

Diocese of Nelson 2010 Strategic plan:



Diocese of Nelson: Strategic Plan 2010.

Introduction.

*'Where there is no vision, the people perish'*¹
*'Commit to the Lord whatever you do and your plans will succeed'*²

Purpose:

This document sets out our vision for the Diocese for the next five years. It outlines the key priority areas that we believe God is calling us to focus on, specifically highlighting strategic intention and strategic outcomes. It has been formed after much discussion, study and prayer by the Bishop, his ministry team and Standing Committee. It is designed to add to, enhance and support local visions in our parishes.

Strategic Plan

The strategic plan provides a clear picture of the broader five year strategic direction for the Diocese and is in three parts:

- **Purpose, Core Principles, Values and Challenges:**

This section lays the foundation for the strategic plan by clearly articulating why we exist as a Diocese and what we believe we are called to do and, as an outworking of that, our aims - which will be reflected in each parish and ministry unit within the Diocese. It then describes our core principles – those 'non-negotiables' that define us as the Diocese of Nelson. It also includes our values – key areas of focus and finally, the challenges that we face in the outworking of this plan. The strategic plan does not take us off in a new direction, but brings focus and intentionality to who and what we are.

- **Strategic Priorities:**

The strategic priorities are the key areas that we believe we need to focus on as a Diocese over the next five years as we seek to realise our vision. It includes the Strategic Intentions – a general description of what we would like to see in five years, and also the more specific Strategic Outcomes by which we can measure our progress.

- **Strategy:**

This is the heart of the Strategic plan containing the detailed steps in the outworking of the plan.

Everything before this is the foundation. This is the framework!³

¹ Proverbs 29:18

² Proverbs 16:3

³ Ephesians 2:19-22

Part One: Purpose, Core Principles, Values and Challenges:

*'His intent was that now, through the church, the manifold wisdom of God should be made known....'*⁴

1.1 Our Purpose

1.1.1 Why the Diocese of Nelson exists

The Diocese of Nelson exists to bring glory to God by developing and nurturing vibrant, Christ-centred, Anglican communities of faith in the top third of the South Island of New Zealand.

1.1.2 What we do

We build local communities of faith that radiate Christ through their worship; their fellowship; their service and their witness in such a way that lives are transformed. We minister with one another, in partnership as a diocese and regionally through deaneries.

1.1.3 Our aim

- To glorify God through our worship that is both corporate *and* personal; culturally relevant *and* transcendent; self denying *and* life-giving; yet always biblical.
- To preach and teach in such a way that lives are transformed and people are challenged and inspired in their commitment to discipleship.
- To build authentic community.
- To be a missional church, reaching out beyond ourselves (both at home and overseas) with acts of loving service and proclamation that radiate our commitment to Jesus.
- To be a church of grace that embraces and values people of all ages and circumstances in the redeeming love of Christ.

1.2 Our Core Principles

1.2.1 Scripture.

We believe the Holy Scriptures of the Old and New Testaments to be the Word of God written and to contain all things necessary for salvation as well as the rule and ultimate standard of our faith. The Bible is to be translated, read, preached, taught and obeyed in its plain and canonical sense, respectful of the church's historic and consensual reading and the Creeds of the Church.⁵

⁴ Ephesians 3:10

⁵ A combination of 'the Jerusalem declaration' from GAFCON in 2008 and resolution 11 of the Lambeth Conference of 1888.

1.2.2 *The Church.*

We believe that the Church is the '*ekklesia*'⁶ of God; a fellowship of baptised believers⁷ whose life together reflects the life of Christ, and is nurtured through the ministry of word and sacrament. It is authenticated and empowered through the Holy Spirit in both its 'being' and its 'doing' (i.e. its identity and its mission.) We exist by the grace of God to be a means of God's grace.

1.2.3 *Human Dignity*

We believe that when the Bible says that God so loved *the world* it means all people – people close to God and people far from God. As a result it is our responsibility to love people as Christ did; recognising that God's plan is for all things on heaven and earth to be drawn together under the authority of Christ.⁸

1.2.4 *The Redeeming love of God*

We believe that the atoning sacrifice of Christ is the ultimate expression of God's redeeming love and the source of our new life.

