**Blackburn Diocesan (Vision Implementation) Strategy and Plan 2016-2020**

**Executive Summary & Timeline Only**

**v0.95 (211216)**

**Work in Progress – CONFIDENTIAL**

**Dave Champness**

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**BLT Sign off**

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| --- | --- | --- | --- |
| Name | Role | Signature | Date |
| Bishop Julian | Diocesan Bishop |  |  |
| Bishop Geoff | Bishop of Lancaster |  |  |
| Bishop Philip | Bishop of Burnley |  |  |
| Michael Everitt | Archdeacon of Lancaster |  |  |
| Mark Ireland | Archdeacon of Blackburn |  |  |
| Peter Howell-Jones | Dean of Blackburn |  |  |
| John Chitham | Bishop’s Chaplain |  |  |
| Graeme Pollard | Diocesan Secretary |  |  |
| David Banbury | Parish Mission Support |  |  |
| Sue Penfold | Discipleship and Ministry |  |  |
| Fleur Green | Women’s ministry |  |  |
| Stephen Whittaker | Director of Education |  |  |
| Dave Champness | Vision Coordinator |  |  |
| Ronnie Semley | Communications Manager |  |  |

**1. Executive Summary**

This document articulates the strategy of the Blackburn Diocesan Board of Finance in implementing Vision 2026 from autumn 2016 until end 2019.

There is a brief overview of the development of Vision 2026 from October 2013 until autumn 2016 and the process by which this strategy has been created.

The bulk of this document takes each of the strategic priorities, provides some background and outlines the strategy for implementing each in turn.

The key challenges facing the diocese are:

1. Year on year decline in regular weekly attendance in >70% of parishes
2. >75% of parishes have a higher proportion of over 70’s in their worshipping community than the general Lancashire population
3. 25% of stipendiary clergy are due to retire by 2026
4. Parish share collection is less than 90% of request
5. Only 25% of parishes have unrestricted income greater than unrestricted outgoings

Vision 2026 was created in response to these challenges, choosing to direct central and local resources towards creating healthy churches that are transforming their communities, by; encouraging parishes and individuals in growing disciples, being witnesses and growing leaders.

Delivery of this Vision Implementation Strategy requires diocesan financial resources to be focused on supporting individuals and projects that will enable a ‘step change’ in activity delivering the ten year strategic outcomes of:

1. Growth in the worshipping community across the diocese
2. The worshipping community age profile more closely reflecting that of the general population
3. Significant proportion of parishes and individuals actively involved with fruitful activities bringing hope to those in greatest need

A pipeline of applications will be made to the Church Commissioners for Strategic Development Funding to support projects that enable a ‘step change’ within the diocese as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Application title | Brief description | Funding length  | Finances |
| April 2017 | Outer Estates leadership (phase1) | Church Army Centre of Mission at Grange Park, Blackpool; Church of England Ministry Experience Scheme at Mereside, Blackpool; outer estates leadership training hub in Blackburn south-east | 7 years | £2.05m gross£650k from Diocese |
| Oct 2017 | Resource sharing hubs phase 1 | Resourcing network in Blackpool Deanery focussed on work with children/young people; Holy Trinity Brompton-style church plant amongst students/young people in Preston city centre; Youth focussed church hub in Accrington Deanery  | 5 years | £1.5m gross£300k from Diocese |
| April 2018  | Vision Implementation Fund | Fund (Parish Administration Support Vision Fund) for parishes to apply for support in administration/ finance/ governance/ safeguarding. Freed up clergy time to be used for missional activities including delivering effective occasional office preparation/ follow up  | 5 years | £2.0m £800k from Diocese |
| Oct 2018 | Resourcing sharing hubs Phase 2 | Subject to appropriate local engagement: Four locations in Lancaster, Leyland/Chorley, Blackburn Cathedral and Burnley  | 5 years | £2.0m £400k from Diocese |
| April 2020 | Outer Estates leadership Phase 2 | Three locations in Ribbleton, Preston; Stoops, Burnley; Ryelands, Lancaster | 7 years | £1.9m gross £500k from Diocese |

Total cost = **£9.45m** gross, with diocese contributing **(£2.65m)** from the sale of diocesan assets/release of reserves/in kind (eg property/officer time).

The geographic spread of the pipeline of proposed applications to the Church Commissioners is shown below:

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**2. Vision 2026**

1. **Theological Background**

Vision 2026 is set in the context of a wider movement within the historic Christian churches to focus on the priority of **discipleship** in response to the challenge of long-term numerical decline. When Pope Benedict called together the bishops of the Roman Catholic Church for a Holy Synod on the New Evangelization in 2012, delegates from the West were expecting to find that decline was primarily a Western issue, and to hear stories of growth and the advance of the Gospel in the global south; however the striking discovery at the start of the gathering was that dioceses in the two-thirds world were grappling with exactly the same problems in proclaiming the faith as the dioceses in the developed world. Three features of this emerging globalising culture which provide a particular challenge to making new disciples for Christ in our generation were identified: secularism, materialism and individualism.

In his response to the Synod, Pope Benedict defined the Church as ‘**a community of missionary disciples’**. His successor has looked back to a previous century when the Church was losing touch with the lives of ordinary people in the 13th century and has taken the name of Francis, whose life was devoted to poverty and to preaching the Gospel. Faced with a Church rocked by various scandals, Pope Francis has commented, ‘O, how I would like to see a poor Church, and for the poor.’

The Methodist Church in Britain has also been looking to its roots for inspiration as it seeks to reshape itself for the missionary task under the leadership of Martyn Atkins, its outgoing General Secretary, who has pointed that Methodism was a discipleship movement long before it was a church. John Wesley described a Methodist society as a company of men and women ‘having the form, and seeking the power, of Godliness; united in order to pray together, to receive the word of exhortation, and to watch over one another in love, that they may help each other to work out their salvation.’ The Methodist Church is now reviewing all its work and activity in the light of its new strapline, ‘**a discipleship movement shaped for mission’**.

There has been a lot of creative writing and thinking across the denominations on the theme of discipleship, including *Reimagining Discipleship* by Robert Cotton (2012), *Disciples Together* by Roger Walton (2014), *Following Jesus: the plural of disciple is church* by Alison Morgan (2015) and, most recently, *Being Disciples: essentials of the Christian life*, by Rowan Williams (2016). Williams defines discipleship as ‘a state of being’, recalling that the first disciples in John’s Gospel were those who were willing to hang around continually in his presence, waiting for a significant word to fall from his lips: ‘Disciples watch, they remain alert, attentive, watching symbolic acts as well as listening for instructive words; watching the actions that give the clue to how reality is being reorganised around Jesus.’ In his emphasis on being, rather than doing, Williams puts prayer and stillness in its rightful place at the centre of being a disciple.

