of stronger community and mixed economy** where historical divisions in the church are starting to heal and gifts, insights and personnel are shared across the Diocese in common mission activity that supports emerging models of being church.

### 3.2 Diocesan Council's Aim

*We provide strong collegial leadership of the Diocese through a clear sense of purpose and properly aligned resources and governance.*

### 3.3 Outcomes and Measures of Success for 2010

We will know we are successful in achieving the vision and aim in 2010 if:

- the church, and the Archbishop as spokesperson, is regarded as a healthy, creative source of **advice and comment** on issues impacting on the wider community;
- there is a stronger **sense of trust**, unity and alignment between ministry units across the Diocese, including parishes, schools, Anglicare and others;
- we have confident, empowered and skilled **leaders** sourced from across the Diocese who can contribute beyond the boundaries of a parish, together with a Diocesan Council that is providing effective leadership of change in a collegial way;
- the **governance** structures and processes in the Diocese are better able to support a shared sense of purpose, so that decisions are made effectively, the number and focus of subgroups is streamlined and members of governance bodies add real value because they are selected for their gifts and contributions.
- The Diocesan budget and **resources**, including people, finances and assets, are better aligned with mission and ministry priorities and the Diocese functions as a whole rather than a collection of individual ministries.

#### **4. THE OPERATING ENVIRONMENT FOR THE DIOCESE - 2006 - 2010**

Over the next four to five years a number of trends will impact on our ability to achieve our desired outcomes and our planning will need to take account of these.

##### **4.1 Changing Community Trends**

We can expect that South Australia will continue to have low population growth, an ageing population and the challenge of economic growth. Despite some pockets of growth, for the church this means we face a continuing trend of decline in numbers, giving and influence. The demographics of attendance in the Diocese of Adelaide are confronting - with up to one third of parishes currently on the edge of viability and up to a half at risk within a decade unless there is radical realignment and renewal.

Whilst there is evidence in the community of a growing hunger for meaning, there are also competing dynamics in the focus on the individual in society, post modern cynicism about institutional expressions of human life, and fewer family based households. Increasingly, the community is questioning the viability and relevance of the church.

Contemporary Australian society considers transparent processes and clear accountability to be essential characteristics of effective organisations. The Church, will continue to be more frequently and publicly held accountable and must ensure its governance arrangements include clear behavioural expectations, stated ethics and values, a disciplinary code and with risk management strategies.

##### **4.2 Changing Place of the Church in Society**

Our society is largely disconnected from the Christian story and our own church culture seems alien and impenetrable even to many who are well disposed to it. In South Australia the credibility of the church has been further undermined by ongoing sexual abuse revelations and claims.

Most of our parishes are living in Christendom, a powerful way of being church in which the church aligned itself to the structures of society and the dominant model of ministry was pastoral. With many parishes still operating in this model we face a declining future - less of the same. In a pluralist and multicultural society we will need to support fresh expressions and new models of being church and prepare people for the church of the future by investing in Christian formation, apologetics and education.

##### **4.3 Planning Challenges**

Currently the Adelaide Diocese is fighting to secure its financial viability and credibility in the eyes of the community. This challenge will continue to absorb much of the energy of the senior team in the medium term. The provision of new relevant contemporary models of ministry, while urgent and important, may be met with strong resistance and potential withdrawal of support as the Diocesan community is challenged to rationalise parishes, ministries and services. The Diocese will need to find ways to attract and retain lay and clergy leaders and source new forms of income.

The direction the Diocese takes will need clear articulation with implementation strategies that are underpinned by an understanding of the management of change and transition.

Diocesan Council will need to be led by the Spirit to act boldly while planning carefully, and it will need to nourish its cohesion and teamwork so that it that supports the Archbishop and other leaders.

## **5. DIOCESAN COUNCIL DIRECTIONS FOR 2006 - 2010**

The following directions reflect the factors that are regarded as critical to the success of Diocesan Council's planning over the next four years.

These directions form the basis for the goals and strategies.

