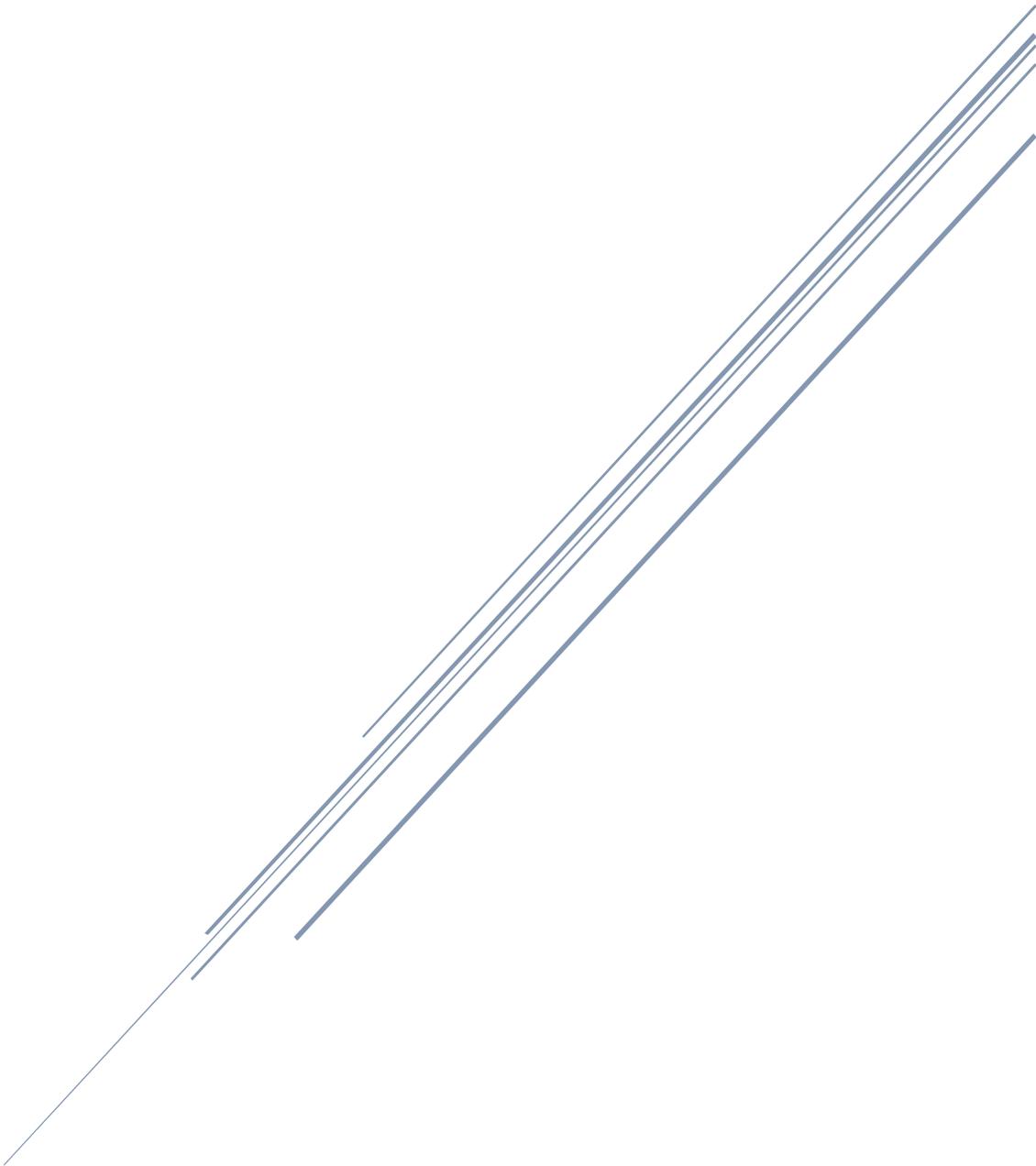


VISION IMPLEMENTATION STRATEGY 2019-2021

AGREED BY BISHOP'S LEADERSHIP TEAM – JANUARY 2019



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INTRODUCTION

The Vision Implementation Strategy 2016-2020 was signed off by Bishop's Council and Directors in January 2017. The document referenced the four priority contexts for the first triennium as: Outer Estates, The Cathedral, Presence and Engagement and turnaround parishes.