Discipleship is at the centre of the Church of England’s ambitious programme of change entitled *Renewal and Reform*, being led by the Archbishops of Canterbury and York. ‘Developing Discipleship’ is the title of a major strand of work, which includes a new theological conversation on ministry and discipleship, a new catechism for the Church of England, and the promoting of ‘Ten Marks of a Diocese Committed to Developing Disciples’.[[1]](#footnote-2) These are listed in Section 2c).

Whilst ‘**Renewal and Reform**’ doesn’t have the instant appeal and excitement of straplines adopted by our sister churches, it does describe the change God has brought about in his Church in every dark time of its history – whether the renewal brought about by the Franciscan and Dominican friars in the middle ages, or in the Reformation in the 16th century and the subsequent Counter-Reformation, or in the birth of Methodism in the Evangelical Revival of the 18th century. Again in the 21st century what the church needs today is both spiritual renewal and institutional reform – spiritual renewal rediscovering the grace, gifts and glory of God, and institutional reform correcting abuses (such as safeguarding failures) and removing structural blockages and hindrances to growth.

Developing Discipleship is at the heart of Vision 2026, as making disciples, being witnesses and growing leaders are the three core strands of our vision of *Healthy Churches Transforming Communities*. It is our failure to develop disciples who are waiting on God in expectant prayer, growing in their knowledge of Scripture, inspired by a vision to bring good news to the poor, and able to themselves make disciples, which lies behind the lethargy and petty arguments which can so often characterise parts of our life together.

The Church has a high, holy and subversive calling. Rather than being some ecclesiastical wing of the National Trust, it is the Bride of Christ, made holy by his sacrifice for her, and the Body of Christ, a sacramental reality in which the work of incarnation continues, as Christ is made visible in bread and wine and his word is spoken and heard in the preaching of the Word. The Church is called to be a sign, agent and foretaste – that is, a sacrament – of the kingdom of God. We are the advance guard of heaven colonising earth, working urgently in the period between the inauguration of the kingdom of God in the life, death and resurrection of Jesus and the final consummation of the kingdom when Christ returns in glory to rule over a new heaven and a new earth.

Vision 2026 isn’t the late-flowering of a shrub that is dying back for the winter, or a quick-fix strategy for a failing organisation. Rather it is the means by which God is calling the churches of Blackburn Diocese to become what they already are, God’s chosen instrument for the salvation of Lancashire. Salvation, viewed through the lens of Scripture and of the coming *Parousia* (the return of Christ in glory), includes not only the conversion of individuals but the healing of creation, sharing in the *missio Dei* as we work with God towards that Day when all things shall be restored in Christ. Social action and evangelism are intimately bound together within our vision of being witnesses in a county such as Lancashire, where acute poverty and relative affluence sit side by side.

Vision 2026 shares the same holistic vision of mission which underpins the Church of England’s Renewal and Reform programme, which is built around the three Quinquennial themes adopted by the House of Bishops in 2010: promoting spiritual and numerical growth, working for the common good and reimagining ministry. The massive and growing involvement of Christians in work for justice and mercy in society is one of the most heartening signs of the health of the Christian Church. Although overall attendance may be falling, attendance at public worship only measures one dimension of church life. Besides *breadth*, measured in numbers, two other dimensions are equally important, the *depth* of faith of its members and the *vitality* of the church, measured in terms of its commitment to the poor and work for the common good.

One of the changes of recent years has been the way that different traditions have come to affirm the place of both social action *and* evangelism, as evangelicals have rediscovered their (temporarily mislaid) social conscience and liberals have rediscovered their theology, particularly the biblical foundations for social engagement. The experience of recent initiatives such as foodbanks, Street Pastors and Christians Against Poverty is that engagement with those in need also ‘evangelises’ the faithful, helping them to grow as disciples of Jesus, and also makes the Church attractive and credible in its evangelism.

Evangelism is part of discipleship, for if Jesus describes disciples as those who are taught to obey everything he commanded (Matthew 28.20) then disciples must by definition be committed to making new disciples. The fruit of a priority focus on discipleship within the diocese should be a steady stream of new disciples, leading eventually to growth. Growth is a strong biblical theme – the verb *auxano* (a strengthened form of *auxo*, to grow) is used 22 times in the New Testament. In the Synoptic Gospels the image is of the Kingdom of God growing like a plant springing from the seed of the preaching of the Word, in the face of all opposition. God is the one who causes the seed to grow. In Paul’s letters *auxano* is used of the growth of the Church despite human factionalism and division, as in the much-quoted verse printed on the cover of *From Anecdote to Evidence*, the report of the Church Commissioners’ Church Growth Research Programme:*‘I planted the seed, Apollos watered it, but God made it grow.’* (1 Corinthians 3.6).

However, our focus in making new disciples should be on growing the Kingdom of God, not just the Diocese of Blackburn. As Archbishop Justin Welby affirms,

*Evangelism is not a growth strategy. Of course we want to see full churches. But this is not anxiety for an institution, or worst still self-survival. Martin Luther’s definition of sin as a heart curved in on itself is instructive for us here. The Church which is concerned primarily for its own life or survival, a church that is curved in on itself, is signing its own death warrant...*

*What compels this priority is the same motive that compelled the first proclaimers; that compelled Archbishop William Temple’s great report in 1945, ‘Towards the conversion of England’; that compelled evangelist Billy Graham; that compelled the decade of evangelism; and all the reports and publications from the General Synod; and Pope Francis’ wonderful encyclical Evangelii Gaudium.*

*It is summed up in 2 Corinthians 5: 14-15: ‘For Christ’s love compels us, because we are convinced that one died for all, and therefore all died. And He died for all, that those who live should no longer live for themselves but for Him who died for them and was raised again.’[[2]](#footnote-3)*

1. **Ten Marks of a diocese committed to developing disciples** ….

*produced by Education Division, Ministry Division and MPA. December 19 2014*

1. **…A lifelong journey of discipleship and growth in Christian maturity is supported and modelled by all**. The diocese offers opportunities for nurturing faith, prayer and discipleship across all generations, so that all Christians continually grow as followers of Jesus in their understanding and their actions.

