



Diocese of Hereford

Diocesan Mission Action Plan:
strategy for mission and growth



2015 – 2021
Spring 2018 Update

Inspiring *each* Generation



Praying together across Hereford Diocese with one heart and mind:

**For the growth of God's kingdom,
here in Hereford Diocese,
on earth, as in heaven...**

Our Father in heaven,
hallowed be your name,
your kingdom come,
your will be done,
on earth as in heaven.
Give us today our daily bread.
Forgive us our sins
as we forgive those who sin against us.
Lead us not into temptation
but deliver us from evil.
For the kingdom, the power,
and the glory are yours
now and for ever.
Amen.

The Diocesan Follow! Prayer

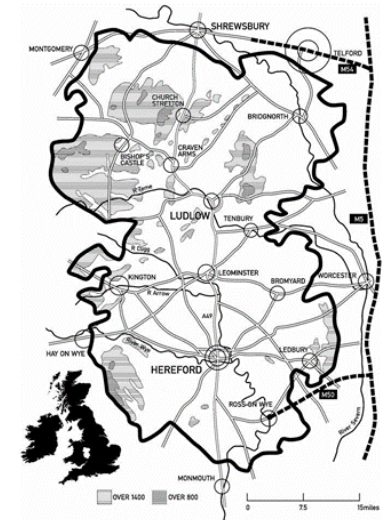
God who in Jesus calls us
– open hearts and minds to your invitation.
God of the pilgrim way
– be our companion day by day.
God of the still, small voice
– teach us to pray.
Grant that in our calling,
our following,
our pilgrimage
we may see your kingdom of truth and peace
– and delight to bring others to your love.
We make this prayer through Jesus, the Lord
Amen.

"I long for my children and grandchildren to grow up knowing God's love for them, I long for our church to be full of people of all ages and backgrounds, I long for us to be one body sharing and working together across the diocese, making a difference wherever we are in lives and communities"



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1 Introduction

This MAP strategy document began its life through conversations in the autumn of 2015 not long after the appointment of the Right Reverend Richard Frith as Bishop of Hereford. This process was called Follow, which included continuing conversations and listening through the spring of 2016, and we prayed together across the diocese at Pentecost 2016. We were asking:

***“What do we hear God calling us to be and to do
at this time, in the places we are set, as followers of Jesus today
—each disciple, church, parish, benefice, deanery, and as a diocese as a whole?”***

In small groups and bigger gatherings hundreds of people in the diocese shared dreams and longings, hopes and fears, in answer to that big question. We heard:

***“I long for my children and grandchildren to grow up knowing God’s love for them”
“I long for our church to be full of people of all ages and backgrounds”
“I long for us to be one body sharing and working together across the diocese,
making a difference wherever we are in lives and communities”***

Following the 2016 national referendum we also heard from local people and from our Church of England Archbishops the call to help strengthen understanding, trust, inclusion, appreciation of diversity, in local communities and across our nation.

As we look towards the 2020s, our aim is to reshape our mission and ministry to grow Christians and churches of all ages and backgrounds, so that lives and communities are changed, and God’s kingdom grows here, across our diocese, on earth, as in heaven.

In autumn 2016 the first version of this document was drawn up and shared widely. It paved the way for every Deanery to draw up a Mission Action plan in line with the vision set out here. This update describes what has been achieved so far and what is planned.



2 Our context as a diocese – challenges and opportunities:

Autumn 2017 Update Summary

A lot has changed since the “Follow” strategy work first started in 2015 and this MAP strategy developed in autumn of 2016.

We have had our first Diocesan Peer Review; we have secured church commissioners funding to support a first phase of intergenerational mission and received restructuring funding for two parish giving advisors and capacity funding for a Projects Manager; we have been audited by the national safeguarding team; commenced a church building strategy with a deanery pilot; overhauled our website; and made numerous new, key staffing appointments and realignments.

Our key themes remain the same although we are seeing some small signs of encouragement in the 2016 statistics for mission. We are still reaching most strongly older generations (with 44% of our congregations aged over 70) and our rural communities where church attendance still averages nearly 3%. Our significant areas of growth in (monthly) attendance are through Messy Church, and in outreach, through Messy Church, Open the Book and chaplaincy (and are at the very early stages of learning to build systematically on this outreach and the wide connections we have with local people). New fruitful areas are through a number of café churches and building on Life Events in a growing number of deaneries.

We have strong average attendance (vs population) in our 420 churches compared to national averages and recognise the privilege in rural areas as being the only community building available. However, we are weaker in our Market Towns and in Hereford City where attendance falls as low in places as 1% of the population, and similarly in our poorest areas. Our Intergenerational Mission project seeks to start to address this.

We moved in 2016 to requesting parish offers to the diocesan “Common Fund” to improve share income in attempt to change our position as the Diocese with the lowest level of giving per person. This has started more slowly than we had hoped which is limiting our available mission funding. We aim to grow our giving significantly to resource current and future mission and ministry but in the meantime are faced with reducing expenditure among a number of other actions to avoid a hefty deficit position with the aiming of breaking even in 2019.

Our mission context is one of national uncertainty as the Brexit negotiations continue to unfold, and of international uncertainty and insecurity, impacting individuals, families, communities and wider society. The recent British Social Attitudes survey reports that 53% of all adults in Britain describe themselves as having “no religion”, up from 48% in 2015.



