Transforming Church. Together
Presentation pack: Synod 7th September 2022

Richard Leaman (Diocesan Secretary) + Jane Vause (Director of Transformation)
Transforming Church.Together: The Story so far

2021
Engagement, listening, prayer and discernment

2022

Jan - Feb  Working groups considered 13 strategic activities

Mar  Draft TCT strategy to Bishop’s Council, Synod

April – July  Reflection, consultation, feedback and discernment -> strategy refined

June  Communications and engagement planning

July  Stage 1 funding bid submitted to national church
✓ Missional Design

✓ Workstreams:
  ➢ Missional
  ➢ Building Capability

✓ What will this strategy mean for the front line?
✓ What are we aiming to achieve?
**Missional Design**

**Missional Communities**
- The right forms of church in the right places
- Mission that encourages trust, promotes adaptation, and provides resources
- Fresh expressions given space to grow from existing communities and in new areas
- Church plants and grafts that revitalise under-resourced or underserved areas

**Missional Leadership**
- Ministerial vocations that adopt and enable
- Vocational development to sustain and equip fruitful lay and ordained leaders
- A culture of inclusion, collaboration and partnership working to grow our faith
- A wider "volunteer" base to enhance and liberate ministry teams, and to establish missional links

**Missional Action and Advocacy**
- Social transformation as witness and worship
- Local churches who address injustice and inequality in their contexts
- Discipleship development that empowers all Christians to live out the five marks of mission
- Networks to organise and promote kingdom action and advocacy and partnerships for Gospel change

**Missional Engagement**
- New connections and clearer pathways to faith
- Worshipping communities that share in the life and struggles of their wider communities
- Prioritisation of under 18's and to Growing Faith for children, young people, and families
- Adoption of both established and innovative approaches to nurture new faith journeys

**Capability Building**
- Development of disciples & ministers framed around vision, behaviours, and competencies
- Partnerships: coordination and organisation to leverage resources and external influence
- Communications: compelling missional storytelling, and campaign to mobilise social action
- Buildings: strategic review and funding for missional purpose, mixed-use and to deliver net zero
| Missional Leadership | Release our ministers to flourish:  
• Implement coaching and vocational development framework for incumbents  
• Invest in releasing Ministers for mission | Implement development framework and support resources for our volunteers |
|-----------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| Missional Communities | Establish new outward-looking congregations: Plants, Grafts, Fresh Expressions | Revitalise parish ministry:  
• Establish additional Mission Areas  
• Invest in LInC communities (SDF bid) |
| Missional Engagement  | Engage U18s:  
• Resource children and young people's work in Plants and Mission Areas  
• Pilot Growing Faith Chaplains  
• Improve participation in shaping U18 ministry | Build pathways into faith and deeper discipleship:  
• Develop Diocesan Rule of Life  
• Identify and develop resources to encourage ‘Everyday Faith’ approach to discipleship |
| Missional Action and Advocacy | Deliver commitments regarding Inclusion and Racial Justice  
Identify campaigns and build partnerships to communicate and deliver positive change against injustice | Invest in programmes and technology to achieve Net Zero targets |
<table>
<thead>
<tr>
<th>Workstreams: Building Capability</th>
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<tbody>
<tr>
<td><strong>Build Income</strong></td>
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<tr>
<td><strong>Buildings which serve our Mission</strong></td>
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<td><strong>Partnerships for Gospel Change</strong></td>
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<td><strong>Communications and Engagement</strong></td>
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What will this strategy mean at the missional front line?

**Communities**
- Targeted placement of support staff and youth workers in parishes
- Plants, FXC, Mission Areas and LInCs

**Leadership**
- Comprehensive coaching network & wellbeing support for ministers
- Enhanced support for volunteers

**Capability Building**
- Better utilisation of church properties
- Technologies and resources to achieve Net Zero targets
- Improvements to our income generation capability

**Action and Advocacy**
- Resources to address ED+I and Racial Justice at a local level
- Partnership-building and local campaigns/action against injustice

**Engagement**
- Growing Faith Chaplains
- Resources to develop deeper discipleship
## What are we aiming to achieve?

| Missional Leadership | • Thriving Ministers, released for mission, and fulfilled in their roles  
|                      | • Clergy numbers sustained, and greater utilisation of Lay Ministry |
| ✓ Missional Communities | • Parishes revitalised for mission, with targeted support  
|                      | • The right forms of church in the right places: existing parishes/benefices, FXC worshipping communities, church plants, additional grafts, new Mission Areas  
|                      | • Local Evangelism and Discipleship Plans |
| ✓ Missional Engagement | • Decline reverses and begins to grow  
|                      | • Increased U18 engagement and attendance  
|                      | • Increased adult baptisms and confirmations. ASA increased by 5% by 2028 |
| ✓ Missional Action and Advocacy | • Living out the 5 marks of mission  
|                      | • A church which fully represents the communities we serve  
|                      | • Churches reaching out and addressing social injustice |

*All underpinned by financial and environmental sustainability*
How are we going to do this?

