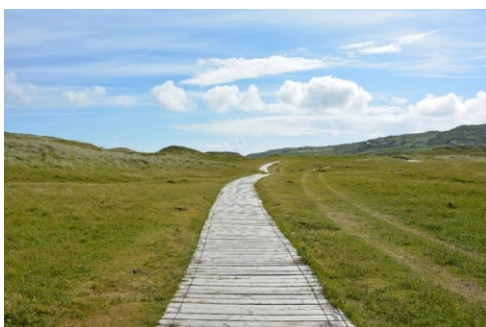




ANGLICAN DIOCESE OF GRAFTON

**Restructuring for Mission and Ministry:
Daring to Live into God's Future for Us**



REVIEW REPORT *

Preparing for Phase Two



3 December 2024

Rev'd Sr Jan Crombie SSA
Rev'd Dr Stephen Lake EdD

* This Review Report is the Summary and Recommendations which sits with the Review folder (individual Review Gatherings Reports and other information).



Diocesan Prayer Restructuring for Mission and Ministry

**God of mission
give us, your people of Grafton Diocese,
a spirit of adventure and courage as we
explore and live into new models of ministry.
Grant to us a sense of your presence
during our conversations,
enabling us to speak clearly and with love.
Give us attentive ears and kind hearts
as we listen to one another
and your wisdom in our decision making.
As we explore our future may we know that
you are already here,
calling us to renew your church
and join with you in mission.
Guide us with your light,
enliven us with your breath and
enflame us in your love. AMEN**



REVIEW REPORT

"Restructuring for Mission and Ministry - Daring to live into God's future for us"
Anglican Diocese of Grafton

The Review provides details, from Gatherings of Networks and Ministry Areas, listing a variety of views on restructuring and collaboration to date.

The Review highlights both the positive aspects and the concerns within the themes below.

10 REVIEW GATHERINGS

OVER 260 PEOPLE
ACROSS THE DIOCESE INCLUDING

- :: CLERGY
- :: LAY PEOPLE
- :: LLM'S
- :: MINISTRY SCHOOL

MOUNTAIN VIEW

TWEED

Nambucca

Themes

1. Relational Aspects
2. Administrative Efficiency
3. Cultural/Environmental Factors
4. Church Identity
5. Leadership

RECOMMENDATIONS

1. DIOCESAN RESTRUCTURING
Move into Phase 2 from Jan 2025
2. INTENTIONAL LOCUM STRATEGY
Developed & implemented
3. LEADERSHIP
Discernment and formation
4. COMMUNICATION STRATEGY
Developed & implemented

Summerland

Hastings

Ministry
School

BYRON

BALLINA

Coffs Coast

"BUT SPEAKING THE TRUTH IN LOVE,
WE MUST GROW UP IN EVERY WAY
INTO HIM WHO IS THE HEAD, INTO
CHRIST, FROM WHOM THE WHOLE
BODY, JOINED AND KNIT TOGETHER
BY EVERY LIGAMENT WITH WHICH IT
IS EQUIPPED, AS EACH PART IS
WORKING PROPERLY, PROMOTES THE
BODY'S GROWTH IN BUILDING ITSELF
UP IN LOVE."

EPHESIANS 4:15-16

CLARENCE



REPORT AND RECOMMENDATIONS

CONTEXT

- Synod 2020 accepted the proposal of restructuring, “Restructuring for Mission and Ministry: Daring to live into God’s future for us.” This included the strategy of a facilitated Review process after two years, which was delayed until 2024 due to unforeseen circumstances (Covid, floods etc).
- Bishop in Council, April 2024, accepted the Review Process proposal from facilitators, the Rev’d Sr Jan Crombie and the Rev’d Dr Stephen Lake, to take place through 2024 with conclusion in February 2025 at Clergy Conference.
- There were ten Review Gatherings across the Diocese, from June to November 2024. Individual reports were prepared immediately after each Gathering, with sign off by Archdeacon Tiffany or, in her absence, the senior clergy person present. These were then to be distributed to all who attended the Gathering, and others as appropriate. These individual reports are included in the Review folder.
- The September Ministry School (LLMs and Clergy) focussed on the Review Process as well, with significant feedback and other learnings undertaken. ‘Reflections on the Review to date’, including on Ministry School Review processes, is included in the Review folder.
- The Facilitators met twice with Bishop Murray and The Venerable Tiffany Sparks in March and November 2024, and have continually communicated with, and been supported by Ven. Tiffany, for which we are very grateful. Maree Collett has also been of enormous assistance in the logistics of moving around the Diocese for Review Gatherings and meetings.