1.2.5 *The Transforming Mission of God*

We believe in, and are committed to, the ongoing work of God in bringing all creation to its intended goal, and especially in the transformative power of Christ's resurrection as the first fruit of this new creation.⁹

1.3 Our Values

We value:

- 1.3.1 The challenge of the great commission, knowing that people far from God matter to God and therefore should matter to us.
- 1.3.2 Relationships. People join the church for a variety of different reasons, but they stay for only one – relationship.
- 1.3.3 Authentic worship that inspires the believer and attracts those who are yet to believe.
- 1.3.4 Anointed teaching as the primary catalyst for transformation in the lives of individuals and in the church.
- 1.3.5 Love, acceptance, honesty and forgiveness as the dominant features of authentic Christian Community.
- 1.3.6 Holiness, as the ideal form of life for God's people.

⁶ The 'gathering'.

⁷ 1 Corinthians 12:13

⁸ Ephesians 1:10

⁹ 1 Corinthians 15:20

- 1.3.7 Christian leadership that effectively identifies, nurtures and releases the individual gifts of each and every member.
- 1.3.8 Scripture as the primary authority and guide for a Christ-centred life.
- 1.3.9 The renewing and transforming power of the Holy Spirit.
- 1.3.10 Being Anglican and being an evangelical diocese within the Anglican Church.

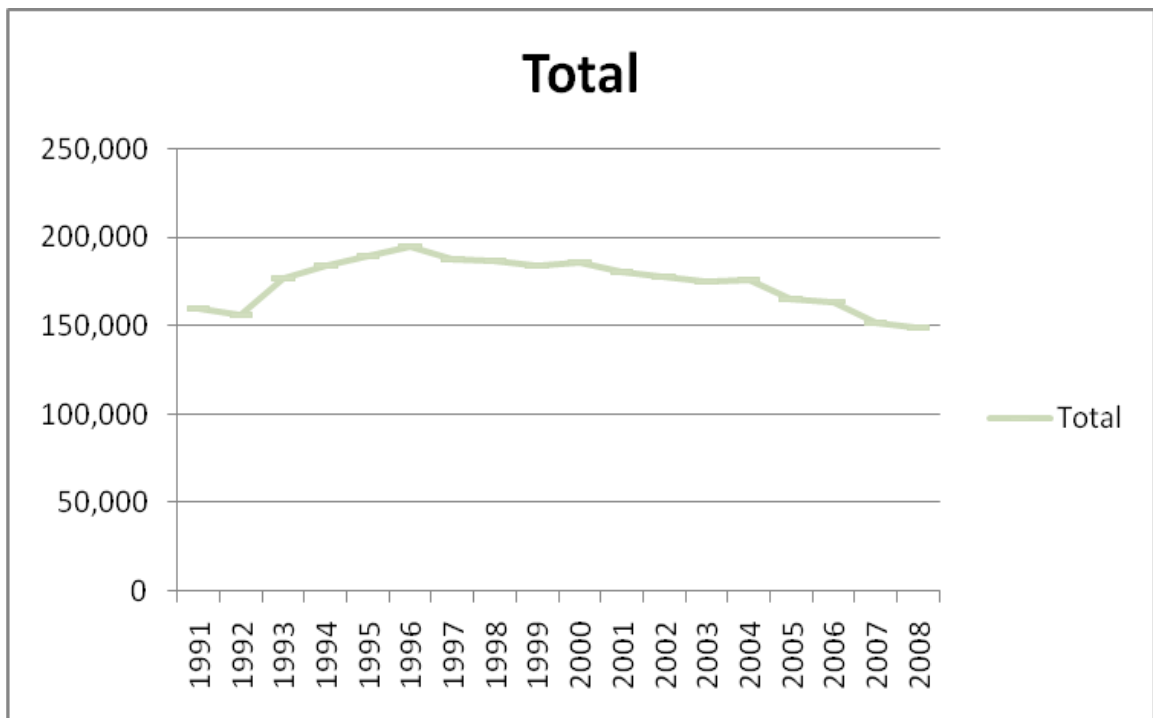
1.4 Our Challenges

1.4.1 Changes within society.

- The rate of societal change. In the first half of the twentieth century change occurred with each new generation. That change now occurs every 5 to ten years!
- The rise of individualism and the growth of a multi-choice society. Christianity is now one choice amongst many other choices. The consequent rise of 'tribalism.'
- Society's perception of the church's decreasing relevance
- Generational separation.
- Ageing society - In all regions of the Diocese the percentage of those 65 and over is higher than the New Zealand average. (*see Appendix A*)
- Consumerism and Christianity

1.4.2 Diminishing attendance at church

- In 2001, 2,079,017 people identified themselves as Christian (57% of the population). Five years later that had dropped to 2,062,752 (51% of the population)
- Anglican figures nationally also show steady decrease: 732,048 in 1996, 580,641 in 2001 and 554,925 in 2006 a 24% decrease.
- Our own Diocesan graph looks like this:



- The inability of the church to relate effectively to men.

