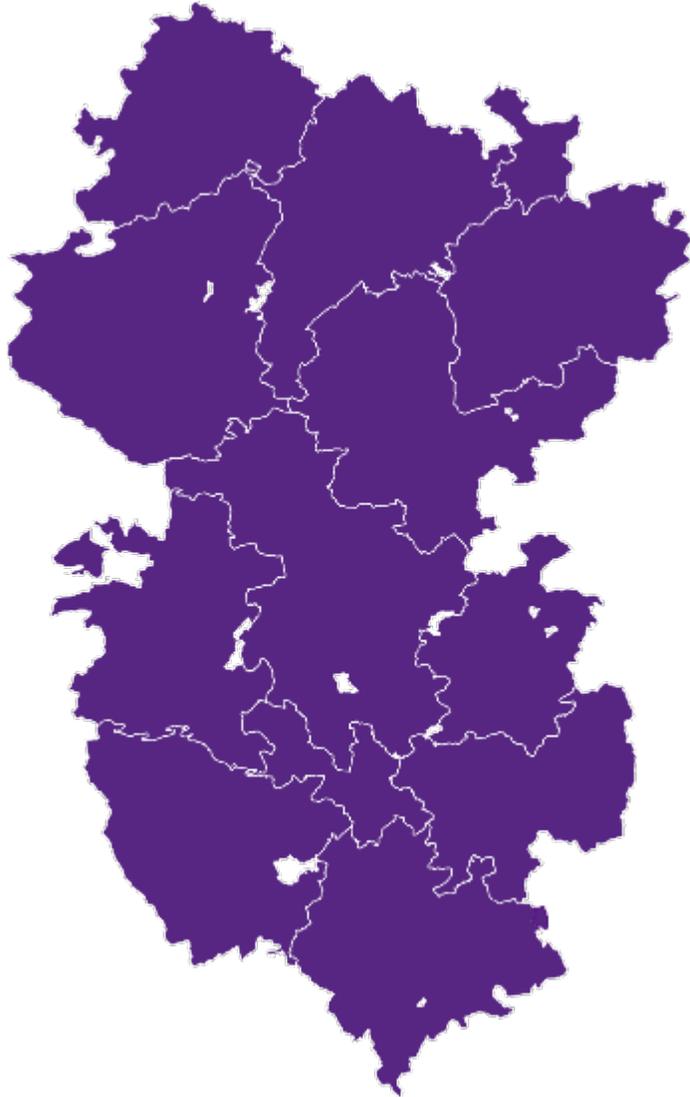




— Diocese of —
Hereford

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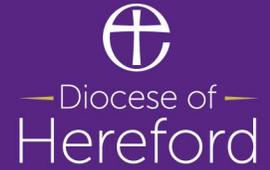
Profile of Diocese: Key facts and figures



- Population: 322,000 (40th of 41)
- Attendance: 6,900 (40th of 41)
- Attendance per Capita 2.1% (*national average: 1.15%*)
- Number of Parishes (Churches) 356 (405)
- Number of Churches per Capita: 1:800 (1st of 41)
- Giving per person per week £9.42 (41st of 41)
- Population Density Rank: 41st of 41

Key Focus:

missional, people and financial challenges



Where are we now?

We face a critical challenge with mission and ministry:

- Large number of declining churches
- Aging population
- Widely dispersed population over a large geographical area
- Acute lack of children, and young people aged 11 to 18 in church

Key Focus:

missional, people and financial challenges



- **Attendance:** figures have declined by 23% 2019-2022. Only 17 churches have over 50 people on Sundays. 250 churches have fewer than 20 people attending.
- **Demographics:** outside towns, the average Anglican in the Diocese is aged 72. Very few children at most acts of worship (0.66% of the population). Over 12,000 children and young people attend our schools, but only 429 children (0-17) 'usually' attend church.
- **Budget deficits:** Parish Offer has not kept pace with inflation, declining by 30% in real terms since 2019. We will have a structural operating deficit of c. £0.75-£1.0 million a year for the foreseeable future unless we grow income and reduce expenditure.
- **Leadership:** There is an excessive reliance on clergy
- **Buildings:** We have many church buildings (405) but many lack the capacity, energy and finances to realise their potential fully for local communities.