✓ Phased approach to delivering the changes
  ➢ E.g. new Mission Areas, FXC

✓ Prioritised delivery
  ➢ Early focus on ministers

✓ Clear governance & reporting
  ➢ TCT Programme Board
  ➢ Bishop’s Council
  ➢ Annual Report to Synod

✓ Pilot/test – learn from mistakes, build on successes
  ➢ E.g. Growing Faith Chaplains, new Mission Areas
Financial Sustainability

Income and Expenditure (with SIB funding)

£k

2023 2024 2025 2026 2027 2028 2029
Income (with SIB funding) Expenditure (with SIB funding)
### How will we pay for this?

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
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<th>2028</th>
<th>2029</th>
<th>2030</th>
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<tbody>
<tr>
<td><strong>INCOME</strong></td>
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<td>Parish Share</td>
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<td>5,507</td>
<td>5,617</td>
<td>5,729</td>
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<td>559</td>
<td>565</td>
<td>570</td>
<td>576</td>
<td>582</td>
<td>588</td>
<td>593</td>
<td>599</td>
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<td>946</td>
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<td>906</td>
<td>885</td>
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<td>New income - Non-SIB</td>
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<td>100</td>
<td>300</td>
<td>500</td>
<td>700</td>
<td>900</td>
<td>900</td>
<td>900</td>
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<td><strong>Total income</strong></td>
<td>8,632</td>
<td>10,743</td>
<td>11,063</td>
<td>11,416</td>
<td>11,652</td>
<td>12,068</td>
<td>10,624</td>
<td>10,766</td>
<td>10,911</td>
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|                |       |       |       |       |       |       |       |       |       |
| **EXPENDITURE** |       |       |       |       |       |       |       |       |       |
| Parish ministry | 4,214 | 4,170 | 4,253 | 4,338 | 4,425 | 4,513 | 4,604 | 4,696 | 4,790 |
| Future ministry - curates | 1,205 | 1,117 | 1,055 | 1,033 | 1,053 | 1,075 | 1,096 | 1,118 | 1,140 |
| Future ministry - ordinands and support | 535 | 546 | 557 | 568 | 579 | 591 | 602 | 615 | 627 |
| Property costs | 1,559 | 1,575 | 1,590 | 1,606 | 1,622 | 1,639 | 1,655 | 1,671 | 1,688 |
| DSS staff      | 1,210 | 1,052 | 1,077 | 1,102 | 1,128 | 1,154 | 1,181 | 1,208 | 1,236 |
| DSS non-staff  | 719   | 676   | 683   | 690   | 697   | 704   | 711   | 718   | 725   |
| National church | 270 | 270   | 270   | 270   | 270   | 270   | 270   | 270   | 270   |
| New initiatives - STF/SDF/Innovation fund | 1,994 | 1,884 | 1,805 | 1,606 | 1,585 | 0     | 0     | 0     | 0     |
| New initiatives - Non-SIB | 0 | 158   | 410   | 623   | 792   | 961   | 829   | 697   | 664   |
| **Total expenditure** | 9,712 | 11,557 | 11,779 | 12,034 | 12,172 | 12,491 | 10,947 | 10,992 | 11,140 |

|                |       |       |       |       |       |       |       |       |       |
| **NET INCOME BEFORE OTHER FUNDS** | -1,080 | -814 | -716 | -619 | -520 | -422 | -324 | -226 | -228 |
| Other funds    | 12    | 12    | 12    | 12    | 12    | 12    | 12    | 12    | 12    |
| **NET INCOME BEFORE TRANSFERS** | -1,068 | -802 | -704 | -607 | -508 | -410 | -312 | -214 | -216 |
| Funding from DSF Capital Fund | 200 | 202   | 204   | 206   | 208   | 210   | 212   | 214   | 217   |
| **SURPLUS / (DEFICIT) BEFORE GAINS** | -868 | -600 | -500 | -400 | -300 | -200 | -100 | 0     | 0     |
Transforming Church.Together – Next Steps

2022

- **Sept**: Bishop’s Council/Synod sign-off

- **Sept – Dec**: Programme governance approved and in place

- **Sept – Dec**: Programme planning and resourcing

- **Sept - Nov**: Deanery Consultations on making the strategy happen

2023

- **Nov - Dec**: 2023 Budget to DBF, BC and then Synod

- **Jan onwards**: Delivery of priority changes commences