PROCESS

The main intention of the Review Process was to create ‘listening space’ around experiences of noticing what is working well, and what is causing concern (in the Restructuring Process). In the Gatherings, participants were then asked to identify PRINCIPLES behind this feedback. This data has been collated in summary for this report in five themes. Refer to APPENDIX 1.

RELATIONAL
ADMINISTRATIVE
CULTURAL/ENVIRONMENT
CHURCH IDENTITY
LEADERSHIP

These emerging principles form the basis for the Recommendations that follow.

OVERALL KEY INSIGHTS LEADING TO RECOMMENDATIONS

- **COMMUNICATION AND MESSAGING** is a key area in keeping people informed and on track with the Restructuring. This was revealed by:
 - Encouragement in 'giving it a go' with the messaging of 'no prescription' for right models. For example, a new culture of flexibility.
 - The importance of new language and new ways of being community.
 - Many/a high percentage of participants were not aware of the original Restructuring document, or had not read it, or were aware of the Restructuring process. This was accentuated by 'newcomers' lack of awareness – clergy and lay.
 - For quite a few of the Networks, the Gathering Review was the first time they had actually gathered. In some cases, the leaders had meet, but not the people.
 - There was a general disconnect between the Diocesan Vision and the communities on the ground, depending on the lead by local leadership.
- **LEADERSHIP** emerged as a vital area of good progress, as well as concern in the momentum of focus on the restructuring. Key issues in this area:
 - The renewal of focus on God's call.
 - The emergence of missional leadership gifts in this time is noted and appreciated, both in ordained and lay. This was highlighted in the Ministry School session on identifying the leadership gifts needed in this time – it was a very insightful and exciting list and acknowledged that even 20 years ago around 30% of those skills were not being named as essential for church missional leadership.
 - The leadership model in Ministry Areas has significant advantages (compared to Network models) in progressing in a much faster timeline collaboration, shared ministries and identity as community together. There seems clearer identification and calling of the missional leadership gifts needed.
 - The culture of a 'holding pattern' of locum leadership is currently detrimental to the restructuring process, and overall faith community direction.

- The capacity, and skill set, of leadership needed for the restructuring process is a significant issue. For example, development of strategic intentions, governance accountability, communication and 'taking the people on the journey'.
 - Succession planning processes, both ordained and lay, is a concern effecting planning and vision processing, as well as community identity.
 - Communication from leaders is seen as inconsistent in messaging new ways of community or encouragement.
- **RESTRUCTURING 'MODEL':** Please refer to the document - 'REVIEW - NETWORK/MINISTRY AREA - Check in - Strategic Intentional Development' (APPENDIX 2). This check in discussion with Bp Murray and Ven. Tiffany occurred in mid-November (and has been updated following conclusion of the Review Gatherings. It details considerations of the current status of the seven Networks and two Ministry Areas Some issues to highlight:
 - The culture of 'exploring', with no prescription, sits beside, in some cases, the tension of 'we are being told what to do'. There are certainly some models of relationship and collaboration not working (refer to individual Review Gathering reports). There are some Networks that need learning in what networking actually is, for example, to remove the fear of 'takeover' and build up trust.
 - Again, leadership is key in this area of development; as well as discernment of intervention by diocesan leadership and continued knowing of what is happening on the ground.

RECOMMENDATIONS

This report offers four (4) recommendations for consideration.

The first recommendation provides an overview of the next phase of restructuring (Phase Two), with a possible name for this new phase. The following three recommendations emerged from key insights from the Review Process.

1. DIOCESAN RESTRUCTURING MOVE INTO PHASE TWO

**“Living into God’s Kingdom community:
continuing to dare to live God’s future”**

- That phase Two commences January 2025
- That February Clergy Conference 2025 focus on:
 - Vocation reflection and identity in this time
 - Covenant Commitment with God, Diocesan Vision, Network/Ministry Area, and with the people into Phase Two.
- **New ministry position(s):** Diocesan support for Phase Two with ‘mission and ministry’ enablers. There are options as to how this may be actioned. Accountability would be to the Diocesan Archdeacon. For example:
 - A new fulltime position; and/or
 - Discernment of appropriate missional skills in existing clergy to ‘job share’ with their current ministry, while providing necessary resource for time replacement.