2. **…The importance of discipleship in daily life is affirmed**. Events, publications and statements at all levels of diocesan activity highlight and support the role of Christians living out their faith as they seek to build the Kingdom of God in the wider community, workplace and home.

3. **…Gatherings for worship celebrate the discipleship of all the baptised**. The discipleship of the whole people of God is celebrated in the liturgy by word and symbol in the worship of congregations and on diocesan occasions such as the induction of ministers into parishes.

4. **…Disciples are equipped to help others to become followers of Jesus**. The diocese offers deliberate planning and resourcing to enable congregations and individuals in their witness to Christ, and develops support networks with those involved in ministries such as lay evangelists or lay pioneers.

5. **..…Diocesan work on vocations is based on the principle that all the baptised are called into God’s service**. Vocations advisers strategically promote opportunities to work with all Christians to discern and develop their calling and ministry in both the world and the church.

6. **…Good practice in facilitating learning and formation is developed**. Laity, clergy and parishes are regularly resourced and equipped with high levels of expertise in using facilitation skills, learning methodologies and approaches to catechesis and formation.

7. **..…Gifts of leadership are recognised and developed among all the baptised**. A share in spiritual leadership, governance and witness in the wider community is affirmed by lay and ordained alike, and such affirmation is embedded in diocesan processes (e.g. Articles of Enquiry, Mission Action Plans and Ministry Development Review). 11

8. **…Innovation and experiment are encouraged in mission, ministry and discipleship**. The diocese promotes and affirms new developments in forms of church life, in which disciples – lay and ordained alike - grow as they are released into new areas of active service and ministry.

9. **…Specific diocesan policies and plans promote discipleship development**. As an integral part of diocesan strategy there are current theologically rooted plans, projects and programmes in place to encourage and resource discipleship development.

10. **…Diocesan resources are committed to the development of the whole people of God**. Resources of staff and money and time are allocated, and their effectiveness in enabling discipleship development of all regularly reviewed and assessed.

1. **Summary of the Vision**

The year 2026 marks the centenary of the formation of the Diocese of Blackburn. In the ten years leading up to our centenary, Vision 2026 is a plan to turn around the long-term trend of gradually declining attendance. Our vision is for the growth of God’s kingdom, not just of his church. Our vision is to develop healthy churches which transform their communities, a vision in which making disciples for Jesus Christ and pursuing social justice sit side by side.

As a diocese with our Vision, we are willing to face the cost of change; and in prayer we see the grace and power of God which can alone bring renewal and growth. We are committed to work together (clergy, laity, church schools, diocesan staff and the cathedral) to deliver Vision 2026 by:

Making disciples of Jesus Christ

* Knowing the Scriptures better through reading, teaching, preaching and study
* Praying with greater depth and urgency for the Kingdom of God to come
* Giving generously of our time, talents and money to the cause of Christ

Being witnesses to Jesus Christ

* Sharing the Gospel of salvation with confidence
* Holding regular enquirers courses in as many local churches as possible
* Showing God’s love in action through projects that meet a local human need
* Offering thorough and accessible Baptism preparation and follow-up
* Planting or renewing 50 new strategic congregations by 2026

Growing leaders for Jesus Christ

* Supporting and equipping the current leadership for today’s context
* Enabling missional leadership in every Christian community
* Liberating lay leadership for greater participation
* Creating the varied patterns of Sunday and weekday worship necessary to welcome all kinds of people, especially the newcomer
* Prioritising work among children, young people and schools to raise up a new generation for Christ

The Diocesan Vision Prayer:

*Heavenly Father, we embrace Your call for us to make disciples, to be witnesses and to grow leaders. Give us the eyes to see Your vision, ears to hear the prompting of Your Spirit and courage to follow in the footsteps of your Son, our Lord and Saviour Jesus Christ. Amen*

**3. Progress with implementation of the Vision - January 2015 to June 2016**

* Development of Vision 2026 brand and Diocesan prayer
* Agreement from Church Commissioners to fund
* Six prayer evenings in autumn 2015 attended by c. 900
* Five-part Vision course (DVD and handouts) produced and circulated to parishes in autumn 2015
* Recruitment of full time Vision Coordinator from January 2016.
* Recruitment of new Archdeacon of Blackburn with specific responsibility for Vision 2026 from February 2016
* Fourteen deanery evenings introducing the Vision and Crossroads Mission during January/February 2016 attended by over 1,000
* Pioneer minister funded from Vision budget starts work in Mereside, Blackpool (in a parish where the church had closed [12 months] previously)
* Recruitment of over 190 Vision Champions covering c. 81% of parishes (85% of RWA and 93% of population). Over 50% of the Champions met each other at informal evenings held at suffragan bishops houses during April 2016.
* Creation of nine Vision Initiative Groups led by a member of the Bishop’s Leadership Team – The groups were tasked with producing a 3-10 year plan based on needs identified by parishes, produce resources and hold training events and individual parish support as required
* Articles of Enquiry seeking initial response to the Vision from parishes – identifying needs for action by the appropriate Vision Initiative Groups and celebrating what parishes are already doing to progress the Vision
* Vision 2026 @ The Guild Hall – as well as being the single Archdeacons’ visitation for the swearing-in of churchwardens, the service celebrated what God is already doing in the diocese and seeking His blessing on both the work of the Vision Champions and the Crossroads Mission in September. Attended by over 1,600.

**4. Development of Blackburn Diocesan Strategy 2016-2020 – summer/Autumn 2016**

* Responses from the Articles of Enquiries requesting assistance categorised by the original vision priorities were reviewed:

**Making Disciples 53** requests

**Being Witnesses 53** requests

**Growing Leaders 76** requests of which **33** were related to children, young people and schools

**Other (eg buildings/finance/clergy) 56** requests

* During Bishop Leadership Team’s (BLT) residential in May need identified to bring together the thirteen initial Vision initiatives with Business-as-usual activities to create a 2016-2020 Vision Implementation strategy. The strategy will support the Peer Review in November 2016 and support for an application to the Church Commissioners’ Strategic Development fund for strategic ‘step change’



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* BLT undertook an activity to review 30+ activities in July and re-confirmed the three key Vision themes; Making disciples, being witnesses, growing leaders
* Subsequently agreed the strategic outcomes for the three key Vision priorities as: mature disciples, confident witnesses, effective leaders
* Children, young people and schools were identified as a priority demographic (these were originally a priority under ‘Growing leaders’).
* Four cross-cutting contexts identified: Cathedral, presence and engagement, outer estates and ‘turnaround’ opportunities agreed at September BLT
* A picture articulating the strategic priorities within a timeline was created:

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* Picture adding the priority contexts:



* Leaders (sponsor and lead BLT/staff members) were identified for each of the priority areas:

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* And for the priority contexts:



Each of the Strategic priority area/context Steering Groups will have a bishop or archdeacon as a sponsor, lead BLT/staff members a project manager and advisors (clergy and laity). These will replace the Vision Initiative Groups. The Groups will need to develop and implement the strategy for their area, proactively engaging with (agreeing who is doing what to avoid duplication/missing things) other Groups on inter-related activities (see **appendix a** for more details on requirement for each of the roles).