Our Journey:

Current approach to addressing challenges

2016

- £500k deficit
- Parish offer introduced
- Vision but no overall strategy
- Split staff management & culture
- Complicated governance



2017

Process of change began

- Governance review
- New approach to assets
- Services in house (surveyor)
- People strategy
- Diocesan Mission Action Plan
- Deanery leadership teams commissioned



2018 2019

Changes continued:

- Education & MAT overhaul
- Introduced giving advisors & signed up to parish giving scheme
- New Communications strategy and social media engagement
- Bishop's Council overhaul
- Introducing Total Return
- £750k central costs removed
- Significant land and property deals
- Closure of Ludlow Office & staff reduction
- Intergenerational mission project starts
- Balanced budget approved



Over the last few years we have been developing a strategy to address our critical challenges.

Our Journey:

Current approach to addressing challenges

2020
2021



- Covid slowed us down
- New Bishop and senior team
- Offer and attendance drops
- Period of listening
- Church steps up social action in Covid



New strategy approved

- Intergenerational mission project signed off
- Faith New Deal funding secured
- Support for refugees and Ukraine
- Significant asset development leading to lots of investment projects
- Local Ministry roles introduced

But:

- Deanery leadership teams not working
- Lots of parish vacancies



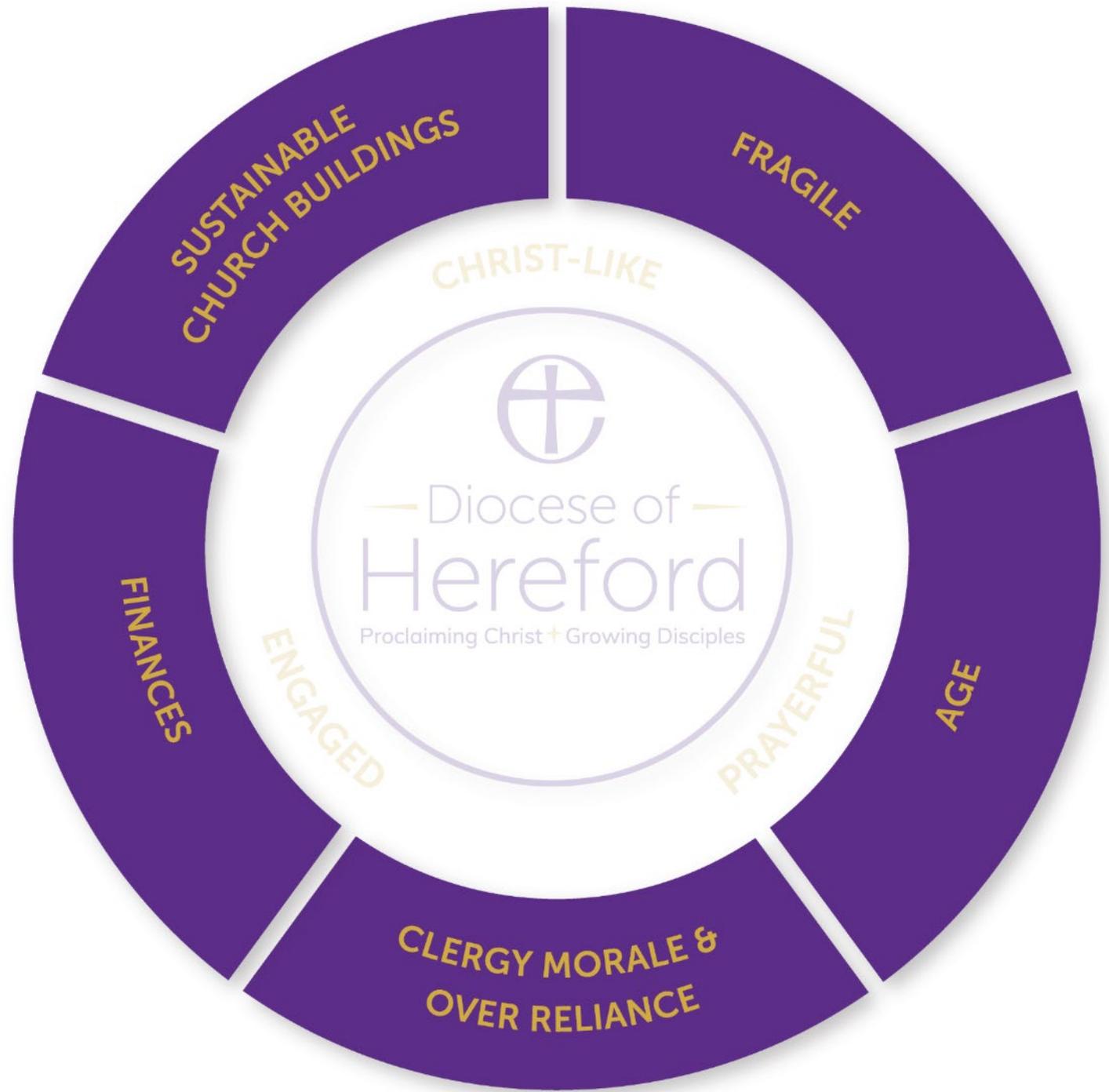
2022

Actions taken to date:

Current approach to addressing challenges



- **Intergenerational Mission:** our five-year SDF project formed the first stage of a targeted cultural shift to support younger generations and nurture an emerging mixed ecology of congregations across our diocese.
- **Generous Giving Strategy & Mission Funding:** around £1m released from capital investments for 16 growth projects focusing on increasing the number of children and young people in church.
- **Lay leadership training:** refocused the Mission and Ministry team to provide greater support for Lay leadership and training, introduced Deanery training for commissioned Lay and self-supporting leaders, and deployed 180 retired Clergy with permission to officiate.
- **Buildings:** increased support for parishes to reduce the challenges and costs of their buildings.





CHRIST-LIKE

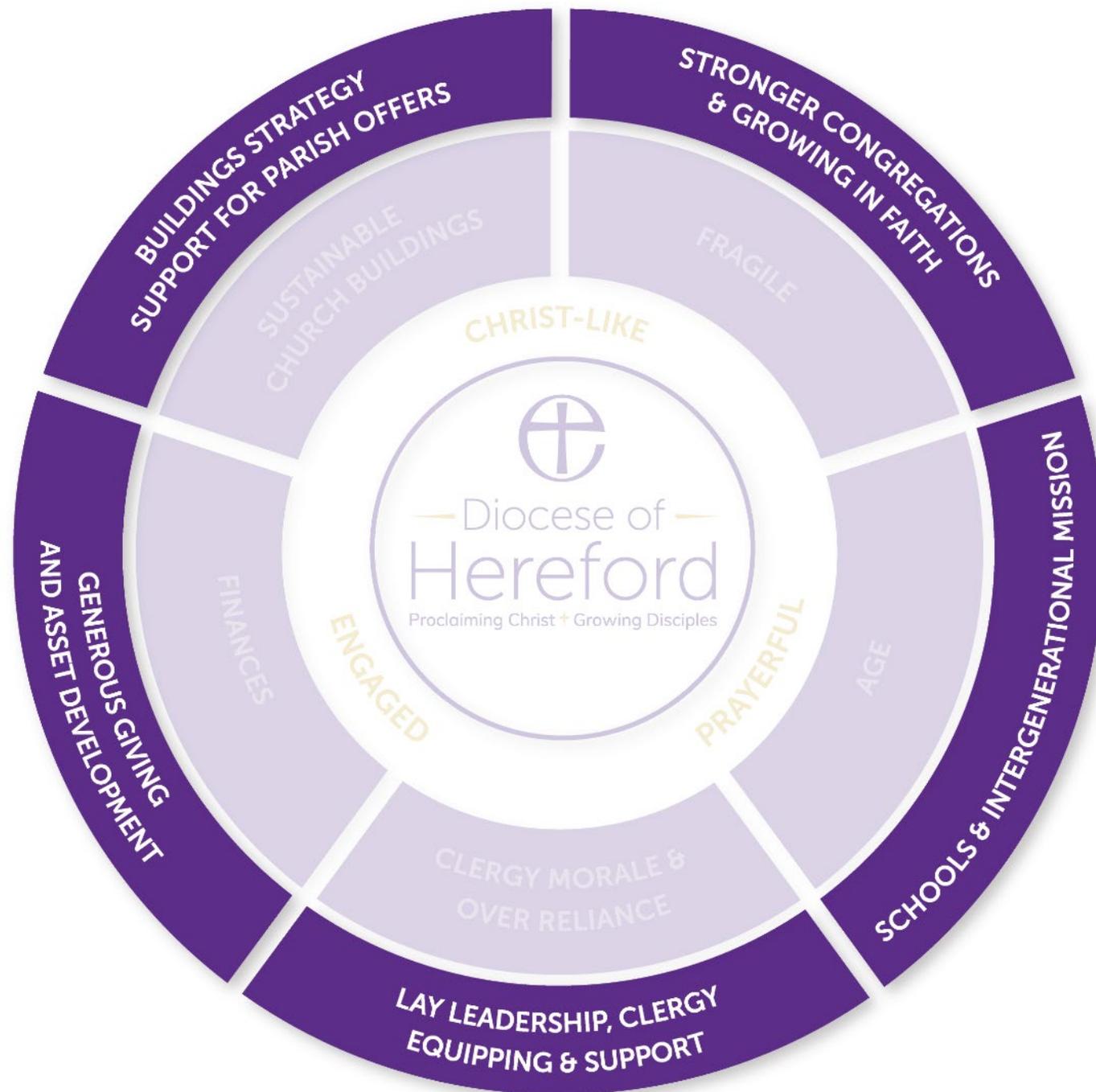


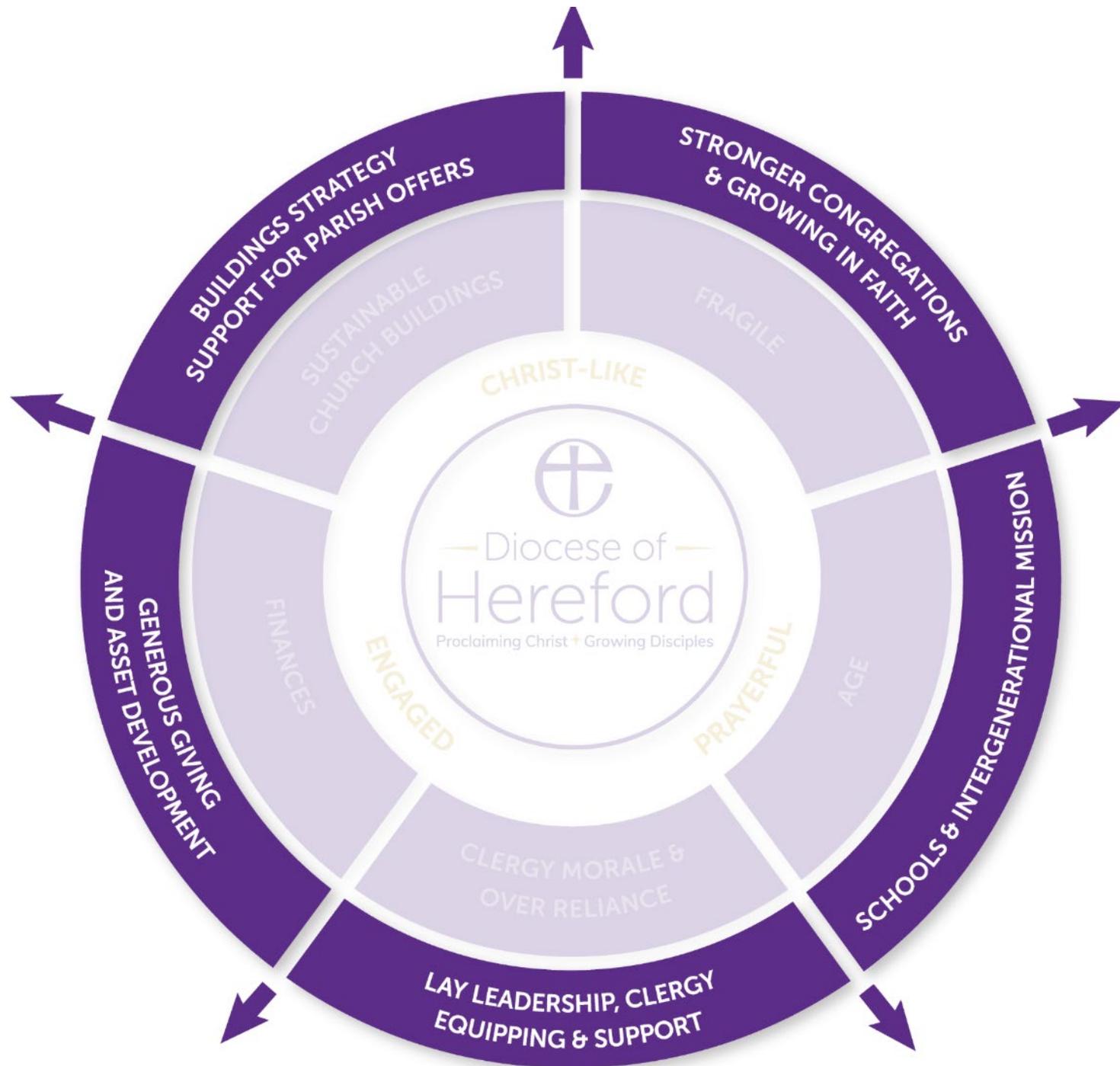
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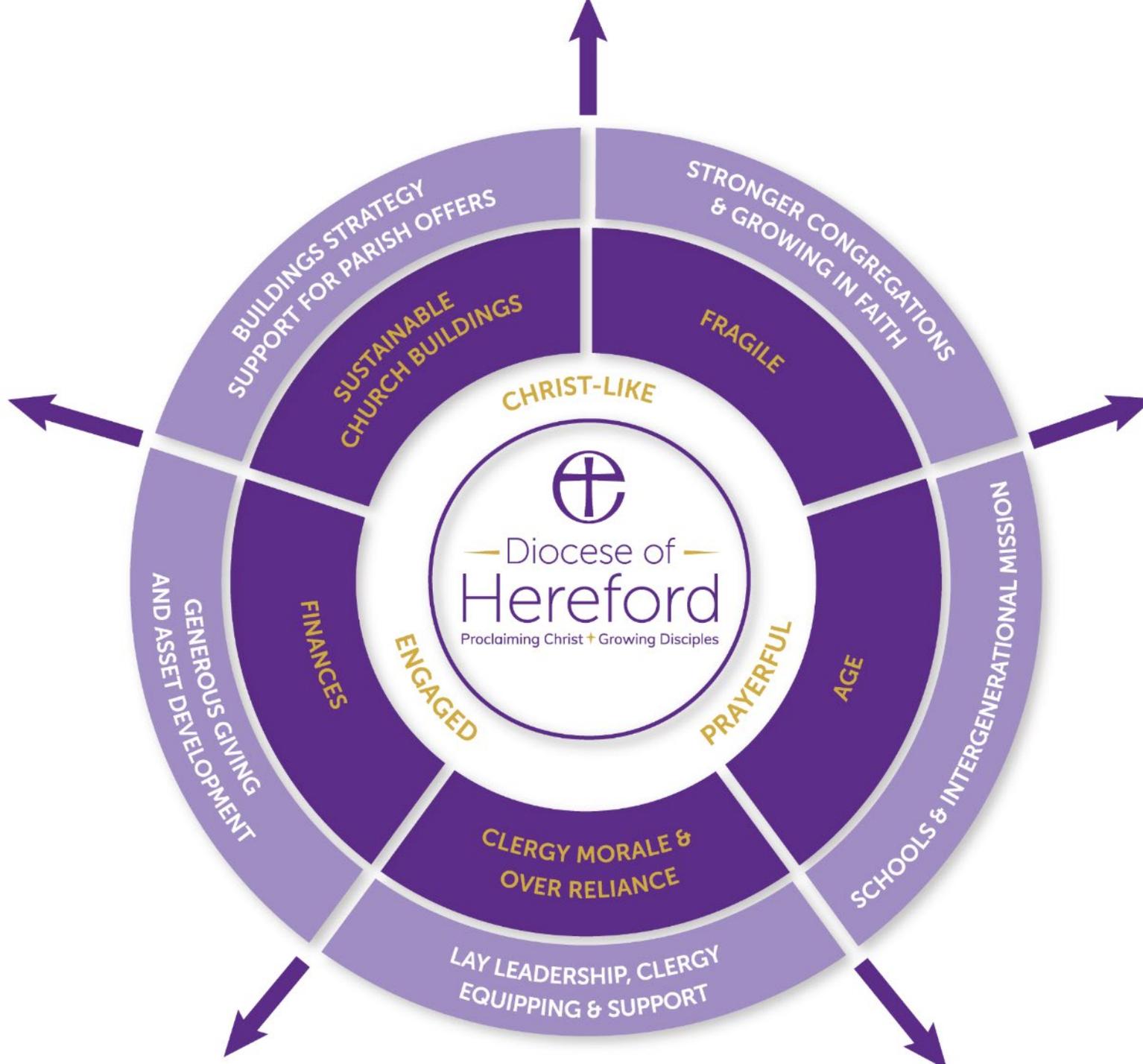
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ENGAGED

PRAYERFUL











Our Plan:

Missional Vision & Strategic Framework for Change



- Double the number of young people attending worship from 500 to 1000.
- 50 New Worshipping Communities, with 25 focused on young people.
- 50+ of benefices to have at least one congregation with an attendance of over 50 in rural areas and over 100 in market towns.
- More than 3% of the population (9,500) attending regular worship.
- Equipped and well supported lay and ordained leaders enabling a Christian presence in every community.
- 200+ new voluntary lay leaders.
- 75% of benefices to be sustainable: with a practical strategy to manage buildings & finances.