### **5.1 Invest in leadership for change**

The current crisis in the Anglican Church in Adelaide is also an opportunity for transformation. It is imperative that the leaders of the church (both lay and clergy) be increasingly freed from maintaining the status quo in order to lead the process of change. Leaders will need to be equipped to articulate the need for transformation and they will need collegial support as they lead the process of change if they are to avoid burnout and further demoralisation. The healing of current divisions and very deliberate moves to shift from a culture of blame and division to one of trust are fundamental to revitalised leadership.

### **5.2 Form People for the Emerging Church**

To understand and prepare for the emerging church requires the development of both clergy and laity equipped to understand and witness to their faith and ministry in new contexts. Christian education and formation as well as apologetics are critical to this and with 13,000 students in Diocesan schools; there is a real opportunity to prepare the next generation for the church of the future. Overcoming resistance to change in ageing congregations will require strong leadership as well as ongoing Christian formation

### **5.3 Develop and renew models of evangelism and ministry**

If it is to meet the needs of the current and future Adelaide community, including growth in the north and west of the Diocese, the church will need new and renewed models of ministry and evangelism, beyond those of parish and pastoral ministry. Such new models must be supported by Christians able to present the gospel with a robust Christian apologetic that is not just tolerant of but able to celebrate diversity of Christian expression.

### **5.4 Reposition the Diocese in the Wider Community**

This will require the reinforcement of the Archbishop's profile as a community leader and commentator in a renewed conversation with the community – in particular through the media. Diocesan Council will need to use its networks including the boards of schools and Anglicare to identify opportunities to better profile the work of the church.

### **5.5 Realign Resources and Structures**

Diocesan Council will need to ensure that the appropriate governance structures are in place to successfully steer the implementation of its strategic plan. The challenge now is to realign resources and structures away from the traditional parochial base to support leaders of the emerging church. Council will need to understand the impact in the short to mid term of decisions to use resources strategically and will need to develop a risk framework and conduct regular risk reviews.

## 6. STRATEGIC DIRECTIONS

### Goals and Strategies for 2006 - 2010

<b>GOALS</b> What are we trying to achieve?	<b>BROAD STRATEGIES</b> How to get achieve the goal?
<b>1. Invest in leadership for change</b>	1.1 Develop different kinds of leaders for different kinds of church 1.2 Transform existing leaders for ministry in a church in mission
<b>2. Form people for the emerging church</b>	2.1 Nurture a coherent and passionate Christianity in people of every age as they move from being seekers to being apostles
<b>3. Develop new/renewed models of evangelism and ministry</b>	3.1 Increase recognition of vital importance of evangelism and new ministry initiatives 3.2 Increase recognition of spiritual dimensions to evangelism 3.3 Increase sense of hope, awareness of opportunities and how to start 3.4 Develop and outward looking focus that engages with the wider community and world 3.5 Investigation, equipping and training – shared learning and reflection processes (learning from on another's experiences, positive and negative) 3.6 Exploration, research and development of special projects in evangelism, mission and church "planting".
<b>4. Reposition the Diocese in the wider Community</b>	4.1 The Diocese is perceived by wider Adelaide community to have integrity and to be making a valued contribution 4.2 High profile of Diocese / Archbishop as a community leader 4.3 Diocese is engaged on key issues effecting the community
<b>5. Realign resources and structures to support direction</b>	5.1 Identify, marshal and release Diocesan resources 5.2 Review and rebuild governance and management structures and practices

## 7. IDENTIFICATION OF PRIORITIES

Diocesan Council established strategic working groups to review the goals and strategies that had been identified and to take the next step of developing implementation strategies and projects.

The following groups were convened to address specific goals.

Formation and Leadership	Goals 1 and 2
Evangelism and Ministry Initiatives	Goal 3
Church in Community	Goal 4
Governance Structures	Goal 5
Financial Strategy	Goal 5

Each group identified the priorities within each goal and has recommended a framework to assist with the development and implementation of strategies and projects to deliver on the key goals. An ongoing task for Diocesan Council is the consideration and review of the implementation plan.