The key 'top down' themes were:

2016 – Crossroads Mission

2017 – Open Churches linked to Thy Kingdom Come

2018 – Sharing the good news of Jesus through words and deeds

2019 – Diocesan conference – Believing/Living/Sharing

With a significant change to the composition of the Bishop's Leadership Team in 2018, with David Banbury and Sue Penfold's departure and the arrival of Bishop Jill and Nick McKee (as Director of Vocations), completion of the parish leadership and deployment strategy and good progress with the parish share and Whalley Abbey reviews there is an opportunity to produce an updated Vision Implementation Strategy covering the 2019-2021 triennium.

PROGRESS 2016-2018

During 2016-18 there have been strategic inputs under each of the Vision themes:

Vision Strand	Strategic Input	Year(s)
Making disciples	Routes of Faith Course	2017/2018
Making disciples	Bishop's Bible challenge for Key Stage 2	2016/2017
Making disciples	Thy Kingdom Come	2017/2018
Making disciples	Creation of Director of Discipleship role	2018
Making disciples	Pilot diocese for Setting God's People Free	2018
Making disciples	Planning for focus on discipleship starting in 2019	2017/18
Making disciples	Decision to transition Whalley Abbey to a Centre for Christian Discipleship from a mixed-economy Retreat House/Conference Centre	2018
Being witnesses	Crossroads Mission	2016
Being witnesses	Open Churches	2017
Being witnesses	Being witnesses course	2018
Growing leaders	All Saints tie-up	2017/2018
Growing leaders	Appointment to new Director of Vocations role	2018
Growing leaders	Establishment of Outer Estates Leadership models	2017/2018
Enablers	Vision Champions commissioned	2016
Enablers	Clergy study days: Does Vision 2026 have a theology	2017
Enablers	New Contact Management System and website	2017
Enablers	Meetings with parishes about share deals	2017/2018
Enablers	+J visit to every Chapter	2018
Enablers	Diocesan Conference	2018
Enablers	Organisation of Clayton Ho. teams by Vision themes	2018

Measurable outcomes during the period 2016-2018:

Measure	Timeframe	Data	National Comparison
3-year change in attendance	2015-2017	-9%	Bottom half of dioceses
Attendance per capita	2017	1.7%	Bottom half of dioceses
Child attendance per capita	2017	1.1%	Top quartile of dioceses
2 year change in number of confirmations	2016-2017	+7%	Total number is in top quartile of dioceses
Clergy vacancy rate	2018	8%	Top half of dioceses
Change in number of ordinands completing training	2015-2020	0%	n/a
Average length of clergy vacancy	2018	<9 months	n/a
Change in number of lay readers completing training	2018-2020	+75%	n/a
Change in parish share £ amount collected	2013-2017	-4.9%	bottom quartile of dioceses (ranking being challenged)
DBF Reserves	2017	5.89 mths	n/a

Despite delivering significant strategic inputs, the headlines suggest that we are:

- a) continuing to face a decline in regular weekly adult attendance and parish share collection, whilst
- b) reaching significant numbers of infant/junior children up to, and including confirmations through our church schools and Messy Churches, and encouragingly
- c) not facing a major issue in recruiting clergy

CHALLENGES FACING LANCASHIRE and THE DIOCESE 2019-2021

Over the next three years the following socio-economic changes are likely to have an impact in Lancashire:

- 1) Continuing ageing white population (as measured by average age) with impact on the provision and funding of health and social care (tax and individual contributions)
- 2) Continuing increase in proportion of Lancashire population with Asian heritage with impact on presence and engagement parishes
- 3) Continuing secularisation of society with impact on declining use of CoE churches for weddings/funerals
- 4) Continuing consumerisation of society, yet an increasing expectation of on-demand-free-at-the-point-of-use public services
- 5) Continuing increase in the age at which people can afford to retire with an impact on the availability of volunteers
- 6) Continuing increase in house prices above average wages negatively impacting disposable incomes
- 7) Continuing focus on multi-modal digital communications impacting on the way the diocese and individual churches interact with the general population
- 8) Unknown economic impact of Brexit in 2019-2020 on employment

- 9) Large number of Victorian church buildings built in times of relative prosperity now serving communities that have experienced profound socio-economic (coastal resorts) and demographic (East Lancashire mill towns) change and require increasing maintenance and refurbishment

All the above will have an impact to a greater or lesser extent on the communities in which our worship centres are located; some of which have a direct impact on the individuals who comprise our worshipping communities.