3 Data

Data Analysis (2016) led us to identify:

- 1 The urgent need to **grow spiritually and numerically in order to pass on the faith in this generation**
In particular:
 - * To “grow younger” – to match more closely the ages and backgrounds of the communities we serve;
 - * To increase our “reach” - especially in our market towns and poorest communities
- 2 The urgent (by the end of 2019) need to **become financially sustainable to resource mission**

Linked with both of these as a huge area for strategic mission development is **Education and Schools** in Hereford Diocese

In 2016 our key statistics and headlines were:

(NB based on the annual statistics for 2015 collected by each parish; collated and reported on by the national church)

- 97 regular worshipping congregations have fewer than 10 members. 257 have less than 20 out of 333
- We currently invest clergy resources disproportionately more into smaller congregations
- Hereford has the most church buildings per Christian members of the population
- Since 2013 membership on the electoral roll has fallen 15% and average weekly attendance by 7%
- Analysis indicates that only 30% of parishes are classed as mission and financially strong
- Overall the costs of mission are greater than is offered in through parish giving
- Average giving is £6.65 per person which is the second lowest in the country. The average is £11.22
- 81 church schools/academies (including 2 secondary schools and 1 secondary academy) with 11,952 pupils in church school education and 11 other non-denominational schools as partners with church schools (around 3000 more pupils)



Statistics update – autumn 2017

Looking at our latest figures and trends we see some signs of encouragement:

(NB based on the annual statistics for 2016 collected by each parish; collated and reported on by the national church)

	Diocesan figures				% change between years
	2013	2014	2015	2016	change, 2015-2016
Usual Sunday, Adult	7,244	7,089	7,111	7,206	1.3%
Usual Sunday, Child	688	598	555	574	3.4%
Usual Sunday, All Age	7,932	7,687	7,666	7,780	1.5%
Weekly Average, Adult	8,751	8,567	8,663	8,805	1.6%
Weekly Average, Child	1,231	1,044	994	1,133	14.0%
Weekly Average, All Age	9,982	9,611	9,657	9,938	2.9%
Worshipping Community, Total	12,275	11,709	12,283	12,910	5.1%

- 2016 statistics show 97 regular worshipping congregations have fewer than 10 members. 257 have less than 20 out of 333
- We still invest clergy resources disproportionately more into smaller congregations but are now working on this
- Hereford has the most church buildings per Christian members of the population
- Since 2013 our electoral roll has fallen 15% and average weekly attendance by 7% but we see some signs of encouragement
- Analysis indicates only 30% of parishes are classed as mission and financially strong; we have started to address this systematically
- The costs of mission continue to be greater than what is offered in through Parish Offer
- Average giving is heading up towards £7 per person which remains the second lowest in the country. The national average is £11.22
- May PCCs still rely on fundraising as a primary source of funding for PCCs – we hope that the Parish Giving Scheme will change this.
- Our schools work and mission opportunity through schools is growing: 79 church schools/academies (including 1 secondary school and 2 secondary academy) and 11,857 pupils in church school education with 18 other non-denominational schools as partners with church schools (around 400 more pupils) This is set to increase to 21 over the course of the year with another secondary school and two primaries partnering church schools (an extra 1000 pupils).



4 Our part as a diocese in God's mission today:

Bishop's Council set the framework for strategy development in February 2015 with the diocesan strapline:

“Proclaiming Christ, Growing Disciples”

Through the Follow conversations and process in 2015/16 we distilled the following summary of our shared understanding of our part in God's mission as a diocese:

Inspiring each generation

- *our families, friends, neighbours, colleagues, the people we meet* -

to follow Jesus Christ

so that lives and communities are changed

and God's kingdom grows here in Hereford Diocese, on earth, as in heaven

Inspiring prayer · Inspiring all ages · Inspiring schools · Inspiring churches
Inspiring communities · Inspiring sacred spaces and church buildings

Shine as a light in the world to the glory of God the Father



To take forward this mission in practical action in 2016 we adopted the national Church of England priorities as our **Shared Priorities** to guide and decision making, resource allocation and mission action:

Mission:

Shared Priority 1: Growing Christian disciples of all ages and backgrounds - spiritually and numerically

Shared Priority 2: Contributing to the common good – changing lives and communities

Ministry for Mission:

Shared Priority 3: Reimagining, developing, and sharing ministry for mission in the 21st century

Resources for Mission:

Shared commitment: Focusing and growing our resources for mission – finance, people, time, etc

We set shared goals for 2021:

- To reach younger generations as strongly as older ones – so that disciples and churches better reflect the ages and backgrounds of the communities we serve
 - To lift areas of weaker attendance to match more closely our 3% rural attendance, and to maintain our 3% rural average
 - To grow a “mixed economy” of congregations /worship – different styles, days/times, reach, in every deanery across the diocese
 - To grow confidence in living as disciples in the whole of life and whole-life disciple-making churches
- and
- To achieve a balanced budget by the end of 2019 (creating funds for mission)

Our **shared vision** – we picture increasingly seeing:

Christians and churches of all ages and backgrounds growing (spiritually and numerically), living their faith every day, inspiring their families, friends, neighbours, colleagues, to follow Jesus Christ, and lives and communities across our diocese are changed, and there are signs of God’s kingdom growing here, across our diocese, on earth, as in heaven.



Values: Through the Follow conversations some common values came up frequently

We are continuing to reflect together on the values that inspire and empower us in the mission we share together - and how to express them. We know that prayer, courage, generosity are at the heart of following, inspiring, shining.

Following

- **Putting God's kingdom, God's mission, first;** God's mission of life in all its fullness – the life of Kingdom of God for all people and creation. God's kingdom of love, peace, justice, hope and new life for all “on earth as in heaven”. “Keeping the main thing the main thing: “Your kingdom come in our lives, communities, on earth, as in heaven.”
- **In the steps of Jesus** Allowing our steps to be guided by his steps – following him to the people and places he goes. Turning to him as our source of life, inspiration, courage for the journey. Listening deeply to God and one another.
- **Together** We all have a part to play and gifts to give. We are called and better together – working collaboratively with each other, in partnership with other denominations, faiths, community groups and agencies. As a diocese we are one body - connected; mutually supportive, accountable, encouraging, challenging, sharing and learning together.

Inspiring

- **All are called;** We all have a part to play and gifts to give. Our baptisms remind us that we are both beloved AND called. Our baptisms are “more than an event, but a way of life”, as we live, serve and grow and have our being in Christ, life-long.
- **Living and sharing** the Good News of God's love with all wherever we are – at home, at work, among family and friends, the people we meet
- **Collaboration;** God is ahead of us working in many people and places. We are called and better together – working collaboratively with each other, in partnership with other denominations, faiths, community groups and agencies. As a diocese we are one body - connected; mutually supportive, accountable, encouraging, challenging, sharing and learning together.

