

**Objectives and Initiatives
to support
the Diocesan Strategy**



“Speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ”.

Ephesians 4:15 (NIV)

Introduction

This document is to be read alongside the Diocesan Strategy, which comprises five goals for the five years 2019-2024. A series of associated objectives supports each goal. These are measurable attainments that can be accomplished by following certain steps. Those steps to be taken at a diocesan-wide level are listed as practical initiatives, some of which may also be implemented at local level. Unlike the goals, which set our direction for the next five years, these objectives and initiatives may need to change as the world changes, as the Church changes, and as the Diocese of Leeds develops.

The five goals, together with the measurable objectives, provide the guidance within which work can be planned. They can best be achieved if they are enabled by the three means identified in the strategy: *Clergy and Lay Together*, *Purposeful Resourcing* and *Dynamic Partnerships*. The objectives and initiatives provide plentiful opportunities to see these how the goals might work in action and how there is overlap and dependency across the five.

However there will be many more initiatives which are already happening in parishes across the Diocese and more which clergy and laity will discover as they prayerfully discern how elements of the diocesan strategy might be woven into the vision and mission of the parish.

No-one is expected to focus equally on all five goals: each is invited to identify where, in their specific context, the emphasis needs to be placed, and plan accordingly. When all plans come together, each contributing to the whole, they will enable us to make substantial progress towards our strategic goals. The whole will be a coherent road map for the next five years.

The objectives and initiatives will be reviewed annually and may be updated as part of our ongoing review and feedback from parishes.

Strategy Framework



Sharing a vision for
**Confident Christians Growing churches,
Transforming communities**

Characterised by
Loving Living Learning

Enabled by
**Clergy and lay together Purposeful resourcing
Dynamic partnerships**

Achieved by
**Thriving as a distinctive diocese Reimagining Ministry
Nurturing lay discipleship Building leadership pathways
Growing young people as Christians**

Objective and Initiatives

Goal 1: Thriving as a distinctive diocese whose culture is shaped by a shared vision and values

Objectives:

1. Alignment with diocesan strategy, vision & values:

- a) All cathedrals, parishes, chaplaincies and other missional communities have plans in place that are aligned with diocesan strategy, vision, values and culture, and can report on these plans by 2020.
- b) All our diocesan departments and affiliated organisations have plans in place that are aligned with diocesan strategy, vision, values and culture, and can report on these plans by 2020.
- c) We have a clear vision, through the education strategy, of how the vision, values and strategic goals of the diocese are realised within our church schools.

2. Culture:

- a) A 'have a go' culture underpins the work of clergy and lay together, facilitating different learning styles and enabling learning (including from mistakes) within a shared commitment to maturing as Christians.
- b) Parishes recognise the value of and trust in the administrative centre; those working at the administrative centre recognise that their role is to support the parishes.

3. Financial sustainability:

- a) The diocese is financially sustainable and is maximising the use of assets for mission, ministry and stewardship, with stretching objectives:
 - The budget is balanced by 2022, supported by excellent financial processes and controls.
 - Parishes recognise and understand the importance of the Parish Share and its place in the viability of the diocese: we work together to grow our income by more than inflation on an annual basis.
 - We have a plan in place to finance our statutory responsibilities which is proportionate with our scale and resources.

4. Large diocese dynamics:

- a) The diocese works on a principle of subsidiarity, understanding how to "think big" while operating at a local level through strong episcopal areas, deaneries and/or local clusters:
 - Making the most of our scale to achieve impact regionally, nationally and internationally.
 - Episcopal areas having the freedom to flourish, taking responsibility in a way that is in tune with the wider diocese.
 - Deaneries and local clusters being an important part of delivering our mission, individually and jointly, providing forums for sharing and learning together.
 - Diocesan staff providing grass roots support appropriate to the size of the diocese.
- b) Incumbents, Readers, Churchwardens and PCCs understand the resources available to them to support what they are doing locally, and can articulate that they have experienced support from being part of a large diocese.