1.4.3. Difficulty in maintaining relevance to children and young people

1.4.4. The state of the Anglican Communion internationally

1.4.5. Rural depopulation

- The changing face of rural New Zealand – the decline of ‘patronage.’
- Break-up of large units into ‘life-style blocks.’
- Amalgamation of smaller units into larger conglomerates.

1.4.6. The Global Recession

- Increasing unemployment
- Lowering of interest rates on our Trust Investments.

Part Two: Strategic Priorities

We have identified five strategic priorities for the Diocese for the next five years.

2.1. Developing Leaders

Strategic Intent:

To develop confident, creative and spiritually healthy leaders across the diocese with a clear understanding of the gospel, discipleship and ministry as participating in the mission of God, reflecting a diversity of leadership styles and modes as appropriate to a range of ministry contexts, challenges and needs.

Strategic Outcome:

The identification, nurture and formation of a new generation of leaders (both lay and ordained) for fresh and reinvigorating ministry initiatives.

To see existing leaders actively embracing opportunities to grow professionally for ministry with a clear sense of mission and outreach.

2.2. Deepening commitment to discipleship

Strategic Intent:

To create a culture within our churches that encourages a selfless and obedient lifestyle amongst those who desire to follow Christ.

Strategic Outcome:

A greater commitment to and involvement in the ministry and mission of the church and increasing evidence of Christ like character.

2.3. Growing our ministries with children, youth and young adults

Strategic Intent:

Ensure that every parish is aware of the unique spirituality of children, youth and young adults and looks for appropriate and strategic ways of responding.

Strategic Outcome:

To have key ministries to children, youth and young adults in each of our four regions that serve as a resource to the rest of the parishes in that region; ministry to and ministry of the children, youth and young adults.

2.4. Establishing new missional initiatives

Strategic Intent:

To ensure that every ministry unit is thinking missionally.

Strategic Outcome:

To have at least one parish based and one non-parish focused missional initiative in each deanery and to have a Diocesan budget that reflects the call to be a missional church.

2.5. Developing the public witness of the diocese

Strategic Intent:

To lift the profile of 'nelsonanglican' (the parishes, diocese and bishop) in the wider community through our public voice and our acts of service.

Part Three: Strategic Planning.

Strategic Priority 1: Developing Leaders

Strategic Intent:	To develop confident, creative and spiritually healthy leaders across the diocese with a clear understanding of the gospel, discipleship and ministry as participating in the mission of God, reflecting a diversity of leadership styles and modes as appropriate to a range of ministry contexts, challenges and needs.	
Strategic Outcome:	The identification, nurture and formation of a new generation of leaders (both lay and ordained) for fresh and reinvigorating ministry initiatives. To see existing leaders actively embracing opportunities to grow professionally for ministry with a clear sense of mission and outreach.	
<p>Strategy: Ensure the security of Bishopdale Theological College (BTC) as the Diocesan provider of theological and ministry education for both lay and ordained.</p> <p>Support the establishment of an 'Institute for New Anglicanism' as a strategic focus in developing Anglican leaders.</p> <p>To develop a culture of ongoing professional development within the</p>	<p>Method: To encourage the work of the foundation as it works to develop the financial base of Bishopdale Theological College (BTC).</p> <p>To fully integrate the College into the life as a key component to the outworking of our vision and strategy.</p> <p>To integrate the Diocesan Ministry Education – both lay and ordained into BTC.</p> <p>To ensure that the staffing of the College is appropriate to the teaching load planned.</p> <p>Cast a vision for this Institute within the Diocese.</p> <p>Build strategic links with other interested parties.</p> <p>Ensure professional development is included in all new contracts.</p>	<p>Achievement Indicators Increased numbers of 'Friends of Bishopdale.' Increased bequest base. Commitment of Diocese to the vision through access to parish communication.</p> <p>Ministry Educator on the Staff of Bishopdale Theological College.</p> <p>2nd full-time staff person appointed Ministry Educator on team. New parish clergy appointed with ability to teach.</p>