1. **Measures and targets identified to track progress for each of the priority areas/contexts**

Setting measures and targets for faith activities can be a philosophical challenge for some. However, including some method for assessing whether an activity is being successful practises good stewardship of resources (time, talents and money). It is recognised that some of the measures can only be a proxy.

Summary of current position (2014 data):

**Regular Weekly attendance (RWA)**  17,227 per week.

**% Parishes with RWA < 30** 18%

**% Parishes with RWA >30<50** 16%

**Change in RWA from 2010-2014** 33% parishes grown

**% parishes with proportionally more Under 18’s**

**than in the Lancashire general population** 25%

2016 data

**% of parishes with a stipendiary priest aged >60** 22%

**% of parishes with a Vision Champion** 82%

**% of parishes holding at least one event for Crossroads** 75%

A summary of the measurable outcomes (in Grace) for the Vision priorities and contexts by 2026 unless stated:

|  |  |  |  |
| --- | --- | --- | --- |
| Priority Area | Measure | Target | Date(s) |
| **Healthy Churches** | Growth in size of worshipping community  | > (2015 baseline) | 2026 |
| Worshipping community more closely mirrors the age profile of the general Lancashire population in 2026 | 23% under 1860% 18-7017% over 70 | 2026 |
| % of parishes with higher regular weekly attendance in 2026 than 2015 baseline | >67% parishes  | 2026 |
| % of parishes score ‘B’ or above for all 6 criteria in the Healthy Church Audit (worship, vision, leadership/collaborative ministry, active discipleship, strong sense of community & outward looking focus | >67% parishes  | 2026 |
| % of parishes with an actively reviewed Mission/Vision Action Plan  | >75% parishes | 2026 |
| % of parishes with at least one adult confirmation candidate per year | >67% | 2026 |
| % increase in the number of planned giving units against 2015 baseline | >25% | 2026 |
| Average giving per planned giving unit increases 25% from 2015 baseline (£8.22)  | >£11k/week/unit | 2026 |
| **Transforming Communities** | % of parishes actively engaged with fruitful activities bringing hope to those in greatest need | >67% | 2026 |
| % increase in the number of person/hours involvement in social action projects from 2017 Articles of Enquiry baseline | >50% | 2026 |
| **Making Disciples** | % parishes offering mid-week opportunities for deeper discipleship covering all age groups | >75% | 2026 |
| **Confident Witnesses** | % parishes holding at least one intentional missional (evangelistic)/outreach activity annually  | >90% | 2026 |
| Number of new/reinvigorated congregations | 50 | 2026 |
| **Effective leaders** | Number of ordinands starting Initial Ministerial Education Phase 1 (IME1) every year | At least 13 | 2019 |
| Number of Readers starting training every year | At least 5  | 2019 |
| % of clergy time spent on administration/ governance  | Less than 15% (1 day per wk) | 2026 |
| % of parishes with an active lay leadership team who share responsibility and involvement in all areas of parish life (not just leading services) | >75% | 2026 |
| % PCCs meeting ‘good’ governance standards for all 6 principles in the ‘Good governance@ code for the voluntary and community sector | >75% | 2026 |
| **Children, young people and schools** | % primary schools being graded GOOD or OUTSTANDING for SIAMS (Statutory Inspection of Anglican and Methodist Schools), Religious Education and Christian Characteristics | 100% | 2019 |
| Number of missional parent and child sessions developed in parishes | At least 20 | 2019 |
| Number of new effective children and family orientated worship created in parishes | At least 20 | 2019 |
| Number of new youth centered worship activities in parishes | At least 20 | 2019 |
| Number of resource sharing hubs created to support work among children/young people & schools (subject to Commissioner funding) | At least 3 | 2026 |
| **Cathedral** | Measure(s) to be developed | TBC | TBC |
| **Presence and engagement**  | Number of new Asian congregations established (possibly in partnership with other organisations | At least 2 | 2026 |
| **Outer Estates** | Number of Church Army Pioneer Evangelists trained in an outer estates setting | At least 2(2 x 3.5 years) | 2023 |
| Number of graduates from Church of England Ministerial Experience Scheme | At least 14(2 x 7 years) | 2023 |
| Number of ordinands completed contextual training in outer estates | At least 14 (2 x 7 years) | 2023 |
| Number of lay leaders completed contextual training in outer estates  | At least 35 (5 x 7 years) | 2023 |
| Number of new congregations established on outer estates (contribute to overall 50) | At least 10  | 2023 |
| **Turnaround opportunities** | Number of parishes moved from declining attendance and insecure finances to growing attendance and secure finance (vs 2015 baseline of 106) | At least 75 out of 106  | 2026 |
| **Enablers** | % parish share collection rate  | 100% | 2020 |
| % curates’ homes rented rather than bought | 50% | 2020 |
| Peer review rating | At least 3 out of six areas rated ‘strong’ | 2018 |
| % completion of Parish Mission and Finance return | At least 95% | 2020 |
| % completion of Articles of Enquiry | At least 95% | 2020 |
| % parish quinquennials out of date  | Less than 5% | 2020 |
| % parishes assessing Diocesan communications as at least GOOD quality | 95% | 2020 |