The Future: missional priorities

1

(FAITH/DISCIPLINSHIP): Welcoming new disciples and encouraging deeper faith in all.

2

LEADERSHIP/TEAMS: Expanding the number of clergy and lay leaders and supporting and equipping them.

3

YOUTH/INTERGENERATIONAL MISSION: Growing a younger congregational profile.

4

FINANCE: Sustainable finance through generous giving and asset management.

5

BUILDINGS A clear future for every church building.

The Future: missional priorities

“We will focus resources on a smaller number of larger places with the greatest potential for impact by creating 7 Ministry areas with a core of at least 50 strong, growing churches.”

The Future: missional priorities

WE WILL PROVIDE

We will focus resources on a smaller number of larger places with the greatest potential for impact by creating 7 Ministry areas with a core of at least 50 strong, growing churches.

Capacity and training for mission for younger generations offering 'on-the-job' training with a recognised youth work qualification.



Rural Church and Life Events Missioners developing teams to offer excellent Life Events ministry.



Support for mission planning for all churches to develop clear missional plans for the future of every church community and building.

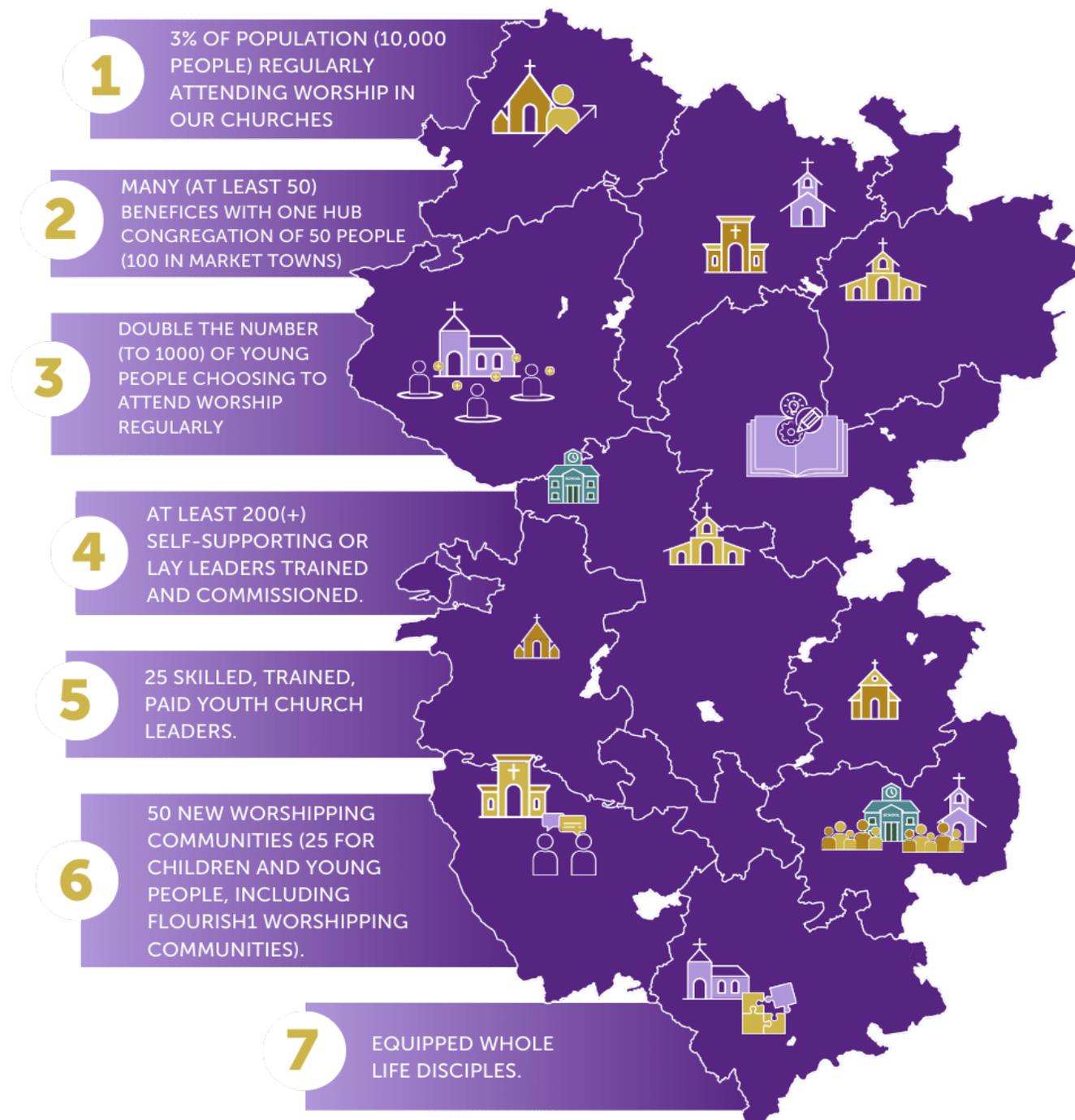


A Youth 'Hub and Spoke' programme for mission & evangelism with young people, enabling them to come to faith, grow in faith and form worshipping communities.



Ministry Area Co-ordinators offering core support including: administration, church buildings maintenance, treasury services, and safeguarding compliance.





The 7 bold outcomes that we expect to see by 2030 across our diocese



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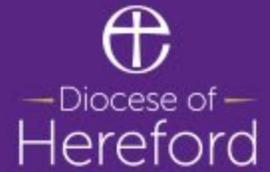
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Key Focus: Youth Hubs Pilot

Strategic investment from the National Church Institution in helping us to grow younger in Hereford Diocese

Key focus:

Youth Hubs – Pilot Project



A 3-year pilot testing an innovative 'Hub and Spoke' approach to mission and evangelism with young people which we believe is an effective model to respond to the significant challenges of our dispersed rural context. This will bring about a step-change in youth ministry for the Diocese of Hereford and offer a model for rural ministry across the Church of England.

Key focus:

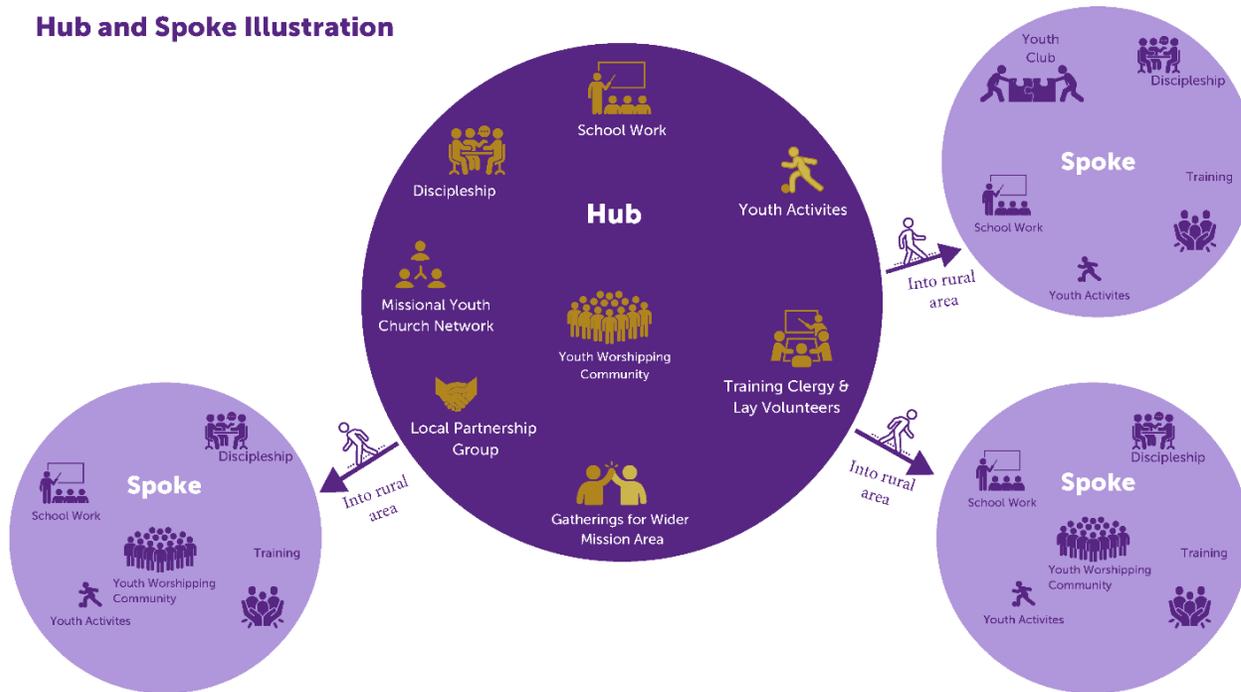
Youth Hubs – Pilot Project

As a result of the pilot we are confident we will see:

- 6 new youth-focussed worshipping communities
- 120 young people making significant steps of faith and/or commitments.
- 180 young people regularly attending a Worshipping Community
- 20 licenced/commissioned new youth leaders
- 10 new 'young leaders'
- 1000 young people accessing Youth Ministry
- Two mission areas revitalised for mission with young people

Key focus: Youth Hubs – Pilot Project

Hub and Spoke Illustration

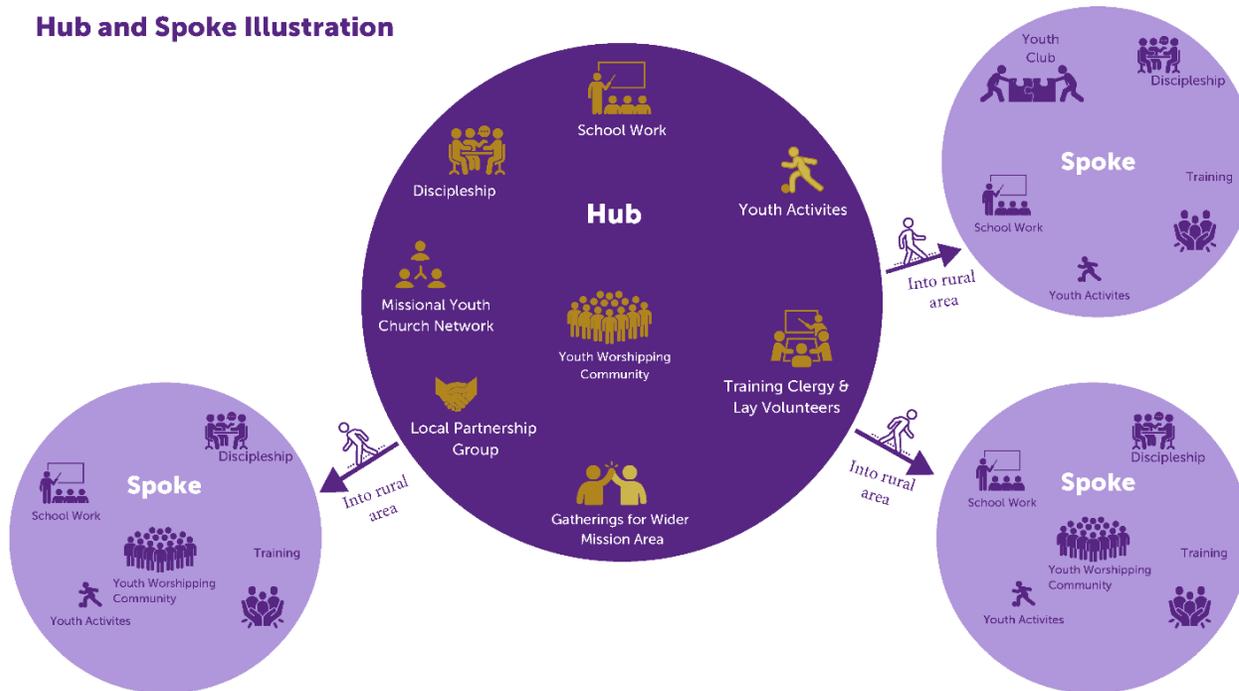


Hub:

Hub: a new worshipping community in an area of strategic opportunity, with a supporting theory of change and discipleship pathway connecting young people through community and schools based activities, with a 'pathway' of activities and events supporting evangelism, faith, discipleship, and leadership. The Hub will be the centre for training in youth ministry. Hubs will have local PCC ownership with accountability and oversight through a Local Partnership Group drawn from local and diocesan representation..

Key focus: Youth Hubs – Pilot Project

Hub and Spoke Illustration



Spoke:

The Hub 'Spokes' reach the surrounding rural area with inspiration, training, innovation and development support for smaller scale but well-connected youth engagement and smaller worshipping communities in the surrounding rural area. These will reflect the natural networks of young people through school, college, and social activities