<p>Diocese that enables all licensed clergy to strategically reflect on their ministries and embrace opportunities to up-skill.</p> <p>Develop a 'Leadership in Community' project (through BTC), developing a range of educational programs and associated resources to address a variety of leadership modes and contexts.</p> <p>To enable all parishes to have access to Diocesan lay training opportunities which are relevant to their needs as a parish and to encourage the development of parish based training.</p> <p>Establish coordinated events and an annual gathering which promotes Christian Leadership as a fulfilling vocation.</p> <p>Adapt existing ministry structures to make room for differing modes of leadership, and especially to suit fresh expressions of ministry, such as a 'Ministry Apprenticeship Program'.</p>	<p>Encourage all clergy not on these new contacts to embrace professional development. Offer the highest quality in-service training.</p> <p>Develop peer-support groups</p> <p>Create a five-year plan for Diocesan conferences.</p> <p>Upgrade Diocesan website as a provider of resources for training and teaching.</p> <p>Organise two lay training events in each region each semester based on the strategic priorities or the aims and values identified in this plan.</p> <p>Access to resources made available on the Diocesan Website.</p>	
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Strategic Priority 2: Deepening commitment to discipleship

Strategic Intent:	To create a culture within our churches that encourages a selfless and obedient lifestyle amongst those who desire to follow Christ.	
Strategic Outcome:	A greater commitment to and involvement in the ministry and mission of the church and increasing evidence of Christ like character.	
<p>Strategy: Model 'discipleship' as a key value of leadership.</p> <p>Helping people find where they fit and what they have to offer.</p> <p>To develop a stronger sense of belonging – both to the diocese and the local parish.</p> <p>Reclaim the vision of small discipleship groups (common interest, seeker and homegroups)</p>	<p>Method:</p> <p>Ensure that those involved in clergy supervision understand the values of discipleship.</p> <p>Develop ministry appraisals that are based as much on internal transformation than external success.</p> <p>Increasing levels of accountability for personal spiritual discipline.</p> <p>Develop discipleship resources that are effective and indigenous.</p> <p>Produce a new Lenten booklet each year</p> <p>Small group leadership training offered in every region annually.</p> <p>Investigate and develop a range of resources for home groups.</p> <p>Enable home group resources available on the Diocesan website.</p> <p>Recast vision of 'cell-church.'</p> <p>Use of the Witness to retell Home group stories.</p>	<p>Achievement Indicators:</p>

<p>Explore discipleship in the context of life's experiences and the choices people make through a range of programmes (marriage, parenting, common interest, seeker)</p> <p>Develop opportunities for Cross-cultural missions as a key element in discipleship experiences</p>	<p>Partner with SOMA in the development of annual, short term, mission trips.</p>	
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Strategic Priority 3: Growing our ministries with children, youth and young adults.

Strategic Intent:	Ensure that every parish is aware of the unique spirituality of children, youth and young adults and looks for appropriate and strategic ways of responding.	
Strategic Outcome:	To have key ministries to children, youth and young adults in each of our four regions that serve as a resource to the rest of the parishes in that region; ministry to and ministry of the children, youth and young adults.	
<p>Strategy: Children: Identify the current practices and needs for children's ministry across the diocese.</p> <p>Develop a Diocesan Vision for Children's ministry.</p> <p>CFM to develop a strategic plan for children's ministry.</p> <p>Youth: Develop and cast a Diocesan Vision for Youth Ministry.</p>	<p>Method:</p> <p>Appoint person to the position to do the research needed. Visit all parishes and regions information gathering. Network with key individuals in regions / parishes. Identify best resources for children's ministry. Report to CFM.</p> <p>Redefining of role of CFM into a vision-casting, resource sharing, focus for Diocesan ministries to children.</p> <p>CFM to develop a strategic plan for children's ministry Appointment of new members to CFM. Resource centre updated regularly. Planning process implemented.</p> <p>Develop a diocesan youth focused strategic plan that outlines a vibrant, quality, innovative Anglican expression of ministry to youth that will encourage and equip and change young lives and expand the kingdom.</p>	<p>Achievement Indicators:</p> <p>Appointed</p> <p>Visited</p> <p>Report completed</p> <p>Clarity of role and function established. Volunteer teams recruited for events and training. Web-site and logo reboot.</p>