- c) Economies of scale are achieved in activities relating to statutory functions and mitigating reputational risk, which are essential to the safe running of our diocese.
- d) The diocese promotes mutually beneficial relationships with Anglican provinces and European ecumenical partners through our Link structures.

Diocesan wide Initiatives:

- a) Promote the desired culture in a way that creates a sense of urgency, communicates the vision, and identifies the roles of those in leadership in promoting the culture.
 - i. Implement “working together” training for diocesan staff, area deans, clergy and parishes.
 - ii. Put in place communication mechanisms to cascade updates from diocesan synod, deaneries and parishes so that everyone feels part of the whole.
 - iii. Harness the digital learning platform to create greater sense of shared belonging, facilitating smooth running of a larger diocese.
 - iv. Equip and deploy lay training, clergy development officers and interim ministers to promote grassroots ‘clergy and lay together’ culture change.
 - v. Develop and promote the prayer diary to reinforce the desired culture of unity.
 - vi. Identify three or four key indicators of a “have a go” culture; monitor and measure through surveys and other means.
- b) Roll out this strategy to episcopal areas, deaneries, parishes and other missional communities.
 - i. Ask all episcopal areas, deaneries, parishes, chaplaincies and other missional communities to review their plans and check alignment with this diocesan strategy. Work on baselining various objectives so that they can be measured in five years (eg through archdeacons’ visitations).
- c) Review the structure and governance of the diocese in 2019, taking account of the peer review recommendations.
- d) Identify and implement a range of actions to balance the budget.
 - i. Increase income from Parish Share by £2 million by 2022.
 - ii. Review costs of deployment, property, central support and schools.
 - iii. Communicate the critical importance of the Parish Share, including the theological underpinning, and its importance to the viability of the diocese and sustainability of grass roots ministry.
 - iv. Begin the review of the Parish Share formula no later than 2020.
 - v. Work with episcopal areas to review stipendiary deployment, criteria for pastoral reorganisation, and asset management of buildings.
 - vi. Pursue opportunities for strategic development fund (SDF) grant applications that enable key initiatives.
 - vii. Monitor and review the Parish Resources scheme for financial sustainability and benefit to parishes.
 - viii. Pilot, monitor and review the Parish Giving Scheme for financial sustainability, benefit to parishes and correlation with healthier parish finances/increase in parish share.
- e) Develop an education strategy that is aligned with the diocesan strategy and proportionate with being a large diocese with limited resources.

Goal 2: Reimagining ministry

Objectives:

1. All churches are intentionally engaging with those loosely connected to church life and those with no connection at all.
2. At least 75% of our churches and all three cathedrals are growing.
3. Models of ministry are developed and implemented that are financially sustainable, authentically Anglican and missionally appropriate; examples of each model of ministry are in place and functioning, and are providing learning for further adoption of that model.
4. Churches and cathedrals have identified model(s) of ministry in which clergy and lay lead together in flourishing partnerships.
5. More people are taking part in more authorised ministries in more parishes, leading to growing confidence and shared leadership.
 - a. Lay ministry (authorised/commissioned/certified/accredited) is in place in at least 75% of parishes.
 - b. The total number of people coming forward for lay ministry has increased.
6. Churches, cathedrals, chaplaincies and church schools can evidence the positive impact they are making on the environment.
7. Churches, cathedrals, chaplaincies and church schools can evidence the positive impact they are making on their local community.