### 7.1. Formation and Leadership

Goal 1 – Invest in Leadership for change

Goal 2 – Form people for the emerging church

#### ***Summary of priorities:***

*Context – In the next three years we will see ministry that builds on the strong foundation of existing ministries. We will also see multiple strategies operating at the same time, some of which will be short-term.*

1. Diocesan and Congregational Leaders need to affirm different worlds/cultures (for example the technological culture or generation Y), learning to think in and speak with worlds/cultures different from their own.
2. Diocesan and Congregational Leaders need to identify, release and support people from different worlds or cultures who engage in ministry and mission with those worlds and cultures.
3. Diocesan and Congregational Leaders need to preference in their leadership coaching and mentoring the people leading multiple ministry strategies.
4. Diocesan and Congregational decision-making processes need to ensure prompt responses that foster and resource initiative.
5. Clergy and Lay leadership education in the Diocese must provide resources for
  - a. Identifying
    - i. people's gifts and abilities
    - ii. people who can be agents and implementers of change
  - b. Affirming and increasing awareness of different 'cultures' present in Australia, Adelaide and the Anglican Church.
  - c. Change management
  - d. Community building
  - e. Assisting congregational education and nurture of 'seekers', 'disciples' and 'apostles'

## 7.2. Evangelism and Ministry Initiatives

Goal 3 – Develop new/renewed models of evangelism and ministry

### *Summary of priorities:*

Our desire in considering evangelism and ministry initiatives must be:

- God honouring
- faithful to a ministry of stewardship of the gospel entrusted to us
- concerned for kingdom growth before church or diocesan growth or survival

There are essential foundational truths in considering evangelism and related ministry initiatives:

- evangelism is *an activity of God* to which we are called to participate in God's grace. This must have priority over 'how to' type considerations, let alone strategies and methods. The cleverest approaches to evangelism will be as nothing unless they are ministries of the Spirit.
- the essential starting point is *a call to prayer* and an openness to God's directions
- evangelism must be genuinely integrated in our life as a church at every level—the Christian community as it worships and exercises discipleship in the world
- evangelism is driven by 'vigorous *theological engagement* with the gospel and a church energised and directed by God to whom it offers *praise*. The Christian tradition has identified the twin coordinates for this praise: the life, death, and resurrection of Jesus of Nazareth and the ongoing presence and action of God's Holy Spirit' (Stephen Pickard, *Liberating Evangelism*, 5)

Within this context, evangelism and related ministry initiatives are best understood as involving three inter-related spheres: *environment*, *processes*, and *events* (the gospel environment evident in our Christian communities; processes that allow time for exploration and reflection; and events where the gospel is proclaimed in word and deed).

The following areas were identified as key areas for special consideration and initiatives:

*Family & children's ministry*

*Seniors ministries*

*Schools*

*Chaplaincies & community*

*Parish & community*

*Youth*

*'Emerging church' – opportunities for alternative culture*

## 7.3. Church in Community

Goal 4 – Reposition the diocese in the wider community

### *Summary of priorities:*

By 2010 the Anglican church in Adelaide should be perceived by the wider Adelaide community to have integrity and to be making a valued contribution to society.

To achieve this the diocese must identify its call and vocation in the wider community. What will we be known for? What is our positioning strategy

It is recommended that the diocese is positioned through the identification and promotion of key themes and issues. The Archbishop will be the key spokesperson on these issues which will be reflected in the services provided by Anglicare and parish and school activities. Who we say we are and who we are and what we do must be clearly congruent.

### **Better Utilizing our resources:**

**Schools:** Schools reaching 13,000 students and their families

- Links with diocese to be more obvious to the broader community underpinned by a common positioning strategy.
- Greater partnership activities with the diocese and themed issues and activities with other diocesan agencies and parishes: e.g. refugees, environment and social justice.