<p>Create a supported and unified, relevant and flourishing network of youth ministry within the diocese both regionally and collectively with each parish re-presented and determined to be a place where youth can belong, discover and use their gifts, grow in Christ and become passionate, out-reaching and influential followers of Jesus within their community.</p> <p>Increase the numbers of Youth Leaders in the Diocese. Develop a diocesan youth leadership team.</p> <p>Increase involvement of youth in the decision making process at the parish and diocesan level.</p> <p>Develop key events to unify youth in the Diocese.</p> <p>Young Adults (25-35 yrs):</p>	<p>Identify key leaders regionally. Meet with these key leaders regularly. Create an up-to-date database of children and youth / young adults / leaders. Be a presence among other denominations/community Meet with each parish / youth group to encourage and assist parishes to initiate a tailored ministry plan. Consult with parishes to find suitable leaders and volunteers. Establish key parish youth ministries in each region.</p> <p>Establish training for leaders of youth and leadership training for youth. Development course for youth ministry BTC Internship for key young leaders. Create home grown tailored resources.</p> <p>Prepare booklet that explains structures to young people. Appoint under 25's to Vestries, Synod and Standing Committee. Appoint an under 25 as one of the alternate chairs of Synod.</p> <p>Ongoing development of Spring camp as the focal youth gathering. Development of possible youth leader's summit. Development of youth service / worship band Regional youth leader gatherings.</p>	<p>An awareness both regionally and collectively of youth ministry opportunities. Local connections / support within each region have developed.</p>
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<p>Develop a number of strategic key events and networks that will bring young people together.</p> <p>Keep in touch with our young adults during their Tertiary Studies.</p> <p>Establish and resource new initiatives that are specific to young adults and enable their voice to be heard.</p> <p>Empower young adults for ministry.</p>	<p>Develop Bishop's weekend for young adults.</p> <p>Bi-annual conference that targets young people.</p> <p>Young adult mission trips organised.</p> <p>Encourage parishes to have home groups for young adults.</p> <p>Develop relationships with strategic parishes in the University Centres.</p>	
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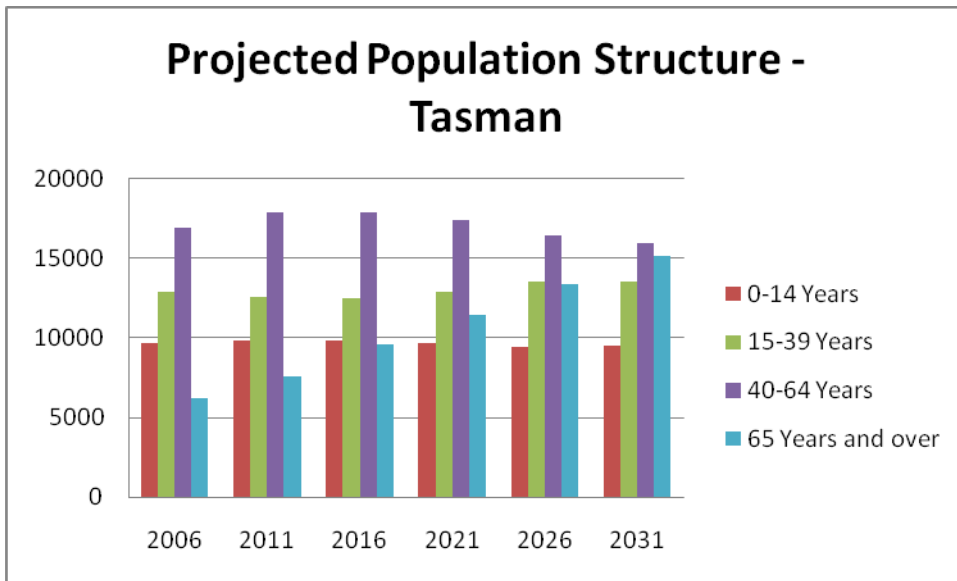
Strategic Priority 4: Establishing new missional initiatives