Diocesan wide Initiatives:

- a) Develop and support reimagined approaches to parish ministry, including:
 - i. Resource churches which plant other churches.
 - ii. Resourcing churches (hub/minster model) which offer support and resources in their immediate area, in a contextually appropriate way.
 - iii. New models for multi-church benefices including lay-led churches under the authority of a clergy colleague.
 - iv. Develop and multiply models of missional communities.
 - v. Buildings for mission, optimising our buildings in the development of our ministries, with regard to their role in transforming communities.
 - vi. Leading your Church into Growth (LyCiG), (applied to different social contexts and sizes of congregation).
 - vii. Specialist ministries (eg Presence and Engagement, Ministry with Iranians, urban estates, pioneering in areas of new-build housing).
 - viii. Pioneering ventures which build on good practice and respond to designated areas of need (eg Saturday Gathering, Lighthouse).
 - ix. Dynamic ecumenical partnerships in training and ministry where missionally appropriate.
 - x. Learning communities for context-based theological reflection on Anglican ministry.

- b) Develop an agreed approach to lay ministry across the diocese, including growing the potential of Readers alongside other forms of recognised or locally-authorized ministry.
- c) Develop the potential of our self-supporting clergy.
- d) Support the work of our retired clergy.
- e) Develop the potential of interim ministry.
- f) Harness the potential of the new Church Urban Fund Joint Venture (Wellsprings Together) for supporting grassroots community engagement throughout the Diocese.
- g) Connect with the three main sectors (public, private and voluntary) in all our urban areas.

Goal 3: Nurturing lay discipleship

Objectives:

1. All clergy prioritise teaching the faith and growing disciples.
2. By 2024:
 - a. Every benefice and cathedral has at least one enquirers' course or other opportunity per year for exploring the Christian faith.
 - b. Every benefice and cathedral has at least one course or group for developing discipleship per year.
 - c. 50% of people in our congregations are able to express their faith confidently.
 - d. At least 2,000 lay people in the diocese are members of the digital learning platform, and 1,000 are actively making use of courses, resources and learning communities.
 - e. 75% of benefices have at least one person engaging in deeper learning or training beyond nurture course level.
 - f. A nurture group for young people is taking place in every deanery.
3. Sunday acts of worship include at least one reference to living out Christian faith in Monday-to-Saturday settings.

Diocesan wide Initiatives:

- a) Maintain and continuously promote the digital learning platform: develop and promote learning communities of lay people with shared contexts or interests.
- b) Deliver deeper learning and training promoting lay discipleship that is accessible both academically and geographically.
- c) Associated with *Setting God's People Free*
 - i. Develop Beacon parishes in each episcopal area to encourage and support living out the Christian faith in Monday to Saturday settings.
 - ii. Develop tools to enable "rest of week" faith, for example a diocesan Rule of Life and This Time Tomorrow (TTT).

- d) Develop and promote resources to help with expressing faith – for example a simple leaflet and pocket card with narrative on what it is to be a Christian in the Church of England, for placement in every church.
- e) Promote a range of discipleship development opportunities, including spiritual direction and retreats, meeting the needs of a range of spirituality and learning styles.
- f) Provide training in running nurture courses.
- g) Make the diocesan prayer diary available online or via an app, featuring every walk of life and use it in every parish, chaplaincy and cathedral.

Goal 4: Building leadership pathways

Objectives:

1. Increase the number of ordinands by 50% by 2024.
2. Increase the number of curacies by 50%: from 15 to 18 by 2020; 22 by 2022.
3. By 2024:
 - a. An integrated intern programme will be operating in each episcopal area.
 - b. As part of a culture of fostering and discernment, lay disciples are supported by clergy and laity in their call to be leaders. At least 75% of churches have lay people who in leadership pathways, accessing training, coaching, mentoring and being supported by clergy and laity.
4. All clergy are developing as leaders in their capacity to build confident Christians, growing churches, transforming communities:
 - a. All clergy are in some sort of continuous learning relationship (coach, mentor...).
 - b. 50% of stipendiary clergy are developing as supervisors, capable of being training incumbents or supervising paid staff /team leadership.
5. Christian leadership outside church is developing (workplace, schools, community engagement) evidenced by learning and support groups flourishing on the digital learning platform.