**Anglicare:** Gives authority and authenticity to the Archbishop speaking out on social justice.

- Links with diocese to be more obvious to the broader community underpinned by a common positioning strategy.
- Greater partnership activities and themed issues and activities with other diocesan agencies and parishes. E.g. refugees, environment and social justice
- Relationship of Anglicare with Diocese; , increased number of partnership projects with parishes, services linked to faith communities
- Archbishop as spokesperson on many/most Anglicare issues
- Proactive in innovation and working with local communities/parishes, Research and resourcing role

**The Archbishop** Archbishop as primary spokesperson for diocese:

- Requires research/ policy unit in Anglicare to provide well-researched papers to position the Archbishop as the authoritative spokesperson to go to on selected issues; e.g. social justice 2-3 topics based in good practice such as Aged Care/ Homelessness, Refugees/ Africa/ Sudan.
- Primary spokes person role will require an enhanced PR Management (integrated with Anglicare?)

**Parishes:** Lived spirituality, active in their local communities and well regarded community resources.

- Complimenting Anglicare services and the Archbishop speaking out. E.g. work with refugees/ homeless people
- Greater partnership activities and themed issues and activities with other diocesan agencies; e.g. refugees, environment, social justice.
- Requires internal communication of positioning strategies/ key messages- leadership in local communities

**Chaplaincies:** Linked to communities of faith.

- Greater partnership activities and shared issues and activities with other diocesan agencies.

**The Cathedral:** The mother church to the City of Adelaide

- The place for the Adelaide community to celebrate and mourn.
- Build on existing partnership activities and shared issues and activities with other diocesan agencies.
- Liturgies reinvigorating diocesan resource
- Cathedral Services - parish services - schools etc.

## **7.4. Financial Strategy and Governance Structures**

**Goal 5** – Realign resources and structures to support direction

### ***Summary of Priorities - Financial***

From 2007 the Synod budget will need the capacity to service a substantial loan facility which has enabled the Synod meet its responsibilities to survivors of sexual abuse.

There is no avoiding the fact that funds Servicing the finance facility will have a major impact on operational budgets and threatens serious compromise, even damage, to the Church's long term mission.

Existing financial policies and procedures in respect of income, expenditure and investment must be challenged.

Projects and strategies have been developed aimed at ensuring financial and mission viability during the next 10 years and beyond.

The two major objectives are to ensure there is sufficient income to enable the Synod to meet its mission and its annual financial obligations and to ensure that after the loan facility has been fully extinguished to provide the Synod with both a healthy balance sheet and sufficient cash resources to enable the Church to grow in faith and mission.

### ***Summary of Priorities - Governance***

Appropriate governance structures need to be in place to successfully steer the implementation of the strategic priorities and directions of the Diocese.

In undertaking a review of the governance structures the key elements to be considered are:

- The creation of an effective executive of Synod (Diocesan Council)
- Creating structures with capacity to take the operations of the diocese forward – encouraging progress rather than maintaining the status quo.
- Creating opportunity to hear the diversity of voices within the diocese
- Ensuring communication channels flow both directions.
- Flexibility to assist with in the appointment of the right people for the task.
- Clear and appropriate delegations

The role of Diocesan Council should be focussed on strategy and policy development with operational matters delegated to other entities. These entities should be created to focus on the diocese's missional priorities which should be reviewed from time to time. The structure should allow two way communication between the Diocesan Council and these entities with information and issues feeding in and feeding out. The entities should have a "can do" focus that reaches out and stimulates, not stifles, activity in the diocese.

Previous structures have been strongly influenced by a representative membership model, with the majority of positions in leadership elected by the whole Synod. It is important to retain elements of the representative model but to ensure that it is balanced with the opportunity to engage people with specific skills and gifts as required.

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**Goal 1– Invest in Leadership for Change**