**5. Vision Implementation Strategy Timeline**

**AUTUMN 2016**

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| --- | --- |
|  | **Autumn 2016** |
| Making disciples | **MI** Prayer for Crossroads (Sep)**SP** Start development of modular foundation course (Sep)**+P** Renewal & Reform – does it have a theology lecture (Dec) |
| Being witnesses | **Parishes** Crossroads (Sep) **Parishes** enquirers’ courses**DB** Brothers in Arms (Nov) |
| Growing leaders | **SP/+P** Vocations deanery roadshows & Called Out vocations event (Nov)**SP** Blackburn ‘SHAPEd for God’s Purpose’ course pilots**MI** Develop induction service liturgy that includes reference to the Vision  |
| Children, youth & schools | **+ G’s** KS2 Bible Challenge (Oct onward) |
| Enablers | **DC/MI** Parish Mission/Vision action planning launch (Oct/Nov)**GP** Balanced budget and 2017 Share explanation |
| External Obligations/risks | **GP** Peer Review (Nov) |
| Cathedral | **+J** Recruit new Dean (Oct) |
| Presence & engagement |  |
| Outer estates | **DC/+P** Develop proposal for CEMES, Church Army and Blackburn East pilots |
| Turnaround opportunities | **Archdeacons** identify Turnaround parishes and engage with Area Dean(s)**DC/Archdeacons** 2016 Parish share payments follow up (Sep) |
| Key Messages to parishes | **Crossroads participation****Enquirers courses****Vocations****Mission/Vision Action Planning****KS2 Bible Challenge** |

**2017**

|  |  |
| --- | --- |
|  | **Spring 2017** |
| **Making disciples** | **+P & Cathedral staff** organise**, Parish Leadership** promote and **worshipping community** attend Cathedral Eucharistic festival (Jan) |
| **RS** Promote Blackburn cycle of prayers on new website, **Parish Leadership** use Blackburn Cycle of Prayers during intercessions and **worshipping community** use in personal devotions |
| **GP** Agree with Finance Committee change to Parish Vision Grant Fund to subsidise parishes/ individuals to attend discipleship events/hold parish away day/weekends & for new/ replacement liturgy/ worship materials or Fresh Expression/congregation (Being witnesses) |
| **DB** Provide resources for parishes/individuals to engage with planned and appropriate general financial stewardship and thithing |
| **DBE** staff create process for tracking whether confirmation camp graduates continue in active participation in worshipping communities |
| **Being Witnesses** | **DB** Produce a DVD of the ‘faith sharing for the faint hearted course  |
| **DB** provide training for **Parish Leadership** on faith sharing |
| **DB** Develop in-house evangelism team (DET) – **Parish Leadership** select 2x available weekends in Spring term |
| **+G & DBE staff** organise **Parish Leadership** promote baptism training event (Feb) |
| **RS** Provide guidance on use of social media for occasional offices |
| **DB & +J** Launch Diocesan sports ministry |
| **DB** Seek opportunities to share faith through creative arts |
| **ES** promote faith audits in Accrington, Burnley & Pendle and 5th anniversary of Together Lancashire |
| **Bishops & Archdeacons** agree criteria for creating future BMOs |
| **TBC** create ‘Open churches’ support toolkit |
| **Growing leaders** | **SP, MI, +P** organise, **Clergy** attend study mornings (Feb/Mar) |
| **SP** run pilot and **Parish Leadership** identify candidates for worship-leaders course  |
| **SP/MS** arrange RPCC: Resourcing Pastoral Carers Course  |
| **GP** Provide support resources on Diocesan website for the safe recruitment and training of key lay (leadership) roles  |
| **Parish Leadership** agree to run, and encourage **worshipping community** attendance at the ‘SHAPEd for God’s Purpose’ course |
| **+J** Clarify guidelines for ‘communion by extension’ |
| **SP & +P** Review IME2 provision |
| **SP** Organise vocations event targeted at women aged 15-30 (March) |
| **SP** Support and encourage the appointment and training of new Spiritual Directors and promote Spiritual Director support in MDR paperwork |
| **SP** Hold consultation day with clergy managing multi-parish benefices |
| **SP** develop process for monitoring Black Asian Minority Ethnic vocations |
| **SP** update Ministerial Development Review paperwork to include reference to Vision 2026 |
| **GP** Revise and implement diocesan anti-bullying policy |
| **GP/AC** develop and pilot clergy spouse career support package |
| **GP/AC** revise and implement anti-bullying policy |
| **GP/EH** ensure new CMS includes functionality to access retired clergy skills/availability |
| **DC** complete review of existing patterns of worship |
| **Bishops & Archdeacons** continue to engage with leadership of potential resourcing/sharing churches in Blackpool/ Preston & Accrington  |
| **RS** ensure new website has attractive/interactive page for clergy vacancies |
| **Children, youth & schools** | **+ G’s** KS2 Bible Challenge ongoing |
| **BLT** Develop Resourcing Church proposals focussing on young people/schools/ university  |
| **SW** recruit new Diocesan Youth Adviser (Jan) |
| **SW** continue conversations with High Schools about alternative models of chaplaincy |
| **Enablers** | **DC with RS** project managewebsite replacement |
| **DC/EH** project manage diocesan directory replacement |
| **GP/RMc** manage Parish Share Relief Fund applications |
| **GP/RMc** review free cash retention policy with Finance Committee |
| **GP/RMc** share initial 5 year budget scenarios with BLT/Finance Committee |
| **GP/RMc** provide resource and contacts for **Parish Leadership** re: good stewardship of parish cash reserves |
| **GP** work with Property/Finance Committees in identifying opportunities to sell assets to fund diocesan contribution to Church Commissioners’ applications |
| **GP** continue exploring options for Church House with Cathedral  |
| **GP** confirm with Bishop’s Council the long term asset plan for Clayton House |
| **GP/RS** ensure all letterheads, Powerpoint tenmplates etc have appropriate Vision branding |
| **GP/SH** communicate updated 2016 National Safeguarding Policy |
| **GP/Archdeacons/SH** chase parishes that didn’t return the safeguarding section of the 2016 Articles of Enquiry |
| **BAT** work with Area Deans in developing 5-10 year clergy deployment plans by deanery |
| **Archdeacons** prepare Articles of Enquiry questions and Visitation News |
| **Archdeacons** encourage parishes with significant parish reserves to donate to the Parish Vision Grant Fund |
| **BLT** consider consequences for ‘wont pay’ parish share parishes |
| **BLT** consider changes to 2018/2019 parish share including concept of conditional Jubilee |
| **All** improve coordination of e-mail messages/newsletters from departments  |
| **RS** consider additional users of Diocesan Twitter & Facebook accounts |
| **RS** update & promote social media good practice guidelines for **Parish Leadership** |
| **RS** undertake review of communication channels including The See  |
| **External Obligations** | **Bishops and DB** support Durham Mission (Mar) |
| **Cathedral** | New **Dean** starts (Mar) |
| **+P** Eucharistic Festival (Jan) |
| **Presence & engagement** | **MI/Arun John** organise Asian Christian convention (Cathedral) |
| **MI/Arun John** develop Pilgrim Project training for **Parish Leadership**  |
| **Outer estates** | **DC** Develop application to Church Commissioners for Grange Park/Mereside & Blackburn SE with local **Parish leadership** |
| **Turnaround opportunities** | **DC/Archdeacons** Develop a suite of turnaround interventions  |
| **BLT** to identify and recruit team of turnaround consultants |
| **Key Messages to parishes** | **Plan for intentional missional activity in Sum 17**  |
| **Mission/Vision Action Planning continued** |
| **Prepare for Thy Kingdom Come**  |