Diocesan wide Initiatives:

- a) Increase number of curacies and develop specialist curacies.
- b) Develop intern scheme(s).
- c) Provide opportunities for clergy leadership development, including using Ministerial Development Review (MDR).
- d) Diocesan-wide training programmes for lay leaders within recognised/authorised lay ministries.
- e) Support and develop interim ministers to optimise their temporary leadership roles.

- f) Identify and train a first cohort of at least 50 people to act as mentors to clergy and laity.
- g) Digital Learning Platform, including learning communities around specialist areas.
- h) Parishes and episcopal areas to develop mechanisms for information-sharing and conversations to enable discernment of vocational next steps.
- i) Develop 20 support forums for workplace and community leadership through the digital learning platform.

Goal 5: Growing young people as Christians

Objectives:

1. Every cathedral and church is a welcoming, enriching and safe place for children.
2. By 2024:
 - a. All cathedrals and 75% of churches have children and young adults actively involved in the church community.
 - b. Every church and cathedral can articulate and facilitate its provision to teens, and identify where accessible opportunities for growing and flourishing in discipleship can be found locally.
 - c. Every episcopal area will have at least one community-based initiative in which young people are engaged, organised by appropriate geographies.
 - d. Every cathedral and church contributes to the well-being and faith development of children in schools in their parish or catchment area, beginning with regular prayer.
 - e. The synergies between church schools and churches are stronger:
 - o A nurture course takes place for every church secondary school each year
 - o Every church school has a faith/discipling opportunity outside school hours
 - o Every child in a church school is offered an encounter with Jesus Christ and with Christian faith and practice in a way which enhances their lives.

Diocesan Wide Initiatives:

a) Missional outreach

- i. Develop church growth models (eg through LyCiG and Jesus Shaped People ('JSP')) for children, teens and young adults). Provide a toolkit.
- ii. Area teams work with the Joint Venture initiative in channelling young people's involvement in local social action projects.
- iii. Develop the all-age worship and discipling potential of Messy Church.
- iv. Develop "go to them" models of engaging with young adults.
- v. Each parish to explore how to meet teens where they are, including Fresh Expressions.
- vi. Design a co-ordinated programme of events in the three cathedrals to draw in children and teens, with an annual event led by bishops and deans.

b) Partnerships and schools

- i. Produce and promote resources for engagement with schools.
- ii. Form dynamic partnerships between the church and other organisations working with children and teens.
- iii. Explore a strategy which involves the employment of schools' workers in our church schools on the model of Leeds Faith in Schools (or other para-church agency).
- iv. Parishes or local church clusters develop localised strategies for engagement with children and teens in all (not just C of E) schools.

c) Children, teens and young adults in church life

- i. Develop an additional diocesan-wide confirmation pathway for teens.
- ii. Enhance clergy training in engaging with children, teens and young adults.
- iii. Promote wider engagement with the national Baptism Project to encourage people to bring children to baptism and follow up.
- iv. Develop means to resource households to grow young people as Christians (eg faith conversations at home, praying together, parenting courses).
- v. Develop and promote ways of supporting and enabling young people and households to safeguard the integrity of God's creation.
- vi. Involve youth ministers/young people/young adults in leadership teams of churches.

The Bishop's Strategy Group
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Some definitions

Goals – long term aims that we want to accomplish. In the case of this strategy, the goals will take five years to realise.

Objectives – concrete attainments that can be accomplished by following a certain number of steps. Each objective may have its own time scale, within the five-year period of the strategy.

Initiatives – the steps to be taken to achieve the objectives. Many of the initiatives listed in this strategy will be taken at the centre. Episcopal areas, deaneries, parishes and other missional communities will need to identify initiatives specific to them, which contribute to the achievement of one or more of the common goals.

Resource Church - is a church which is: designated a resource church by the Diocesan Bishop; part of a diocesan strategy to evangelise a city or town and transform society; intentionally resourced to plant and revitalise churches; which develops a pipeline of leaders for further planting; provides other resources for mission across a city or town.

Resourcing Parish – a parish which supports and benefits ministry beyond its own parish.