Shining

- **Shining as lights across Hereford Diocese and the wider world;** We are rooted in our communities, called to minister among the people and places of Hereford Diocese – all ages, all backgrounds, especially among those on the margins as Christ did. Baptised into Christ we are called to shine in the world to the glory of God the Father with joy and thanksgiving

How will we do that?

Through the Follow conversations we saw and introduced the concept of taking **scaled action** across the diocese:

- “**One degree shifts**” – small actions that cumulatively can make a big difference
- “**Breaking new ground**” – something new for that context
- And “**Bigger/bolder action**” – most likely to be a focused collaboration across the diocese to achieve significant breakthrough

This now forms part of the common language in the diocese.

As we developed the strategy we saw 3 **shared guiding principles**: to help us move forward:

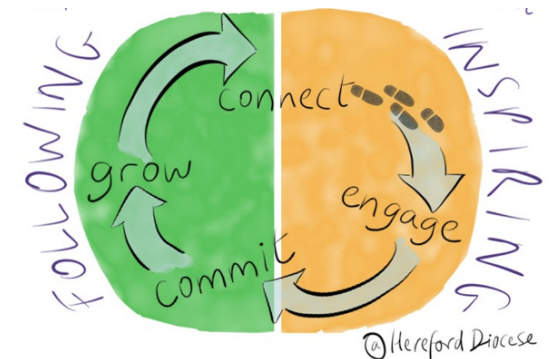
Aligning action: This strategy envisages all benefices, deaneries, central staff/boards increasingly aligning action with the Shared Priorities (this began systematically in 2015). The Shared Priorities and Goals are now the format for Mission Action Planning 2016 onwards across the diocese as we “set our compasses together” enabling us together to achieve a greater impact.

Networking: We will seek to find and connect what is working in order to learn together and to replicate/adapt and multiply what we find across the diocese (Sharing and Learning Together – “SALT”). Growing intra- and inter-deanery working is an important vehicle for this.

Focusing: Proactively looking for where the focused application of resources for mission (attention, people, finance) can lead to breakthrough. This will involve choosing NOT to do some things, every bits as choosing TO DO others. We know we continue to struggle with this.

3 shared processes to help us take common approaches and reinforce strategic action:

- **Mission Action Planning** – using the action/reflection cycle across parishes, benefices, deaneries, the diocese - with an **annual planning cycle** with common frameworks at **benefice, deanery, and diocesan** levels, timed to link with annual budgeting, offer, staff planning etc cycles.
- **Appreciative Inquiry** as a positive approach to reviewing and learning together
- **Pathways** – “little steps” – to support journeys to faith and in faith for all ages and backgrounds



5 Identifying and planning coherent strategic action:

Mission and Growth strategy development

The heart of this strategy is to encourage aligned action against the shared priorities out of a common vision and with shared goals, across deaneries, benefices, parishes, and central diocesan services, boards etc.

This will be achieved through annual cycles of aligned planning and action through which we will learn and grow together.

We wish to encourage decision making to take place at the point closest to the activity within a shared framework. Each deanery (benefice and parish) has been asked to plan how best it will bring about this vision and these goals in their own local context. The Bishop's Council and Diocesan Board of Finance then shape the policy and financial framework to make this possible, again in consultation and occasionally setting some parameters to operate within.

At the same time there is also a place and need for common action centrally led to achieve breakthrough together and mutual support. Over the year (2016/17) we have taken new opportunities to join together and pray for our future. This has been particularly evident and powerful at Diocesan Synods and through the Thy Kingdom Come national prayer. We firmly believe that all we do must be grounded in prayer.

Delivering our shared priorities through aligned action

Under each of the Shared Priorities through consultation we have discerned some key areas for action:

Shared Priority 1: Growing spiritually and numerically

MISSION

1.0 Inspiring prayer

Developing and strengthening a culture of prayer across the diocese to ground all we are and all we do – among all ages.

1.1 Inspiring all ages (Intergenerational mission)

Growing the confidence of existing churchgoers – as whole-life disciples, sharing their faith confidently in their daily lives
Growing new and existing Christians of all ages and backgrounds through an intentional little steps faith pathways approach

1.2 Inspiring churches (Intergenerational churches)



Growing churches of all ages and backgrounds that more closely reflect the communities they serve
 Growing a “mixed economy” of whole-life disciple-making churches/congregations/worship – days, times, styles etc

1.3 Targeting support for mission and growth where there is greatest need and opportunity. Across the diocese this is particularly in our market towns, Hereford city, and in our poorest communities; we will also target support in response to local MAPping.

1.4 Inspiring Schools:

We have many inspirational schools across the diocese and we wish to strengthen, nurture and widen that through the work of our Board of Education and the Bishop Anthony Educational Trust, and through church/school links. In particular:

Supporting our church schools in offering opportunities for pupils, staff, extended families to discover the life-changing love of Jesus Christ and in growing as Christian communities - developing a distinctive Christian ethos and character as core to all aspects of school life.

Growing and deepening church/school collaboration to inspire and grow faith - and also our reach into non-church schools

SP 2: Contributing to the Common Good

MISSION

2.1 **Inspiring communities:** Building on good will and impact of working in partnership at diocesan, deanery and benefice level with community agencies, schools, etc, for the well-being of all (kingdom growth) – to:

Care for people in need (Mark of Mission 3 – “Tend”);

Stand up for peace, justice, reconciliation (Mark of Mission 4 – “Transform”);

Care for creation (Mark of Mission 5 – “Treasure”).

As part of this we will prioritise work with our poorest communities.

2.2 **Inspiring chaplaincy** Proactively networking the growing range of paid and voluntary chaplains across the diocese and exploring how the connections made through chaplaincy can lead to further engagement on journeys to and in faith, including the continuing development of agricultural and schools chaplaincy.

2.3 **Inspiring sacred spaces and church buildings:** Maximising the mission potential of our church buildings as places of inspiration to faith as well as for wider community use – and promoting other sacred spaces such as prayer spaces in schools.