Focus areas and outcomes	Strategies	Projects	Performance Information	Leadership responsibility
<p><b>Goals (2010)</b> 1. Different kinds of leaders for different kinds of church.</p>	<ul style="list-style-type: none"> <li>◆ To make room in existing leadership structures for different kinds of leaders</li> <li>◆ To permit leadership structures to emerge that suit new expressions of church.</li> <li>◆ To encourage bridge-building between the different leadership groups.</li> <li>◆ To look for people who can be leaders (lay or ordained/ paid and volunteer).</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ensure some different leaders are recruited and integrated into the existing structures.</li> <li>◆ Construct a framework for listening and responding to leaders of fresh church expressions</li> <li>◆ Creating opportunities for leaders to listen to and work with each other.</li> <li>◆ Establishing coordinated processes and ‘gatherings’ which promote Christian Leadership as a fulfilling vocation.</li> </ul>	<ul style="list-style-type: none"> <li>◆ New leaders recruited and integrated.</li> <li>◆ Framework constructed</li> <li>◆ Opportunities created</li> <li>◆ More people</li> </ul>	<p>Leadership and Formation Unity of the Diocesan Council.</p>
<p>2. Transforming existing leaders for ministry in a church in mission</p>	<ul style="list-style-type: none"> <li>◆ Provide education and mentoring in the skills for emerging forms of mission and ministry.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Identify and work with 20 existing leaders over the next 3 years who are ready and willing to make the change.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Evidence from multiple sources that leaders are ministering differently and successfully.</li> </ul>	

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**Goal 2 - Form People for the Emerging Church**

<b>Focus areas and outcomes</b>	<b>Strategies</b>	<b>Projects</b>	<b>Performance Information</b>	<b>Leadership responsibility</b>
<p>1. Nurturing a coherent and passionate Christianity in people of every age as they move from being seekers to being apostles.</p>	<ul style="list-style-type: none"> <li>◆ Enabling people to                             <ul style="list-style-type: none"> <li>• explore the Christian faith and make a commitment</li> <li>• deepen their faith and move into ministry and mission.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Use 6 ‘ministry units’ to pilot systematic education and faith development processes and enable other ministry units to learn from the experience of the pilot projects.</li>   <li>◆ St. Barnabas College to be a centre for theological education and ministry formation serving the breadth of traditions in the Diocese.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Evidence of                             <ul style="list-style-type: none"> <li>• more ministry units engaged in systematic education and faith development</li> <li>• Quantitative and Qualitative data reveal growth in faith and service (e.g. surveys based on NCLS 2006 questions)</li> </ul> </li>   <li>◆ Evidence of continued and increased use of the college including increased use from across the traditions of the Diocese.</li>   <li>◆ Increase in number of vocations to ordained ministry</li> </ul>	<p>Leadership and Formation Unit of the Diocesan Council</p>

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**Goal 3 – Develop New and Renewed Models of Evangelism and Ministry– Strategies**

Focus area and outcomes	Strategies	Projects	Performance Information	Leadership responsibility
<p><b>Goals: (by 2010)</b></p> <p>1. Increase recognition of <b>vital importance</b> of evangelism &amp; new ministry initiatives</p> <p><b>Key Performance Indicators (KPI):</b> Anglican communities developing &amp; enacting plans for evangelism &amp; related ministry initiatives</p>	<ul style="list-style-type: none"> <li>◆ High diocesan profile – clergy conference, Synod, Guardian, diocesan websites, resource material for schools, parishes, all diocesan organisations, Councils etc</li> <li>◆ Name this special focus: (eg. ‘mission-shaped church’ - or the like)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Raise &amp; consult with diocesan leadership team – evangelism and ministry initiatives needs to feature high in the ‘vision-casting’ for the diocese</li> <li>◆ Contact the Guardian &amp; diocesan website re building profile</li> </ul>	<ul style="list-style-type: none"> <li>◆ Review processes – is it happening? If so, is it registering? If not, why not? A culture of evaluation &amp; feedback</li> <li>◆ Profile ‘audit’ by mid 2007 – are people in our churches talking about evangelism?</li> </ul>	<ul style="list-style-type: none"> <li>◆ Need to be identified by DC and/or diocesan leadership</li> <li>◆ Diocesan leadership, parish &amp; schools leadership, diocesan organisation leadership</li> <li>◆ Challenge needs to be put to ‘all of diocese’</li> <li>◆ Guardian editor, communication officers</li> </ul>
<p>2. Increase recognition of spiritual dimensions to evangelism</p> <p><b>KPI:</b> prayer for evangelism &amp; mission as a regular feature of diocesan life</p>	<ul style="list-style-type: none"> <li>◆ Prayer-focussed resource material for schools &amp; parishes</li> <li>◆ Prayer for evangelism and ministry initiatives at diocesan gatherings</li> <li>◆ More open talking about faith, belief &amp; everyday life</li> </ul>	<ul style="list-style-type: none"> <li>◆ Work group to produce material (or adapt from elsewhere)</li> <li>◆ Guardian, parish, school &amp; other institutions re. communication of faith stories</li> </ul>	<ul style="list-style-type: none"> <li>◆ Extent to which resource material is taken up</li> <li>◆ Regularity of prayer about evangelism and mission</li> </ul>	<ul style="list-style-type: none"> <li>◆ Diocesan leadership, parish &amp; schools leadership, diocesan organisation leadership</li> <li>◆ Evangelism &amp; ministry initiatives catalyst team</li> </ul>