Strategic Intent:	To ensure that every ministry unit is thinking missionally.	
Strategic Outcome:	To have at least one parish based and one non-parish focused missional initiative in each deanery and to have a Diocesan budget that reflects the call to be a missional church.	
<p>Strategy To equip those in leadership to think and plan missionally.</p> <p>To encourage deaneries to pray/discuss what the most effective missional initiative could be in their region, and then to prepare a plan for how it might happen.</p>	<p>Method:</p> <p>Each Peer Support Group to have read two missional books together each year. Make missional articles / magazines available for all clergy to read.</p> <p>Missional initiatives (both within and beyond the Diocese) to be reported in the Witness.</p> <p>Ensure that each conference/ retreat has a teaching component that is focused on missional initiatives.</p> <p>Encourage study leave to incorporate studying/ visiting missional initiatives in order that they may report back to the diocese.</p> <p>Making resources available for lay education.</p> <p>Training / support for the Regional Deans.</p> <p>To facilitate and enable teams (lay and clergy) to visit other missional initiatives in other dioceses and overseas where appropriate or possible.</p> <p>To review Diocesan budgeting to reflect a missional focus.</p>	<p>Achievement Indicators</p> <p>Every Parish and ministry unit to have a clearly defined mission goal.</p> <p>That two clergy a year have included a component of missional training in their study leave.</p> <p>That two teams visit national initiatives and one team to visit an overseas diocese –eg Tasmania.</p> <p>Creation of a missional development fund that can be applied for by parishes or deaneries.</p>

Strategic Priority 5: Developing the public witness of the Diocese

Strategic Intent:	To lift the profile of 'nelsonanglican' (the parishes, diocese and bishop) in the wider community through our public voice and our acts of service.	
Strategic Outcome:		
<p>Strategy: To develop our profile as Anglicans within our local communities.</p> <p>To ensure our voice is heard (both affirmatively and critically) within our local communities.</p> <p>To develop quality dynamic ministry that is noticed by the local community.</p> <p>To explore opportunities to play an advocacy role in the local community.</p>	<p>Method: To encourage Parishes to be represented in local community initiatives. To encourage clergy and parish leaders to build relationships with individuals who hold positions of responsibility and influence within the local community.</p> <p>To explore ways of using local media and train parishes to use those opportunities.</p> <p>To review the way we do weddings and funerals – as pre-evangelistic opportunities to build real relationships.</p> <p>To help parishes identify and capitalise on opportunities to lead their local communities in celebration (and grieving). To explore regional opportunities to develop Anglican Care that is noticed. To look for opportunities to meet identified needs and offer service.</p>	<p>Achievement Indicators:</p>

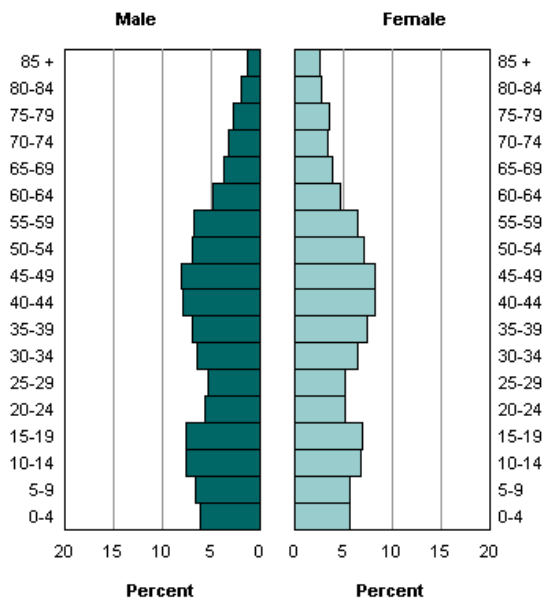
(Appendix A)



Total population for Nelson Region

Total Population:

Nelson Region 2006 Census

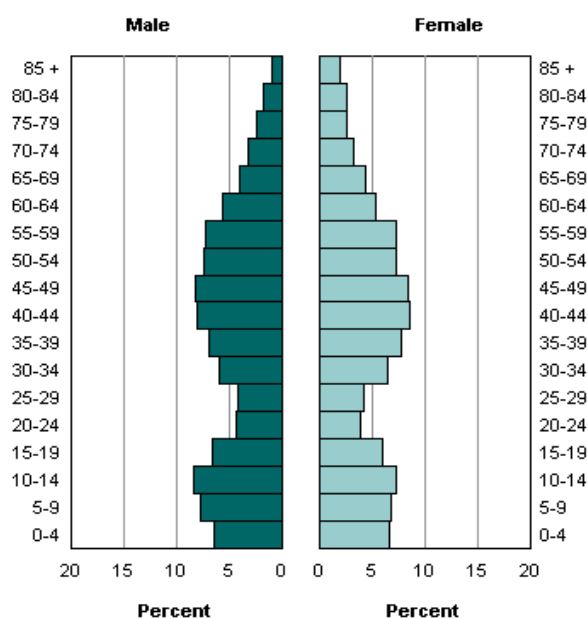


The median age (half are younger, and half older, than this age) is 39.4 years for people in Nelson Region. For New Zealand as a whole, the median age is 35.9 years.