In support of mission and growth

SP 3: reimagining, developing, sharing ministry for mission in the 21st century

MINISTRY FOR MISSION

3.1 Inspiring Vocations

Growing the number of vocations to ordained and to a variety of lay ministries (in the life of the church) and discipleship (in the whole of life) – and especially growing the number of vocations to ordained and licensed lay ministry among younger people



- 3.2 Inspiring Ministry** Equipping lay and ordained ministers for mission in a changing church and world in the 21st century through the formation of a Diocesan School for Ministry to work in partnership with WEMTC and other training providers.
Deploying ministers (lay and ordained) in new ways for mission in a changing church and world in the 21st century.
- 3.3 Inspiring collaboration for all** Making available the riches and expertise developed in the diocese through Local Ministry to all parishes; proactively nurture a range of approaches to growing local collaborative leadership for mission.
- 3.4 Inspiring ministers - Continuing support and development to inspire existing ministers**
Developing CMD programmes and opportunities that reflect the diocesan Shared Priorities - for lay and ordained ministers.
Developing MDR processes to reflect the Shared Priorities and to link with Mission Action Planning at set times in the MDR cycle.

Shared Commitment (SC) to putting our resources where there is greatest need and opportunity

RESOURCES FOR MISSION

SC1 Inspiring Generosity We are here because of the great generosity and courage of previous generations; inspire similar generosity today so that together we can pass the faith on in this generation to more people of all ages and backgrounds.
Inspire a growing culture of generosity as an expression of Christian discipleship. Widen opportunities to give and funding streams.

SC2 Inspiring Sacred Spaces and Church Buildings Hereford Diocese has a rich legacy of more than 400 inspiring church buildings studding the landscape as a visible Christian presence. We want to capitalise on this as a tool for mission. Encourage the growth of prayer spaces in schools across the diocese and pop up prayer spaces in other settings and events. We also celebrate the spiritual richness of many more holy sites across the landscape encouraging engagement with the sacred, encouraging pilgrim routes.

SC3 Inspiring Communication Inspiring communication among both internal and external audiences is crucial. In our very mixed diocese we see the importance of social media use and film to reach new generations and people of all ages and backgrounds alongside the written word. Developing increasingly targeted communication both externally and internally to inspire those interested or exploring faith and to inspire parishes in mission with simple and consistent images and messages that align us as part of the wider Church of England and as a diocese.

SC4 Inspiring Simplification

Streamline and simplify - many of our tiny parishes struggle with the burden of administration and finding parish officers. We want to inspire simple and streamlined approaches wherever possible, and through simplification to inspire more to feel able to be involved.

6 Autumn 2017 - Progress and Planning

Mission Action Planning – Action Taken

In the first cycle of cross-diocese MAPping every deanery created a mission action plan - and also many benefices and parishes. This was a very encouraging start of a process that will continue and build annually.

Mission Action Planning – Action Planned

Each Deanery generated a wide range of ideas and plans to grow spiritually and numerically.

Common themes are shown in the table to the right. Green were strongly represented under SP1 and SP2. Gold shows gaps or more limited mention. Purple tiles show themes under SP3 and Resources.

Action will be encouraged and directly supported by the creation of a **Small Grants Mission Fund** (up to £150) for benefices to apply for under SP1.

Support Ministers are working on strengthening forming/ **Sharing and Learning Together** (SALT) networks of cross-diocese support and resources to facilitate mutual learning and easier and more local access to contacts, resources and training.

The creation of streamlined tiles on the diocesan website under the Resources/Information tab will lead to a new **easy access mission resources** section of the diocesan website this year.

1a Growing Christians of all ages and backgrounds



1b Growing Christian communities of all ages and backgrounds



2 Equipping for mission





Parish/benefice planning for 2018/19

Building on 2016 /2017 MAPs parishes and benefices will be asked to update their Mission Action and Implementation plans by Easter 2018 using the simple standard template for annual MAP reporting review/ plans / goals against the shared priorities. These will feed into deanery and diocesan mission and growth planning and the annual offer / budget cycle.

Not every benefice produced a MAP grid in the first cycle; the goal in Spring 2018 is a MAP grid from every benefice and from a larger proportion of parishes.

Deanery Planning for 2018/19

Also building on 2016 /2017 deaneries will be asked to update their Mission Action Plans using the simple standard template for annual MAP reporting of review/ plans / goals against the shared priorities.

Deaneries continue to be given **named mission and financial support**. For mission this will continue through a named diocesan support minister; for finance, through one of the two Parish Giving Advisors.

Archdeaconry and Diocesan Mission and Pastoral Committees (MPCs):

Chaired by the Archdeacon and staffed by the Diocesan Pastoral Secretary and the Diocesan Mission (MAP) Development Officer, these committees have a key role in leading mission and financial growth in the diocese. Through their annual cycle the meetings enable Rural Deans and Lay Co-Chairs in mission networking, mutual accountability, decision making, sharing learning and replicating success.

November MPCs annually

Prepare for reporting Statistics for Mission and Finance
Focus on the particular emphases for shared planning for coming year

February MPCs annually Review mission action taken and outcomes from year past; identify action in response

June MPCs annually Offer/mission planning

Digest, learn from, request diocesan action in the light of updated deanery plans
Diocesan shared Mission Action Plans, outcomes and implications to annual July Diocesan Synod.

3 Diocesan Planning for 2018/19

The Bishops will continue to meet monthly with the Diocesan Secretary and the MAP Development Officer to monitor progress and to see that on-going and new work aligns with the diocesan strategy, working in consultation with Bishops Staff. The Bishop's Council and Diocesan Board of Finance will continue to enable and shape the policy and financial framework to take the strategy forward.