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**Goal 3 – Develop New and Renewed Models of Evangelism and Ministry– Strategies (continued)**

Focus area and outcomes	Strategies	Projects	Performance Information	Leadership responsibility
<p>3. Increase sense of hope, awareness of opportunities &amp; how to start</p> <p><b>KPI:</b> participation in training events and related forums &amp; networks</p>	<ul style="list-style-type: none"> <li>◆ Report on areas (here and elsewhere) where new things have been tried, &amp; esp. things that have been learnt (positive &amp; negative)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Regular ‘think tank’ forum and network created for parishes ‘willing to have a go’, with targeted support, consultation &amp; advice, training, suggestions re resources</li> </ul>	<ul style="list-style-type: none"> <li>◆ Participation in training events</li> <li>◆ Number of parishes, schools &amp; agencies giving consideration to evangelism and related ministries</li> </ul>	<ul style="list-style-type: none"> <li>◆ Evangelism &amp; ministry initiatives catalyst team</li> <li>◆ Parish leaders, chaplains, school &amp; agency boards</li> </ul>
<p>4. Develop an outward looking focus that engages with the wider community and world</p> <p><b>KPI:</b> Projects that seek to engage with the wider community and global initiatives</p>	<ul style="list-style-type: none"> <li>◆ Identify, affirm and release church members for activities and projects outside the church (eg. community service groups etc) as well as an engagement with the wider world</li> </ul>	<ul style="list-style-type: none"> <li>◆ Publicity regarding church members involved in wider community spheres</li> <li>◆ Partnership with projects with Anglicare, schools etc</li> <li>◆ Establish a regular ‘Anglicans contributing to the community’ profile, with an appropriate element of Christian witness</li> <li>◆ ‘Faith in action’ related project in partnership with churches in outback Australia and overseas (East African partnership?)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Development and support of community &amp; global projects</li> </ul>	<ul style="list-style-type: none"> <li>◆ Will depend on connections made between project participants and partners – relationships of mutual respect and partnership essential</li> <li>◆ Diocesan and parish leaders, chaplains, school &amp; agency boards</li> </ul>

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**Goal 3 – Develop New and Renewed Models of Evangelism and Ministry– Strategies (continued)**

<b>Focus area and outcomes</b>	<b>Strategies</b>	<b>Projects</b>	<b>Performance Information</b>	<b>Leadership responsibility</b>
<p>5. Investigation, equipping &amp; training – shared learning &amp; reflection processes (learning from one another’s experiences, positive and negative)</p> <p><b>KPI:</b> Participation in training events and other areas of interaction</p>	<ul style="list-style-type: none"> <li>◆ Training events planned for 2007-2008 (clergy, leadership &amp; ‘whole people of God’)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Creation &amp; publicity re an avenue for reporting on experiences – web related blog site or forum, podcasting</li> </ul>	<ul style="list-style-type: none"> <li>◆ Number of events, attendance</li> </ul>	<ul style="list-style-type: none"> <li>◆ Evangelism &amp; ministry initiatives catalyst team</li> </ul>
<p>6. Exploration, research and development of special projects in evangelism, mission and church ‘planting’</p> <p><b>KPI:</b> Projects identified, approved, and developed</p>	<ul style="list-style-type: none"> <li>◆ <b>Investigate</b> research and experiences of similar projects, especially elsewhere in Australia</li> <li>◆ What size core groups are required?</li> <li>◆ Factors impacting on sustainability &amp; longer-term growth</li> </ul>	<ul style="list-style-type: none"> <li>◆ Identify &amp; implement outreach projects in key locations</li> <li>◆ Plant 5 churches by 2010</li> </ul>	<ul style="list-style-type: none"> <li>◆ Report produced, with ensuing recommendations re policy and strategy</li> <li>◆ Projects discussed</li> <li>◆ Number of supported projects established</li> </ul>	<ul style="list-style-type: none"> <li>◆ Archdeacon</li> <li>◆ Evangelism &amp; ministry initiatives catalyst team</li> </ul>