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|  | **Summer 2017** |
| **Making disciples** | **MI** Collate discipleship materials for lay and ordained leaders to use via website  |
| **DB & Bishops** Develop a DVD based teaching for tithing money and gifts |
| **BLT** promote Thy Kingdom Come including Open Church initiative, **Parish Leadership** and **worshipping community** engage with events |
| **MS** provide resources to support **Parish leadership** recruit volunteers/leaders from **worshiping community** |
| **Being witnesses** | **Parish Leadership** hold at least one Intentional missional activity  |
| **DB** Home Front Front Line |
| **Parish Leadership** Share the ‘faith sharing’ DVD with congregation |
| **DB** Provide resources for churches to get involved with Together Lancashire and/or other social action projects |
| **DB** Produce resources to support parishes who wish to start a new congregation or Fresh Expression (Mission Shaped Ministry) |
| **DB** support, **Parish Leadership** promote and **worshipping community** attend sports ministry workshops |
| **SP** consider how to encourage people with disabilities to seek their vocations and how to encourage **Parish Leadership** to engage with members of **worshipping communities** with disabilities |
| **Growing leaders** | **Archdeacon** Visitations focus on welcome ministry (May) |
| **Archdeacons** provide training, resources for sidesmen/women/ welcomers on diocesan website  |
| **SP/MS** provide communion by extension training (assuming guidelines agreed in Spring) |
| **JC** review process for approving communion assistants and communicate result with **Parish Leadership** |
| **SP** Development of updated IME2 curriculum (continued) |
| **AC** Design package for spouses of applicants from outside of the diocese |
| **MI** Create peer support group and **SP** provide resources for leaders of large churches |
| **SP/Archdeacons** Focus support on **clergy** who are personally, or their worshipping community, are not engaging with legal and/or diocesan requests |
| **Bishops & Archdeacons** decide how to engage with local leadership in identifying additional resourcing/sharing church/hubs for Church Commissioners funding application in Oct 2018 |
| **Children, youth & schools** | + **G’s** Celebrate KS2 Bible Challenge completion (June) |
| **BLT** Develop resourcing church proposals focussed on young people/schools/ university |
| **Enablers** | **DC** Application to Church Commissioners (Outer Estates pt1) submitted (Apr) |
| **BLT** 2018 budget preparation |
| **Bishops** review with link committees the cost/benefits of Link Dioceses |
| **GP/RMc/EH/AC/SH/JS** complete documentation of DBF business processes |
| **RS** produce basic brand usage guidelines for staff and **Parish Leadership** |
| **RS/DC** identify key diocesan stakeholders  |
| **External Obligations** | **MI** Thy Kingdom Come (May) |
| **RS** promote Landmark Lancaster (May) |
| **Cathedral** | **Dean** Active in Presence and Engagement |
| **Dean** Increased collaboration with Diocese including review with **GP** on sharing back office resources |
| **Presence & engagement** |  |
| **Outer estates** | **DC** St1 Application to Church Commissioners for Grange Park/Mereside & Blackburn SE  |
| Recruit interns for CEMES in Mereside |
| **Turnaround opportunities** | Turnaround consultants work with **Parish Leadership**  |
| **Key Messages to parishes** | **Thy Kingdom Come and Open Church pilot** |
| **Hold intentional missional activity with faith sharing course** |
| **Ministry of Welcome – Archdeacons’ visitations**  |
| **Good stewardship is of time and talents as well as money** |
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|  | **Autumn 2017** |
| **Making disciples** | **+P** lead Holy Land Pilgrimage (Nov) |
| **DB** Stewardship campaign |
| **MS** collate and promote materials for small/house/cell groups and **SP** organise training courses for lay leaders |
| **SP** Modular Foundation Course launched |
| **+J** Devise a Bishop’s Bible Study for adults |
| **SP** Collate materials for small/house/cell groups to use and training courses for leaders |
| **Being witnesses** | **DB** Mission weekend – 2x available weekends for DET |
| **Parish Leadership** hold enquirers’ courses |
| **DB** Brothers in Arms events (Oct/Nov) |
| **DB** consider franchise opportunities for Brothers in Arms/ Home Front Front Line |
| **ES** update Disability checklist |
| **Growing leaders** | **SP** Provide resources and training for Fresh Expressions leaders |
| **SP** Decide how and when to introduce aspects of Vision 2026 in to the MDR process |
| **Archdeacons** Facilitate Chapter meetings to overcome churchmanship/culture barriers preventing effective functioning |
| **Parish Leadership** create lay pastoral care team (if not one currently) |
| **DB** provide resources & training for Fresh Expressions Leaders |
| **ES** provide resources & training for Street Pastors |
| **Bishops & Archdeacons/SP** consider how to introduce Vision 2026 measures in the Ministerial Development Review process |
| **Children, youth & schools** |  |
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| **Enablers** | **DC** St 1 Application to Church Commissioners for Blackpool, Accrington & Preston Resource sharing hubs/networks  |
| **GP** 2018 budget sign off |
| **John Hall** report to Bishop’s Council on progress with Whalley Abbey  |
| **Archdeacons** undertake parish visitations (risk based?) |
| **External Obligations** | **BLT** 500th anniversary of Reformation (Oct/Nov) in conjunction with Braunschweig Diocese |
| **DB** support **Parish Leadership** in planning missional activities to coincide with Hope Together 2018 |
| **Cathedral** | **Dean/GP** Review back office sharing options |
| **Dean** Increased collaboration with Diocese |
| **Presence & engagement** | **Arun John/ES** develop a Presence & Engagement centre at St Stephens, Blackburn |
| **Outer estates** | **DC** St2 application to Church Commissioners for Grange Pk/ Mereside & Blackburn SE |
| CEMES Scheme in Mereside starts |
| **Turnaround opportunities** |  |
| **Key Messages to Parishes** | **Following on from Thy Kingdom Come, encouraging creation/development of [lay led] discipleship/prayer groups in parishes** |
| **Preparing parishes for engagement with Hope 2018 - including Mission Shaped Ministry** |
| **Preparing parishes further changes to Parish Share from 2018** |