Main priorities for action 2018/19:

- * **MAP Implementation and continuing cycles**
- * **Intergenerational Mission**
- * **Building on Life Events and other connecting points as starts to faith pathways**
- * **Schools Bearing Fruit (with strategy)**

Resourcing mission:

- * **Equipping ministers for mission - School for Ministry**
- * **Buildings for mission (with strategy)**
- * **Giving for Mission (with strategy)**





Review of Action taken in 2016/17 by Shared Priority

Scale key: 1DS One degree shift; BNG Breaking new ground; BB bigger bolder action

SP 1 Action Taken in 2016/17 - Spiritual and Numerical Growth	Level	Scale	Status
Inspiring prayer			
Praying together at Pentecost in 2016	Diocese	BNG	Complete
Thy Kingdom Come at Hereford Cathedral Pentecost 2017	Diocese	BNG	To repeat
Bishops Prayer workshop	Diocese	BNG	To repeat
Discerning Listening Courses – Level 1 & 2	Diocese	BNG	To repeat
Inspiring all ages (Intergenerational mission)			
Intergenerational Mission: We secured Church Commissioner funding (July 2017) for the deployment of six intergenerational missionaries in strategic locations around our Diocese. These are either Market Towns in need of growth or areas of deprivation. This project is designed to see a large increase in people of all ages attending our churches, to support the creation of at least twelve new worshipping communities or expressions of church and to create teams of local intergenerational missionaries. Recruitment will begin in September 2017.	Diocesan initiative	Bigger/ bolder	Ongoing – 5 year project Jan 2018 – Dec 22
Life Events: We have become one of just 3 pilot dioceses partnering with the national Life Events team under Canon Sandra Millar to maximise in a proactive and strategic way the mission opportunity presented by the 250,000 estimated to attend weddings, funerals and christenings in our diocese every year. In 2016/17 we held introductory presentations/workshops for Rural Deans and Lay Co Chairs and Diocesan Synod. We ran Parish Development training days on Christenings and Funerals; and have now developed day workshops on turning the ideas into practical reality through mission planning.	Cross diocese	1DS and BNG	Ongoing - widening
Inspiring churches:			
Growing whole life disciple-making churches We formed a learning hub of 6 market towns and 4 Hereford city parishes supported by LICC (the London Institute of Contemporary Christianity) which has run through the academic year 2016/17 and is continuing into 2018. The aim is to grow the confidence of those churches in forming whole life disciples and to spread that confidence across the diocese.	Cross diocese	BNG	Ongoing Aim of widening/ deepening



Messy Church We have negotiated a partnership with the national Messy Church Team to train a Messy Church Resource Network spanning every deanery in our diocese and to pilot new national Messy Church approaches and resources for growing Messy Disciples	Cross diocese	BNG	Now starting
Inspiring Schools			
Our new Education strategy has been created and launched	Diocese	BNG	Ongoing
We have extended engagement with non-church schools, as we set up more formal partnerships (Hard and Soft Federations, MATS and through growing membership of our own diocesan MAT, the BAET)	Diocese	BNG	Ongoing
We have launched the introduction of a major new teaching resource, Understanding Christianity which will be rolled out to every church school across the diocese over the next two years.	Diocese	BNG	Ongoing

SP 2 Action Taken in 2016/17	Level	Scale	Status
Inspiring communities:			
We have built on our work with partners across the Diocese at a strategic level; enabling the Diocese to have a voice to speak into a wide range of issues that impact our poorest communities to encourage collaborative partnership work to address some of these issues. For example – Leading and co-ordinating a Homelessness Forum; working with the Council to support the arrival and integration of refugees; encouraging the development of Good Neighbour Schemes to enable people to remain in their own homes for longer and alleviate isolation and loneliness.	Cross diocese and partnerships		Ongoing
Amongst our Parishes there has been much activity in engaging with social action in their local areas to strengthen and build up those who need support to enable them to flourish better. Often this work is done in collaboration with other Churches to have greater impact such as foodbanks and hot food provision and continues to be supported and networked through the Diocese.			
Existing partnerships locally and overseas: The Diocese has a strong track record of supporting partnerships for the common good. Examples include work with overseas Dioceses in Nuremburg and Tanzania, with Hereford Vennture and Street Pastors, Close House, the Food Bank, Deaf Church and managing trust funds to for distribute to local groups. This will require a strategic decision to maintain.	All levels		Ongoing
Inspiring chaplaincy			



Supporting the expansion of Borderlands chaplaincy – more Chaplains have been recruited in the past year enabling the reach and scope of the work to grow.	Diocese	BNG	Ongoing
Inspiring sacred spaces and church buildings:			
Church Building Strategy: We have started a pilot in the Abbeydore Deanery to explore ways to best support parishes to manage their church buildings. This project seeks to enable church councils to create spaces where people can encounter Jesus and to shift the focus of PCC meetings onto mission activities facilitated by their buildings.	Diocese and deanery	BNG	Pilot

SP 3: Action Taken in 2016/17	Level	Scale	Status
3.1 Inspiring Vocations			
Vocations: 7 candidates entered training in 2017, 5 for stipendiary ministry. There should be 7-8 candidates for BAP in 2017-18, and the DDVO is working closely with about a dozen others discerning their vocation, including potential Readers and those interested in the Religious Life.	Diocese	BNG	Ongoing
Discover Has completed its second year. Two Discover students now training for ordination	Diocese	BNG	Ongoing
3.2 Inspiring Ministry			
The new Diocesan School for Ministry has been in development throughout 2016/17 and is about to pilot core modules as part of a new Framework for Christian learning.	Diocese	BNG	In devt
All deaneries have been consulted by School for Ministry staff about their future and immediate training needs and further needs have been identified by analysing deanery MAPS	Diocese/ deanery	BNG	Ongoing
3.3 Inspiring collaboration for all			
Local Ministry training and events have been widened for access by all parishes in the diocese. There has been a good level of interest and welcome for the flexible opportunities.	Diocese	BNG	Ongoing



3.4 Inspiring ministers - Continuing support and development to inspire existing ministers			
The annual CMD programme was reshaped to serve the Diocesan Shared Priorities – this new programme starts autumn 2017	Diocese	BNG	Ongoing
New MDR questions were adopted to reflect the Diocesan Shared Priorities	Diocese	1DS	Ongoing
The Curate Training Programme has been reshaped to enhance the profile of the Diocesan Shared Priorities. This begins in the 2017-18 programme.	Diocese	1DS	Ongoing