## Anglican Diocese of Adelaide –Diocesan Council’s Statement of Strategic Directions 2006-2010

### Goal 4 – Reposition the Diocese in the wider community

Focus areas and outcomes	Strategies	Projects	Performance Information	Leadership responsibility
<b>Goals (by 2010)</b> 1. The Diocese is perceived by wider Adelaide community to have integrity and making a valued contribution  2. High profile of Diocese / Abp as a community leader  3. Diocese is engage on key issues effecting the community	<ul style="list-style-type: none"> <li>◆ Research/ Social Justice policy unit in Anglicare</li> <li>◆ Enhanced PR support in cooperation with Anglicare</li> </ul>	<ul style="list-style-type: none"> <li>◆ Research and policy on 2-3 themes for increased profile</li> <li>◆ Media plan for each theme</li> <li>◆ Enhance web presence</li> </ul>	<ul style="list-style-type: none"> <li>◆ Research leads policy debate in Adelaide on key themes</li> <li>◆ Abp statements high impact</li> <li>◆ Broad content from across Diocese</li> <li>◆ Access by community and media</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp / Anglicare CEO</li> <li>◆ Abp / Media Support</li> <li>◆ Abp / Media Support</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Schools: themed partnership activities with Diocese</li> </ul>	<ul style="list-style-type: none"> <li>◆ Joint schools and Diocese theme e.g. refugees/environment/social housing</li> </ul>	<ul style="list-style-type: none"> <li>◆ All schools coordinate social justice activity with Diocese/Anglicord/Anglicare/Parishes</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp / Anglican School Head Forum</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Parish/ Anglicare partnership programmes</li> </ul>	<ul style="list-style-type: none"> <li>◆ Increased number of partnership/ small grants projects</li> </ul>	<ul style="list-style-type: none"> <li>◆ Anglicare / Parish action in local communities</li> </ul>	<ul style="list-style-type: none"> <li>◆ Assistant Bishop / Anglicare CEO</li> </ul>
<b>Key Performance Indicators / Measures of Success</b>  1. Abp valued source of advice on key issues  2. “Third Party” endorsements of Abp and Diocese  3. Clear impacts of community leadership role	<ul style="list-style-type: none"> <li>◆ Anglicare greater identification with Diocese</li> </ul>	<ul style="list-style-type: none"> <li>◆ Diocese wide partnerships with parishes, schools and chaplaincies</li> </ul>	<ul style="list-style-type: none"> <li>◆ Joint actions with schools and parishes as annual calendar</li> <li>◆ All Anglicare services linked to a faith community</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp / Anglicare CEO</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Cathedral as mother church to Adelaide, iconic building</li> </ul>	<ul style="list-style-type: none"> <li>◆ Seek to celebrate community events, school celebrations</li> </ul>	<ul style="list-style-type: none"> <li>◆ Build on role of cathedral as the first choice for Adelaide celebrations</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp / Dean of the Cathedral</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Reaffirm and create new roles for Chaplaincies</li> </ul>	<ul style="list-style-type: none"> <li>◆ Greater linking of chaplaincies to Anglicare and faith communities</li> <li>◆ Foster creative engagement with young people</li> </ul>	<ul style="list-style-type: none"> <li>◆ New models for selection and training of chaplains</li> <li>◆ Explore new models of school chaplaincy</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp / Assistant Bishop</li> <li>◆ Abp / Anglican School Heads Forum</li> </ul>