Mission and Ministry Support Officer

Responsibilities suggestions:

- The gathering of local network leadership groups and encouragement of shared strategic intentions
- Continuing the discernment with local areas of the best relationships in the restructuring
- Intentional work on the identification of leaders (lay and ordained)
- Equipping discernment of capacity; equipping with communication processes
- Continuing the listening to the ‘going well’ and the ‘concerns’
- Assisting with Diocesan communication/messaging of Phase Two.

2. INTENTIONAL LOCUM STRATEGY

- That there is an intentional locum strategy that puts in place clergy in vacant parishes that can continue and develop the Diocesan Restructuring vision.
- That clergy are identified with the necessary missional skills for these positions and given appropriate training.
- That the Diocese explore partnership for this training with St Francis College, Brisbane, or other relevant institutions.

3. LEADERSHIP DISCERNMENT AND FORMATION

- That the Discernment process around Holy Orders vocation include identifying missional gifts appropriate for leadership in the restructuring process (refer to Review folder document - '*Reflection on Time Together*', Section 4, page 6, 'Characteristics of Leadership for this time' by clergy at Ministry School 2024)
- That Diocesan leadership positions, ordained and lay, are reimagined around opportunities and pathways for leadership call, formation and development in the ongoing restructuring process.

4. COMMUNICATION STRATEGY

- That an intentional Diocesan Communication strategy is developed to ensure information and encouragement of Phase Two is accessible for all the people, to 'take them on the journey'. This will include new and multiple communication processes, and constant messaging, to build trust and confidence.
- The new Mission and Ministry Support Officer position/s take responsibility for ensuring this happens, for example, liaison with Diocesan leadership and restructuring leadership groups.

EMERGING PRINCIPLES FROM REVIEW GATHERINGS

During the Review Gatherings (meetings of Networks or Ministry Areas), participants were asked to consider their experience of the Restructuring process and to discuss responses in small groups to the following questions:

1. What have you noticed as working well?
2. What have you noticed that gives you concern?

Participants were then asked to share in the whole group their responses and, in the process, to discern the PRINCIPLES behind these narratives.

Below is a summary of the five themes that emerged from a synthesis of all the responses from the 10 Gatherings (May to November 2024), including the Gathering with Licenced Lay Ministers (LLMs) at Ministry School in September 2024. Following the summary is the full list of responses for detailed consideration.

SUMMARY

1. **Relational Aspects:** Emphasizes the importance of communication, inclusion, and collaboration between parishes, Anglican schools, other ministry units and community partners. It also highlights the significance of community gatherings for fellowship, sharing hospitality, and enhancing a sense of belonging.
2. **Administrative Efficiency:** Discusses the centralization of finances and the need for effective management, including paid administrative assistance.
3. **Cultural and Environmental Factors:** Highlights the importance of a flexible and creative environment that encourages new ideas and community engagement.
4. **Church Identity:** Focuses on spiritual growth, shared values, and the need for innovative, mission-focussed approaches in meeting community needs.
5. **Leadership:** Highlights the need for strong, discerning leadership, team building, and the sharing of ministry ideas and strategies.

This summary, and the detailed principles on the following pages, underscore the importance of building collaborative and inclusive faith communities through effective communication, Holy Spirit strengthened leadership, and flexible, innovative approaches to community engagement. This will assist in meeting the evolving needs of faith communities and the wider communities in which the Church lives and grows in mission and ministry.

PRINCIPLES IN DETAIL

(in no particular order and note (*) indicates other group/s listed this principle)

NOTICING WHAT IS WORKING WELL

RELATIONAL

- Communicating feelings of inclusion – intentional strategy around this
- Parishes and schools collaborating
- Communication – common messaging, common identity
- Intentional community gatherings
- Sense of belonging
- Welcoming and hospitality – people and spaces
- Community building – friendship based
- Ministry entry points – potential pathways of faith engagement
- Trusting each other
- Not an attitude of ‘them and us’
- Some experience of restructuring helps
- Sharing time, resources and skills *
- New relationships / friendships.