Resources for Mission Action TAKEN in 2016/17	Level	Scale	Status
SC1 Inspiring Generosity			
The Diocese has invested its restructuring funding from the church commissioners into two Parish Giving Advisors for 18 months. They have developed resources which are also available on the diocesan website and begun a systematic process of working across the benefices of each deanery to promote biblical generosity in giving.	All	BNG	Ongoing
Parish Giving Scheme An encouraging number of parishes have been recruited to pilot this scheme prior to its planned launch in Lent 2018.	All	BNG	
Other Sources of Income: In addition to seeking additional income through parish offers the Diocese has been and plans to continue to explore a range of additional sources of income. In particular there has been a lot of activity looking at historical glebe land and development opportunities with a few sites being sold for reasonable sums of money. Proceeds from these sales are invested for the long term but the increasing dividend yield is important. The Board of Finance has also examined its whole approach to managing assets and has further work to do on appraising stock vs listed investments and adopting a total return approach to accounting for assets.	Diocese		Ongoing
SC2 Inspiring Sacred Spaces and Church Buildings			
Work begun towards a church buildings strategy pilot.	Deanery	BNG	Ongoing



SC3 Inspiring Communication			
Communications: The Diocese has a new website, new contact management system, new social media channels and a new look mass mailing. This has been driven by a new director of communications and a newly appointed film and creative media producer. This represents a large shift in our communication to be more modern and outward looking as outlined in our new communications strategy.	All	BNG	Ongoing
Move from a printed paper based Diocesan paper to online publications for internal and external audiences. The printed paper ceased in Spring 2017 (online version is planned for late autumn 2017. Aim: to inspire, connect, inform, share, learn and grow together).	Cross-diocese	BNG	Last Reflections March 2017
SC4 Inspiring Simplification			
Work has been done at national church level and now needs to be taken up and developed in the diocese. Some work has also been done on small changes that could be made very simply.			



Part 2: Action implementation PLANNED in 2017/18 by Shared Priority

Scale key: 1DS One degree shift; BNG Breaking new ground; BB bigger bolder action

SP 1: Action Planned 2017/18/19	Level	Scale	Measures of success (outputs and outcomes)	Lead
Inspiring Prayer				
Repeat a diocesan focus on Thy Kingdom Come at Pentecost 2018. Develop the evangelism strand of TKC this year and maximise the use of national resources and engagement in the run up to Pentecost. Involve church schools	Diocese	BNG	Build on the prayer theme into prayer for new people to come to faith Extend the reach of the ideas and resources to build to Pentecost	Chair: ChrPep CP PS
Repeat Bishop's Prayer Workshops in new venues – including Hereford Cathedral in Oct 2017	Diocese	BNG	Increased participation and broaden age mix.	NH
Run courses in Discerning Listening & Spiritual Guidance to increase support of prayer and spiritual life	Cross-diocese	1DS/BNG	Increased participation; number of Spiritual Directors; people available to offer workshops in prayer	NH
Inspiring all ages (Intergenerational mission)				
Growing confidence Build on the whole life discipleship learning hub with LICC through participation in the national Reform and Renewal Learning Community to implementing the discipleship report "Setting God's People Free"	Pilot	BNG	That we are accepted as a diocese into national Cohort 3. That the team pilots approaches from the programme. That successful approaches are disseminated and adopted in the diocese.	CP NP
Autumn 2017: Recruit six Intergenerational Missioners ; and continue to prepare the partner parishes for mission and growth. Audit parish mission opportunities and create mission plan with parish and begin implementation. Build the learning community of missioners and partner parishes.	Cross - diocese	BB	That excellent appointments bringing new expertise and experience to the diocese and partner parishes That parishes and parishioners are growing in mission confidence/	CP/EH



Form first new congregation in each partner parish by mid 2019			orientation and changing in culture to expect innovation and growth That faith pathways are put in place in all the partner parishes so that contacts are intentionally built on and numbers exploring, committing and growing are increasing quantitatively and qualitatively. Numerical growth progress in line with – bid /dio goals	
Embed the intentional approach to mission, evangelism and discipleship developed through the Intergenerational Mission bid across the diocese in parishes large and small. Through: teaching, resources, sharing and learning together networks; online mission resource section of website. Also through small mission grant funding for benefice MAP actions and mission innovation fund for deanery MAP actions.	Cross Diocese	BNG	That the little steps faith pathways model is adopted as a shared approach to spiritual and numerical growth across parishes and benefices large and small guiding SP1 action. That	CP
Inspiring churches of all ages and backgrounds				
Messy Church: Many parishes are exploring the introduction or expansion of messy church. The Messy Church partnership and the small mission grants fund will support and resource this.	Cross dio	BNG	That strong new Messy Churches are formed with a discipling culture and an aim to be financially sustainable That existing Messy Churches flourish and become increasingly able to disciple new and existing Christians of all ages	KB
Growing mixed economy of worship and of churches reaching a wider range of ages and backgrounds Through sharing and learning together networks and online resources promote and equip deaneries and benefices to audit and adapt worship provision and make best use of ministry resources to lead these; and promote a range of rural expressions of church that are working in the diocese including Café Church.	Cross diocese	BNG	That each deanery in cycle 2 of MAPping audits the worship provision across the deanery and encourages adaptation to ensure quality and variety. That each deanery also audits expressions of church and encourages collaboration to	CP