As a diocese we also face the following specific practical challenges:

- a) Parish finances – utility costs increasing above inflation adding to the financial challenge
- b) Church building repairs – c£8.5m of outstanding repairs from quinquennials in the next 5 years plus £1.5m beyond 5 years. Closure of the ringfenced Heritage Lottery Fund listed places of worship scheme
- c) Parish administration and governance – reducing numbers of parishes with two wardens, full PCCs. Increasing requirements for training of volunteers, especially safeguarding
- d) Diocesan governance – significant number of vacancies on Diocesan Synod following 2018 election
- e) Unless there is a change by the Charity Commission, every PCC will need to be registered with them as a charity by 31st March 2021.

As well as an ongoing challenge in the lack of desire of some clergy and congregations to engage in mission and/or deepen their relationship with God.

Unlike some dioceses, we are not expecting a significant increase in the number of stipendiary clergy retiring in the next three years. That will be more of a challenge in the 2022-2025 triennium.

OUR RESPONSE TO THESE CHALLENGES

Faced with these challenges, one option is to actively plan for decline.

HOWEVER, as a diocese we are currently blessed with a number of God given gifts that lead us to a different approach of 'going all in, going for growth' for the next triennium at least:

- a) DBF reserves at the top of the reserves policy at the end of 2017
- b) Continuing national Lowest Income Communities Funding (12% of DBF budget)
- c) New appointments to the Bishop's Leadership Team/Director posts in 2018/19
- d) SDF for Preston Resourcing Parish approved in December 2018
- e) Setting God's People Free national initiative supporting lay leadership and discipleship
- f) Leadership and deployment strategy accepted by Diocesan Synod, committed to maintaining stipendiary clergy numbers, ten stipendiary curates per annum and developing lay leadership. NB this will require an investment of diocesan free reserves for the three year period (See appendix 1).

WHAT WE PLAN TO DELIVER 2019-2021 – OUR TARGETS

Measure	Date of measurement	Target	Change (since date)
Attendance number	October 2021 RWA count	17,000	+ 500 (2%) from 2017 data
Attendance per capita	October 2021 RWA count	1.8%	+0.1% from 2017 data
Child (under 18) attendance per capita	2022 Stats of Mission	1.2%	+0.1% from 2017 data
Number of new congregations	End 2021	10 strategic 200 congregations	
Number of confirmations	Early 2022	880	+10% from 2017 data
Clergy vacancy rate	End 2021	8%	Same as 2018
Number of ordinands completing training	Summer 2021	10 per year	Same as 2018
Average length of clergy vacancy	End 2021	<9 months	Same as 2018
Number of lay readers completing training	Summer 2021	8 per year	Same as 2018
Planned giving to parishes as a % of median Lancashire income	2020 data	At least 5%	
DBF Reserves	End 2021	3 months	Minus 2.6 months since end 2017

HOW WE PLAN TO DELIVER THE TARGETS

Our strategic response is to focus on the following over the three years 2019-2021:

- 2019 Build on the good will generated at the diocesan conference. Start the focus on making disciples
- 2020 Continue focus on making disciples, introducing personal and parochial response – eg a rule of life
- 2020 Establish a religious community based at Whalley Abbey
- 2021 Focus on church planting/reinvigoration of inherited models of church?

As with the 2016-18 period, whilst there is a key focus in discipleship throughout the triennium, it doesn't mean that there's little or no action under the other Vision themes (see details under each year below).