**2018**

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|  | **Spring 2018** |
| **Making disciples** | **+J** Launch Adult bible study (Lent course?), **Parish Leadership** promote and **worshipping community** use |
| **MI** Design Deanery based Centres of Prayer |
| **Being witnesses** | **DB** Mission Shaped Ministry |
| **ES** promote ‘Know your church, know your neighbour’ sessions |
| **Growing leaders** |  |
| **Children, youth & schools** |  |
| **Enablers** | **DC** St 2 application to Church Commissioners for Blackpool/ Accrington/ Preston resourcing/ sharing churches |
| **External Obligations** | **BLT** Carlisle Mission (Mar) |
| **Cathedral** |  |
| **Presence & engagement** |  |
| **Outer estates** | Church Commissioners’ Funding received for Outer Estates Ph1 |
| **Turnaround opportunities** |  |
| **Key Messages to parishes** | **Participate in Hope 18** |

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|  | **Summer 2018** |
| **Making disciples** | **Bishops** lead deanery Centres of Prayer, **Parish Leadership** take group, and **worshipping community** attend centre of prayer |
| **GP** enable funding for reordering/refurbishment of Whalley Abbey Chapel |
| **Parish Leadership** run Bishop’s tithing course |
| **Being witnesses** | **Parish Leadership** hold intentional missional activity |
| **Growing leaders** |  |
| **Children, youth & schools** |  |
| **Enablers** | **DC** Application to Church Commissioners for Blackpool/ Accrington Preston Resourcing Churches |
| **External Obligations** |  |
| **Cathedral** |  |
| **Presence & engagement** |  |
| **Outer estates** | Recruit workers for Outer Estates Ph1 |
| **Turnaround opportunities** |  |
| **Key Messages to parishes** | **Prepare for Diocesan Conference on apologetics** |
| **Partake in Hope 2018 activities** |

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|  | **Autumn 2018** |
| **Making disciples** | **DB** organise and implement ‘Make a Will’ Campaign  |
| **Being witnesses** | **Parishes** hold enquirers’ courses |
| Church planting |
|  | **SP** include faith sharing as part of Ministerial Development Review process/criteria |
| **Growing leaders** | **BLT** Diocesan conference (Nov) |
| **Children, youth & schools** |  |
| **Enablers** |  |
| **External Obligations** | WW1 end (Nov) |
| **BLT** Peer Review 2nd round (Nov?) |
| **Cathedral** |  |
| **Presence & engagement** |  |
| **Outer estates** | Commence Outer Estates work |
| **Turnaround opportunities** |  |
| **Key Messages to parishes** | **Attend Diocesan conference**  |
| **Partake in Hope 2018 activities** |

**2019**

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|  | **Spring 2019** | **Summer 2019** | **Autumn 2019** |
| **Making disciples** | **MI** design parish based centres of prayer | **Parish Leadership** hold and worshipping community attend centres of prayer |  |
| **Parish Leadership** rerun Vision Course (Lent?) |  |  |
| **Being witnesses** |  | **Parish Leadership** hold intentional missional activity | **Parish Leadership** holdEnquirers’ courses |
|  |  | Church planting |
| **Growing leaders** |  |  |  |
| **Children, youth & schools** |  |  |  |
| **Enablers** | **GP** create Parish Administration Support Vision Fund assuming receipt of CC funding |  |  |
| **RS** review Vision branding |  |  |
| **External Obligations** |  |  | WW2 start (Sep) |
| **Cathedral** |  |  |  |
| **Presence & engagement** |  |  |  |
| **Outer estates** |  |  |  |
| **Turnaround opportunities** |  |  |  |
| **Key Messages to parishes** |  |  |  |

**Anytime/all of the time**

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|  | **Activity** |
| **Making disciples** | **MI** promote, with Jonathan Carmillie, Whalley Abbey as a location for retreat, bible study and prayer for groups and individuals |
| **BLT to e**ncourage **all Staff to** attend Clayton House weekly prayers 0930 Mon and 1200 Friday plus monthly staff Eucharist at the Cathedral |
| **Bishops** to ensure every confirmation candidate has a testimony about what their faith means to them |
| **Parish leadership** to encourage attendance at discipleship events and hold parish away weekends |
| **Parish leadership** to encourage adult confirmations |
| **Parish leadership** to maintain contact with, and provide opportunities for those confirmed to play an active role in their worshipping communities |
| **Parish leadership** to encourage greater attendance at confirmation camp |
| **Worshipping community members** to give at least 5% of income to local church and 5% to Christian mission/development organisations |
| **Being witnesses** | **Worshipping community members** have a go at faith sharing |
| **Parish leadership** to hold enquirers courses |
| **Parish leadership** to create or get involved with at least one project bringing hope to those in greatest need |
| **Parish leadership** to have a go at creating new service/congregations |
| **Parish leadership** to have a go at creating Fresh expression |
| **Parish leadership** to invite the Diocesan Evangelism Team to support missional events as appropriate |
| **All** to strongly encourage and **Parish Leadership** to use occasional offices to engage with ‘fringe and forgotten’ – including follow up |
| **All** to encourage and **Parish Leadership** to support appropriate overseas mission/aid organisations |
| **DB** support parishes that held L1 events in Crossroads with holding L2 and/or L3 events in the future |
| **DB** to continue to deliver and **Parish Leadership** to host Brothers in Arms (BiA) /Home Front Front Line (HFFL) in the diocese |
| **Growing leaders** | **All** to encourage clergy to involve laity in supporting work within the local context |
| **All** to encourage and **Parish Leadership** to be open to changes in services, including use of Services of the Word |
| **All** to encourage collaboration between clergy |
| **All** to encourage clergy to take sabbaticals (NB budget can currently cover 4 per year) |
| **All** create attractive roles and encourage PCCs to create good quality persuasive parish profiles and to advertise using informal networks |
| **All** to actively ensure that ordinands and curates are retained in the Diocese |
| **All** to encourage clergy to be accountable to God, their bishop, their PCC and peers (deanery and/or tradition) for their performance at least once every two years |
| **All** to provide opportunities for mentoring (including shadowing) |
| **All** Encourage culture of clergy peer support and openness to ask for help |
| **All** continue to support hospital, prison and university chaplains by regular 121s and peer group meetings and **Parish Leadership** appropriately engage with chaplains |
| **All** actively identify and mentor women with the potential for middle/senior leadership in the diocese (‘home grown’ and external) and proactively communicate through informal channels that female applicants for senior roles are welcome |
| **All** support Area Deans in creating effective deanery chapters that enable two-way communication with the Area Dean/archdeacon and a forum for local ministerial development |
| **All** to encourage retired clergy to be involved in supporting parishes with services and implementing Vision 2026 and with Deanery Chapters |
| **All** actively encourage female applicants for applicable incumbent posts |
| **BAT** to recommend effective united benefices that reduce overall number of PCCs |
| **BAT** to consider the use of an interim role for all vacancies |
| **Archdeacons** continue to actively investigate allegations of bullying |
| **Archdeacons** to encourage parishes in vacancy to consider service patterns to reduce reliance on retired clergy |
| **AG** continue with Closed Clergy Facebook Group for sharing ideas |
| **Parish leadership** to encourage vocations – especially from under-represented demographics |
| **Parish leadership** to encourage Officer/leader attendance at relevant training courses |
| **Parish leadership** to start/continue small/house/growth/prayer groups – identifying leaders |
| **Parish leadership** to consider updating/producing a parish profile before they are in vacancy (following the Mission/Action Planning process) |
| **Children, youth & schools** |  |
| **Enablers** |  |
| **External Obligations/risks** |  |
| **Cathedral** | **Cathedral Chapter** to engage in two-way conversations with Bishops, Archdeacons and DBF/DBE staff |
| **Presence & engagement** |  |
| **Outer estates** |  |
| **Turnaround opportunities** |  |
| **Key Messages to parishes** | ARE THERE ANY ? |