			enable variety of provision and publicity across the deanery,	
Bishop's Mission: The Bishop will use his 'invitation' by inviting members of the business and local community to events design to promote the Christian faith and particular themes. The Bishop will also lead a mission activities in the South Wye at Easter 2018 – developing curates and ordinands as part of the mission team.	Cross Dio Parish	BNG BNG	That new people are connected and engaged with; that the faith of others is deepened and confidence in faith sharing and mission approaches grown in the parish. That curates and ordinands experience leading mission and grow in confidence	+R
Church partnership: We will continue to explore a potential partnership with Jubilee Christian Centre including consideration of whether they wish formally to come under the Anglican umbrella with Hereford Diocese	Dean-ery	BNG	That we reach a new part of the city and new demographic through a new congregation which also contributes to the diversity of the diocese	SP/ ArchD/ RDean
Inspiring Schools				
Launch the Schools Bearing Fruit project and resources in autumn 2017 and compile directory to encourage sharing and inspire imagination about what is possible	Diocese	BNG	That schools are encouraged and resourced to break new ground in faith development approaches such as Prayer Spaces etc	PS
Roll out Understanding Christianity (the transformative new CofE curriculum) among more schools in 2017/18 – aiming for total coverage. Education parishes in same.	Diocese	BNG	That the new CofE developed curriculum will reach all schools and transform Christian education	AT
Launch of the Associate Schools Scheme . This recognises the fast growing number of non-denominational schools working in some sort of formal partnership with one or more of our church schools or academies. Up, Up and Away on Ascension Day!! Promoting a day of celebration across our network of schools. Fun activates, prayers and reflections to encourage schools to make and enjoy this day in the churches calendar				



Day for leaders of multi school federations with leaders of multi parish benefices to learn from one another. Also Diocesan 'Journey On'. Education Conference (March 2018) For Heads, Clergy, Governors and any interested in education	Diocese	BNG	Develop partnerships between schools and parishes	PS&NH
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SP 2: Action Planned 2017/18/19	Level	Scale	Measures of success (outputs and outcomes)	Lead
Inspiring communities:				
<p>Community: We plan to continue to be a voice speaking out for the poorest in our communities strategically – focusing on those in greatest need and working on plans to find ways of supporting people and enable them to build on their strengths.</p> <p>We will continue to build on partnership and collaborative working through our Church & Society Link Officer.</p> <p>We will use our MAPping process to identify where there are areas/Parishes that need support to address local social need and respond to assist them in finding ways that they can do this.</p>			<p>That the Diocese will be considered a key partner to join with in addressing social need – with ongoing development of partnerships with other organisations. We will continue to speak out and give a voice to those in greatest need to our local governmental organisations and institutions.</p> <p>We will resource and enable our Parishes/Benefices and Deaneries to take forward plans to reach out to the poorest in their communities.</p> <p>That we will build on our work in developing Good Neighbour Schemes – looking to support the development of a further 10 schemes over the next 18 months.</p> <p>That we deliver training to enable our churches to become more Dementia Friendly in a more Dementia Friendly Community – looking to support this across 3 Deaneries a year.</p> <p>That we have developed ways of supporting our parishioners to enable them to express more clearly the links between their social action and their faith - so that they are better</p>	ChrPep



			equipped to journey with those in greatest need and give account of the 'hope which is within them'.	
Inspiring chaplaincy				
Borderlands Chaplaincy: We will continue to support and promote the work of the Borderlands Chaplaincy – particularly at such a time of uncertainty for the agricultural community Audit and contact the wide range of chaplains operating across the diocese in order to form a network of support and resource and work with Borderlands on developing faith pathways accessible for those we connect with.	Diocese	BNG	Borderlands MAP created Sept 2017	BC
	Diocese	BNG		David G
Schools Chaplaincy We hope to appoint an Intergenerational Missioner with Secondary Schools Chaplaincy experience to add to the expertise and capacity in the diocese to enable us to develop schools chaplaincy as a partnership between the Mission Support Team and the Board of Education.	Diocese	BNG	That an IM appointment is made enabling a focus on Schools Chaplaincy. Audit what is happening now. Identify options and opportunities able to be taken – and potential bigger bolder action through a future SDF application.	
Inspiring sacred spaces and church buildings:				
Developing a diocesan Church Building Strategy: CCs restructuring fund money is enabling a church buildings strategy pilot in Abbeydore Deanery in which began summer 2017 for one year. Work is underway to scope how this might develop into a future Strategic Development Fund application for a possible Stage 1 submission for May 2018.	Deanery/ Diocese	BNG		WC/TB



SP 3: Action Planned 2017/18/19	Level	Scale	Measures of success (outputs and outcomes)	Lead
3.1 Inspiring Vocations				
Vocations: Continue the pro-active support of vocations across the diocese by visiting, speaking, two Vocations Days a year, and responding to contacts efficiently. Consider recruitment of assistant DDOs to release more DDVO time for this.	Cross-Diocese		That at least an average of six candidates entering ordination training annually, at least 4 stipendiary and at least 2 under 30.	NP
Discover: Support existing cohort in their vocational journeys and make good use of the scheme to promote vocations more widely (Young Vocations Day, Careers Fairs) (<i>Subject to BC support in November</i>), recruit for new intake for September 2018. Continue to engage with the national network & new national CEMES coordinator to achieve best practice.	Cross - Diocese		That we Reach or exceed the estimated national average of half of participants going forward into training, and ensure all participants and those who work with them have a positive vocational experience.	NP
3.2 Inspiring Ministry				
Continue to roll out School for Ministry modules around diocese, ensuring those who wish have the opportunity of working towards a Certificate and integrating training opportunities offered by other colleagues within SfM framework.	Cross-Diocese	BNG	That all 4 Framework for Christian Learning core modules have been completed by a range of people across the diocese along with significant uptake of optional modules, including those offered via other support minister colleagues.	JD
Deployment Task Group to create a deployment strategy and guidance to aid deployment decision making by end November 2018	Diocese	BNG	That there is an inspiring and workable plan for the deployment of lay and ordained ministers with the aim of achieving mission and growth That there are clear and transparent guidelines to aid decision making on deployment	+R