2019

During 2019 the following strategic inputs are planned specifically linked to the start of the focus on Making Disciples being led by Mark and the Director of Discipleship:

Vision Strand	Strategic Input	Time
Making disciples	Generosity, gift and grace course used in parishes	Lent
Making disciples	Clergy study mornings	Spring
Making disciples	Bishop Julian's Bible Challenge for key stage 2 (7,500 packs distributed)	Autumn 2018-summer 2019
Making disciples	Bishop's Adult Bible Challenge	All year
Making disciples	Pathways of Prayer – March, July, Sept, Oct	Termly
Making disciples	Transition planning and recruitment of Warden for religious community based at Whalley Abbey	Summer

Other strategic inputs:

Vision Strand	Strategic Input	Target area	Time
Being witnesses (+Philip)	Launch of Preston Resourcing Parish	Attendance	Autumn
Being witnesses (+Philip)	Continuing development of Blackpool Centre of Mission	Attendance Ordinands	All year
Being witnesses (+ Jill)	Development and piloting of Congregation planting	Attendance	All year
Growing Leaders (+Philip)	Changes to Ministerial Development Review process to increase accountability for mission and growth	Attendance	Autumn
Growing Leaders (+ Philip)	Pilot the process of encouraging vocations (10 from 7 parishes)	Vocations	All year
Growing Leaders (+Jill)	Continuing development of M:Power urban leadership hub	Attendance	All year
Growing Leaders (Mark)	Setting Gods' People Free		All year
Growing Leaders (+Philip)	Training for lay small group leaders		All year
Growing Leaders (+Philip)	Establishment of an Anglo-Catholic ministry experience in Morecambe	Vocations	Summer
Enablers (Mark)	Completion of parish share review and communicate decision to parishes	Parish share collected	Autumn
Enablers (+Philip)	Progress dis-appointments in places with struggling ministry, coupled with Parish Support Programme	Attendance	All year
Enablers (+Julian)	Re-commission Vision Champions – Primary Visitations x 4	Attendance	Summer
Enablers (Graeme)	Internal communications strategy		Spring
External (+Julian)	Expected to join the House of Lords		Summer

Enablers (Graeme)	Use of diocesan reserves to cushion the impact of increasing costs on parish share increases (especially if LICF is allocated to a smaller number of parishes). Continuing discussions with parishes about share collection and 'deals with strings'	Reserves	All year
Enablers (Archdeacons)	National DAC Conference in Blackburn on 'transforming buildings for mission'		September
Young People (Michael/bishops)	Use of Diocesan Vision Fund to support piloting of the model for developing local volunteer teams to support young people's work and Bishops' confirmation follow up	Attendance Child attendance	All year
Young People (Michael)	Respond to 'Growing Faith' College of Bishops' paper	Child attendance	Spring
Priority Contexts (+Jill)	Support Rural Focus Group – especially development of strategy that aligns with delivering Vision 2026 in that context	Attendance	Spring/ Autumn

2020

During 2020 the following strategic inputs are planned, specifically linked to the ongoing focus on making disciples.

Vision Strand	Strategic Input	Target Area	Time
Making disciples	Bishop's adult bible challenge concluding		spring
Making disciples	Setting Gods' People Free continuing		All year
Making disciples	Rule of Life response for individuals/parishes		All year
Making disciples	Establishment of Whalley Abbey as a Centre for Discipleship		All year
Enabler	Continuing use of reserves to cushion the impact of increasing costs on parish share	Reserves	All year
Enabler	Continuing focus on local accountability for delivering growth in numbers and depth of discipleship	Attendance	All year
Enabler	Peer Review 2020?		Autumn
External	Engage with Lambeth 2020 including hosting		Summer
External	Response to Living in Love and Faith – human sexuality paper from the House of Bishops		TBC
Young people	Potential SDF application to upscale the volunteering model	Child attendance	Spring
Young people	Decision about continuing funding of university chaplaincy		Spring

At the end of 2020 there will be a funding continuation review of the Outer Estates Leadership projects by the Strategic Investment Board.

2021

During 2021, the first two planting curates will complete their training at the Preston Resourcing Parish, enabling a focus on church planting across the wider diocese as well as specifically in the north Preston new housing and Moor Nook (Ribbleton) Outer Estate.

At the end of 2021 there will be a funding continuation review of the Preston Resourcing Parish by the Strategic Investment Board and the DBF Directors.