**Annually**

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|  | **Activity** |
| **Making disciples** | **DBE and a Bishop/Archdeacon** lead annual confirmation camp and promote applications to ‘Pendleton Fund’ for subsidies |
| **Being witnesses** | **All** to support the annual Bishop’s Harvest appeal |
| **ES** to provide support to the World Development Group in administering the annual harvest appeal |
| **Parish Leadership** Engage with annual Bishop’s Harvest Appeal and/or other overseas mission/aid organisations – directly or via Mothers Union branch financially and in prayer |
| **Parish Leadership** Plan future annual intentional mission events |
| **All** encourage **Parish Leadership** to include short gospel message in Carol/Christmas/Remembrance services  |
| **DB** Regularly hold ‘faith sharing for the faint hearted and flummoxed course |
| **Growing leaders** | **SP/MS** to offer occasional preachers course at least twice per year |
| **SP/MS** to run lay worship leader course at least twice per year |
| **All** identify candidates for mid-term training |
| **SP** to identify Mid-ministry training for candidates identified by Bishop’s Appointment Team |
| **Clergy** to actively participate in MDR taking accountability for their performance |
| **Clergy** volunteer to be training incumbents |
| **Churchwardens/ PCC** to take interest in clergy Ministerial Development Review including providing feedback when requested. |
| **RS** promote and **Worshipping community members** Participate in Thank Your Vicar week |
| **Archdeacons** provide resources/lead training for a) Churchwardens (especially those new to role)b) Churchwardens in a vacancy c) PCC members on role as trustees (possibly using CPAS course materials)d) PCC effectiveness (eg away days/ questionnaires linked to good governance practise) e) Deanery Synod lay chair/vice chairs |
| **GP** provide resources/training for directors of BDBF and BDE plus Blackburn Cathedral as appropriate |
| **SR** provide resources and training for Treasurers and Gift Aid Secretaries |
| **GB** provide resource and training for PCC secretaries  |
| **SH** provide safeguarding training to clergy and laity in accordance with national guidelines |
| **All** to proactively identify future leaders (Area Dean, Archdeacon, Warden, Committee Chair) from clergy population |
| **BDE** provide resource and training for Families Workers |
| **ES** provide resources and training for Social Action project managers, fundraisers |
| **SP** continue ‘welcome to the diocese’ days |
| **JD** actively prepare curates for interviews (especially for first parish posts) |
| **MS** organise PCUK pastoral care course twice a year |
| **MS** provide resource on website and training for small/house/growth/prayer group leaders |
| **BDE** provide resources and training for Children and Youth/Family workers |
| **Parish Leadership** Promote resources and training to Children & Youth/Family Workers |
| **Children, youth & schools** |  |
| **Enablers** | **GP/RMc** produce budget/parish share explanatory information for parishes |
| **GP** provide improved explanation of why mission and finance information is required and to offer to return detail and summary statistics back to the parishes/deaneries. |
| **Parish Leadership** Hold stewardship campaigns |
| **Parish Leadership** to assess financial stability for parish and make plans accordingly |
| **Worshipping Community** review personal level of giving |
| **All** to review overall parish affordability |
| **RMc** to update 5 year budget model based upon actual/forecast Share receipts |
| **RS** to provide resources on best practice for digitally promoting churches |
| **Archdeacons** provide improved explanation of why Articles of Enquiry information is required including material in Archdeacons’ Visitation News |
| **Archdeacons** to arrange for Articles of Enquiry responses to be shared with the parish PCC secretary for consideration at a PCC meeting |
| **+P** to hold an annual birthday lecture  |
| **+P/+G/SW** hold (2 x per year minimum) peer group conversation with relevant chaplain groups |
| **DC** meet with key regional influencers in para-parish organisations to provide an update on implementation of the Vision and this strategy. |
| **Churchwardens** complete the AoE in consultation with others |
| **External Obligations/risks** | **+J/JC** proactively keep Blackburn Diocese representatives on Archbishop’s Council aware of Diocesan strategy and/or matters of significant national importance |
| **Cathedral** |  |
| **Presence & engagement** |  |
| **Outer estates** |  |
| **Turnaround opportunities** |  |
| **Key Messages to parishes** | **WHAT SHOULD THESE BE?** |

**Strategy Review Governance**

This strategy will:

a) be reviewed on an annual basis during the BLT residential (May each year), and

b) have significant changes reported to Bishop’s Council meeting in September

c) have the document updated by 30th September

d) have significant changes reported to Diocesan Synod in October.

Progress against the termly activities will be tracked at monthly BLT meetings

Progress against delivery of the measures of success will be tracked on a monthly/quarterly or annual basis dependent on the measure.

1. https://www.churchofengland.org/media/2144200/gs%201977%20-%20developing%20discipleship.pdf [↑](#footnote-ref-2)
2. First Lambeth Lecture: Archbishop Justin on Evangelism, Lambeth Palace, 5 March 2015 [↑](#footnote-ref-3)