3.3 Inspiring collaboration				
Continue to offer structured opportunities for incumbent-level clergy to meet together and explore good practice in relation to collaborative working in multi-parish benefice environments; promotion of 'Working Together Well' SfM module among lay people.	Diocese	BNG	That healthy levels of attendance at events have continued and a growing body of evidence that sustainable and resilient patterns of working are becoming established; completion of 'Working Together Well' SfM module by a growing number of lay people across the diocese.	JD
3.4 Inspiring ministers - Continuing support and development to inspire existing ministers				
To deliver the newly reshaped CMD programme by the Shared Priorities	Diocese	BNG	That clergy are better resourced and encouraged in their addressing of the Shared Priorities	NH
The introduction of a new approach to link MDR with MAP once every three years will be explored	Diocese	BNG	That the MDR and MAP processes have coherence and enhance each other	NH
Clergy wellbeing has been identified as an issue needing attention with action to be led by Bishops Staff member(s) - annual clergy well-being survey to be introduced	Diocese	BNG	That the level of the issue can be assessed and means of addressing these issue identified and introduced.	NH

SC: Action Planned 2017/18/19	Level	Scale	Measures of success (outputs and outcomes)	Lead
SC1 Inspiring Generosity				
Balancing the Budget: The Diocese has forecast a deficit budget in recent years and recognises that this trend cannot continue. The Board of Finance wants to achieve a balance budget by the end of 2019 not only to create a sustainable future for the Diocese but also to create surplus funds that can be used for mission.	Diocese		Progressively closing the deficit through increased giving; widened giving streams; savings. A balanced budget by end 2019	DBFX



	Diocese			DBFX
Parish Giving Advisors – The Diocese has invested its restructuring funding from the church commissioners into two Parish Giving Advisors on 18 month contracts. They will continue to work with parishes across the Diocese to explore any ways to create additional income for the parish. This may involve gift aid claims, setting up friends’ schemes or legacy policies, teaching on principles of stewardship, looking at parish buying to save money on bills or simply helping parishes to find new ways to raise funds.	Diocese	BNG		SH
Parish Offer: The main area of focus will be on the parish offer. Offers for 2018 have marginally reduced from 2017 despite the large majority of parishes increasing their offer a small proportion of large decreases have wiped out the progress. The pressures of multiple, old buildings, declining congregations and rising parish costs have been cited amongst the reasons. This requires careful and prayerful attention and teaching to address including Nov 2017 diocesan day for clergy on giving.	Diocese	1DS	That the systematic work with parishes increases giving, savings and other income, resulting in increased offer. That greater understanding among clergy results in increased confidence in teaching giving as a facet of discipleship.	SH PDAs
Parish Giving Scheme: Encourage parishes to sign up to the National Parish Giving Scheme to enable parishes to sign up regular givers to a direct debit scheme that automatically processes gift aid. The scheme also allows for inflationary uplifts to be applied annually. The pilot starts in Autumn 2017 with the project going live in 2018.	Diocese	BNG	That the pilot is successful and income increased. That the project launches successfully in Spring 2018.	SH PDAs
Other Sources of Income: In addition to seeking additional income through parish offers the Diocese has been and plans to continue to explore a range of additional sources of income. In particular there has been a lot of activity looking at historical glebe land and development opportunities with a few sites being sold for reasonable sums of money. Proceeds from these sales are invested for the long term but the increasing dividend yield is important. The Board of Finance has also examined its whole approach to managing assets and has further work to do on appraising stock vs listed investments and adopting a total return approach to accounting for assets. Other	Diocese			SH SP DBFX



projects this year will include encouraging parish offer payments to be done by direct debit and directly from the Diocese (as opposed to via Deanery treasurers) and seeking to receive contributions towards the costs of advice offered to parishes securing large lottery bids.				
SC2 Inspiring Sacred Spaces and Church Buildings				
As above in SP2 Church Commissioner restructuring money enabled a church buildings strategy pilot in Abbeydore Deanery which began summer 2017 and will continue into 2018. This may develop into a future Strategic Development Fund application.	Deanery /Diocese in future	BNG/ BB		WC
SC3 Inspiring Communication				
Communications: Following the development of a new website, new contact management system, new social media channels and a new look mass mailing work is underway on the development of on-line publications to inspire internal and external audiences and the development of a strong diocesan house style closely allied to the Church of England mission and growth style.	Diocese	BNG	That the new online publication for parishes is published in autumn 2017. That is achieves its aims of inspiring, connecting, informing, educating to enable sharing learning and growing together across the diocese.	CC with CP
SC4 Inspiring Simplification				
Governance and simplification: There is some confusion and some duplication in decision making within the Diocese. A Governance review has taken place and will be considered with changes taking places over the coming year. There are many opportunities for simplification at parish level.	Diocese	1DS	That Bishops Council evaluates and progresses governance simplification. That a working group of RDs identify and promote simplifications that can be taken now that will benefit parishes and release capacity for mission.	SP (CM?)
SC5 Staffing for mission				



<p>Aligning staffing with the strategy and making best use of resources: Financial constraints have meant that some significant changes have been necessary within the office operations. This has saved a lot of money but there is more to do. A key project will be bringing in house the Diocesan Surveyor role and a further review of the staff team deployment will be carried out.</p>	Diocese	1DS	That all staff increasingly understand and orientate their work to the strategy for mission and growth. That opportunities are sought and taken to streamline and focus work.	SP
<p>Strategic Capacity: The Church Commissioners have worked with us to identify a lack in the strategic capacity required to bring about the change in culture necessary to succeed in the long term. With an increasing emphasis on bids to the commissioners resulting in large scale projects there is an equal need for the Diocese to invest in the skills required to oversee and deliver such activity. The commissioners have offered a fully funded three year post that will be recruited to.</p>	Diocese	BNG	Appoint Project Manager appointed autumn 2017 to start early 2018.	SP
<p>Bishop's Staff Team Capacity to Change and Clergy Succession: The Bishop's Staff Team have recognised the changing roles they are expected to play in the evolving Diocese and are investing time into preparing themselves for this. The team is also planning for the replacement of key people within the team to reduce the impact of senior personnel change.</p>	Diocese		That the new Archdeacon appointment process begins in autumn 2017 for a post-Easter appointment and summer 2018 start. That the key appointment is able to take a lead in the ongoing work of transitioning the diocese into mission and growth – and through the senior leadership personnel transition.	+R