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**Goal 5 – Realign resources and structures to support direction.**

<b>Focus areas and outcomes</b>	<b>Strategies</b>	<b>Projects</b>	<b>Performance Information</b>	<b>Leadership responsibility</b>
<b>Goals (by 2010)</b> 1. Identify, marshal and release Diocesan resources	<ul style="list-style-type: none"> <li>◆ Seek financial support from diocesan agencies, parishes and individuals and other entities.</li> </ul>	<ul style="list-style-type: none"> <li>◆ “Green Shoots” Appeal</li> <li>◆ Parish levy</li> <li>◆ Investigation of opportunities with diocesan agencies</li> <li>◆ Encourage Leigh Trust to adjust is distribution policy</li> </ul>	<ul style="list-style-type: none"> <li>◆ Appeal targets met</li> <li>◆ Support for levy in Synod and payments received</li> <li>◆ Projects providing financial benefit to Synod in place</li> <li>◆ Policy adjusted to increase distribution</li> </ul>	<ul style="list-style-type: none"> <li>◆ Appeal Committee</li> <li>◆ Administration ministry unit</li> <li>◆ Administrative Ministry unit</li> <li>◆ Abp</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Restructure and market Anglican Development Fund</li> </ul>	<ul style="list-style-type: none"> <li>◆ Promotion of ADF investments to diocesan agencies, schools, parishes and individuals</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ordinance supported in Synod</li> <li>◆ Increase in number and value of ADF accounts with resulting increase in administration fees to the Synod</li> </ul>	<ul style="list-style-type: none"> <li>◆ ADF development and management group</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Liquidation of diocesan assets</li> </ul>	<ul style="list-style-type: none"> <li>◆ Identification of surplus, redundant, underutilised assets and availability for sale negotiated.</li> <li>◆ Sale of available assets</li> </ul>	<ul style="list-style-type: none"> <li>◆ Comprehensive list compiled and relevant diocesan entities supportive of sale</li> <li>◆ Sales finalised and proceeds allocated to provide income for priority projects.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Administration Ministry Unit</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Restructure of trust funds and reserves</li> </ul>	<ul style="list-style-type: none"> <li>◆ Identification of funds able to be redirected to meet diocesan priorities.</li> <li>◆ Consultation with diocesan entities impacted by reallocation of funds</li> </ul>	<ul style="list-style-type: none"> <li>◆ Research concluded and reported</li> <li>◆ Funds reallocated to provide income for priority projects</li> </ul>	<ul style="list-style-type: none"> <li>◆ Administration Ministry Unit</li> </ul>

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**Goal 5 – Realign resources and structures to support direction (continued)**

<b>Focus areas and outcomes</b>	<b>Strategies</b>	<b>Projects</b>	<b>Performance Information</b>	<b>Leadership responsibility</b>
2. Review and rebuild governance and management structures and practices	<ul style="list-style-type: none"> <li>◆ Develop and recommend alternative governance structure for Synod consideration</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ordinance to amend Constitution</li> <li>◆ Ordinance to provide for Diocesan Council structure and the establishment of Ministry Units and Ministry Forum</li> </ul>	<ul style="list-style-type: none"> <li>◆ Ordinances supported in Synod</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp, Diocesan Council</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Establish terms of reference and delegations for all entities within the governance structure</li> </ul>	<ul style="list-style-type: none"> <li>◆ Terms of reference documented</li> <li>◆ Delegations drafted</li> </ul>	<ul style="list-style-type: none"> <li>◆ Task completed</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp, Diocesan Council</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Confirm and appoint membership of all entities</li> </ul>	<ul style="list-style-type: none"> <li>◆ Election processes completed</li> <li>◆ Appointment of invited members confirmed.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Membership of entities reflects diversity within diocese.</li> <li>◆ Individuals contributing appropriate areas of expertise</li> </ul>	<ul style="list-style-type: none"> <li>◆ Abp, Diocesan Council</li> </ul>