14.5 percent of people in Nelson Region are aged 65 years and over, compared with 12.3 percent of the total New Zealand population. 19.2 percent of people are aged under 15 years in Nelson Region, compared with 21.5 percent for all of New Zealand.

Total population for Tasman Region

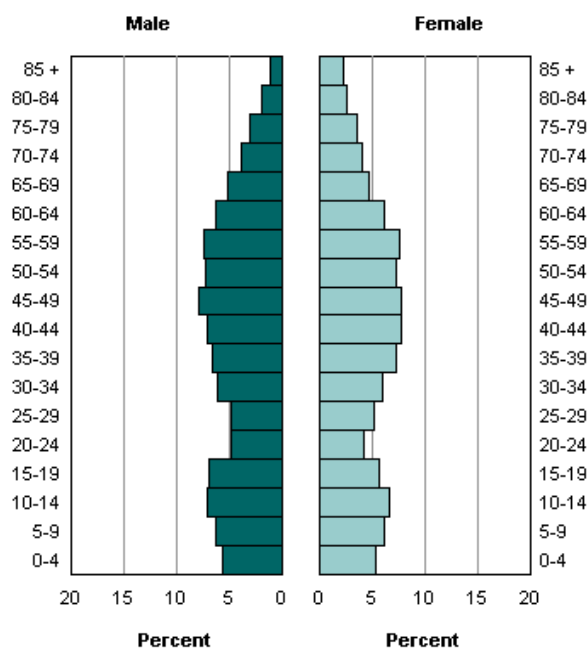
2006 Census



The median age (half are younger, and half older, than this age) is 40.3 years for people in Tasman Region. For New Zealand as a whole, the median age is 35.9 years. 13.6 percent of people in Tasman Region are aged 65 years and over, compared with 12.3 percent of the total New Zealand population. 21.5 percent of people are aged under 15 years in Tasman Region, compared with 21.5 percent for all of New Zealand.

Total population for Marlborough Region

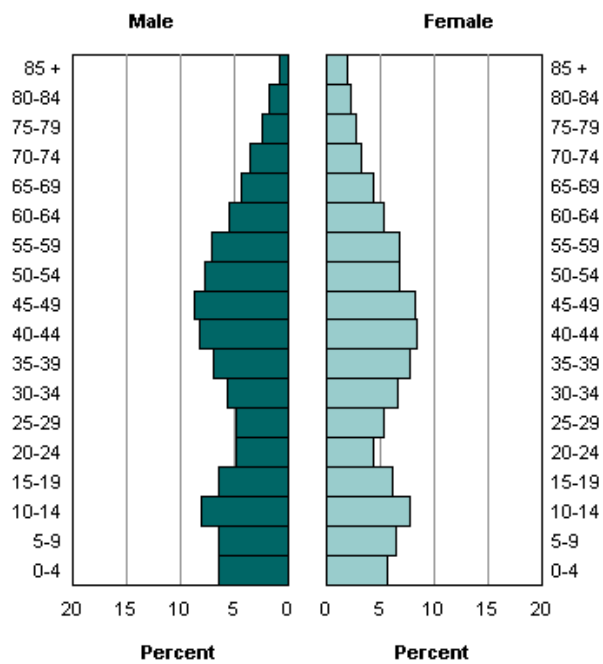
2006 Census



The median age (half are younger, and half older, than this age) is 41.7 years for people in Marlborough Region. For New Zealand as a whole, the median age is 35.9 years. 16.2 percent of people in Marlborough Region are aged 65 years and over, compared with 12.3 percent of the total New Zealand population. 18.6 percent of people are aged under 15 years in Marlborough Region, compared with 21.5 percent for all of New Zealand.

Total population for West Coast Region

2006 Census



The median age (half are younger, and half older, than this age) is 40.2 years for people in West Coast Region. For New Zealand as a whole, the median age is 35.9 years. 13.8 percent of people in West Coast Region are aged 65 years and over, compared with 12.3 percent of the total New Zealand population. 20.4 percent of people are aged under 15 years in West Coast Region, compared with 21.5 percent for all of New Zealand.