ADMINISTRATIVE

- Centralising finances * (Nambucca and Byron Ministry Areas)
- Effective management – paid admin assistance.

CULTURAL/ENVIRONMENT

- ‘Give it a go’ environment, flexibility *
- Environment of creativity for new ideas – permission, openness
- Develop new ministries
- Strengthening social justice and community connections
- Family/child friendly
- Affirming each other
- Adaptability/flexibility
- Realistic optimism
- Safe to give feedback
- Integrity – building and maintaining
- Openness to new ways of being church
- Invitational and inclusive
- Acknowledging all generations and variety of cultures
- Relationality is core business
- Community engagement *****
- Solution focus
- Common element across faith communities – learning from each other.

CHURCH IDENTITY

- Identification of shared values and commitment to such
- Shared ownership
- Spiritual growth and prayerful discernment
- Mission focussed – outward and innovative
- Meeting community needs
- Community engagement
- Building leadership through discipleship
- Preparedness to offer “both/and” – entry points
- Being incarnational
- Hospitality
- Desire to make it work - a culture of willingness
- Creative outreach
- Hope
- Holding diversity
- Sharing Christ’s love and care
- Corporate vision of the diocese as the family of God
- ‘We are the body of Christ’.

LEADERSHIP

- Good, strong leadership gifted with discernment
- Team building and delegating, ordained and lay together
- Cohesion
- Sharing of ministry ideas/strategies
- Realisation of past stewardship enabling financial security, enabling outward giving
- Planning and preparation
- Network leadership model
- Pastoral care as things change
- Community Minister role
- Permanent leadership *.

<i>NOTICING WHAT IS CAUSING CONCERN (PRINCIPLES)</i>

RELATIONAL

- Poor communication - not listening to understand
- Feeling isolated
- Communication and commitment
- Identifying community needs – what can we do?
- Intentionality of how to do community engagement.

ADMINISTRATIVE

- Mistrust of the process - are we hearing the whole story? *
- Rationale behind the groupings **
- Lack of exploration of what is a good relational grouping/network - forced arrangements vs more natural
- Communication of direction * uncertainty *
- Administrative support
- Meetings for meetings sake
- Finances/plant/resources sharing – perceptions and limitations
- Burden of plant – buildings / creative projects for best use
- Partners – discernment of who and how.

CULTURAL/ENVIRONMENT

- Fear and resistance to change - environment of 'treading water'
- Fear - if this doesn't work, what then?
- 'what's in it for me and my parish'?
- Tech use can be excluding (in communication)
- Technology can't do love and acceptance
- Discerning appropriate communication types for different people
- Grief and lack of trust – in loss of communities
- Lack of engagement with societal and cultural change
- Contexts – inflexibility
- Time constraints and busy people
- Being prepared to re-explore
- Attitude 'an experiment that doesn't work is still good'
- Overburdening of workers *
- Changing community around the Church
- Need for clear communications - diocesan and between local clergy - using social media and alternatives
- Positive listening
- Flexibility.

CHURCH IDENTITY

- Lack of succession thinking and planning – aging demographic
- Challenge of passing on the faith
- Church insider language, excludes
- Recognising different ministry units have different focus
- Vision beyond our walls to the wider community
- Perception of priestly ministry/identity
- Sometimes clergy are 'lone rangers' - they need to see the bigger picture
- Faith in God's provision
- Need to be open to new ways.

LEADERSHIP

- Interregnums – feeling of going backwards in momentum – continuity of leadership
- Lack of permanent leadership - losing momentum
- Clergy communication with people – doesn't work its way 'down'
- Lack of continuity of leadership - lack of traction and direction
- Intentionality of leadership placement
- Resourcing for restructuring – communications and messaging
- Understanding the different identities of ministry units
- Shared decision making
- Lack of planning
- Lack of practical advice about restructuring processes - communication and messaging
- Need new nimble processes of decision making and trust in local communities
- Where does Anglicare fit as a community partner? – inconsistency in model
- Capacity to 'project manage' – time and skills set
- Succession planning *
- Attending to the grief of long-term Anglicans
- Capacity of parish clergy - already stretched, burnout *
- Training and support of additional ministry people - when is it going to happen?
- Where is 'the table' for bringing these concerns re process?
- Where does the Lismore Pre-school fit into the network/relationship model?
- Closing more churches.