



The Diocesan Mission

Strategic Directions 2010–2012

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INTRODUCTION: ORIENTATION AND KEY IDEAS

The purpose of this paper

In 2008 Synod noted the need for strategic planning in the Diocesan Mission and asked that this planning take into account the challenges and objectives referred to in the Midpoint Report and the comments of Synod members. The implications of the global financial crisis experienced this year have accentuated the need for strategic principles to underpin the budgetary decisions which must be made at the 2009 Synod.

This *Strategic Directions* paper provides an overview into which we can fit our consideration of the central activities and funding that support the Diocesan Mission. As the document makes clear, the Diocesan budget only touches on part of the activities of the Diocese. We should keep in mind the considerable breadth of other resources in our diocesan family – our parishes, ministries, organisations, personnel and partnerships. But in the present circumstances, and in the light of our strategic directions as a whole, there are two questions for this paper. First, given limited funds, what can best be done centrally? Second, how best can we fund those central activities?

The Mission, the Diocese, and the Global Financial Crisis

The Diocesan Mission is:

“To glorify God by proclaiming our Saviour the Lord Jesus Christ in prayerful dependence on the Holy Spirit, so that everyone will hear his call to repent, trust and serve Christ in love, and be established in the fellowship of his disciples while they await his return.”

We remain committed to the Diocesan Mission and to building on the insights and momentum of Connect09 to reconnect with the wider community.

The Diocese consists of a network of parish churches largely self governed and self funded, through which the chief work of the gospel takes place in the community. This network is episcopally led and Synodically governed.

Our two central support structures are the Synod with its agencies (funded by the Diocesan Endowment), and the office of the Archbishop (funded by the Endowment of the See). But through the global financial crisis we have entered a period when the current size and expenditure of these two structures is unsustainable and will need to be reduced and

restructured. With trust in God we will rise to the challenges which the global financial crisis has placed before us.

This *Strategic Directions* paper has been used to shape the funding recommendations which will be before the Synod. Some of the key ideas are as follows –

(a) Radical nature of the process

Because of the sheer scale of the reduction of funds, it is neither strategic nor appropriate to simply apply a 50% reduction to every presently funded activity or organisation. The approach adopted is to ask “What most critically needs to be done by the Diocese with its central funds to further the Mission?” not “How much can we reduce this line item?”. All presently funded activities are worthwhile. But to ensure growth in the long term, some things are more heavily funded, some partly funded, and others unfortunately unable to be funded.

(b) Local income remains in the parish

Local church activity remains the basic means of our gospel outreach to the community, and in fact, most of the giving and spending is located in our parish churches. For example, net operating receipts (offertories and other income) in our parishes was over \$70 million last year, compared with the proposed central (Synod) budget (Diocesan Endowment distribution and other income) of just over \$7 million for 2010. This priority of the parish should be maintained, and therefore no assessments on parish giving are proposed to make up the shortfall in central income.

(c) The centre must fund what the local can't

In the relative abundance of the past, some central funding was well used as seed funding for new ministries and pastoral staff through regional grants under Policy 2. However, in the changed conditions, central funding must consolidate around Policy 3, and local projects will need to be funded through local fundraising.

Furthermore, the funding from the Endowment of the See (under the Archbishop) and from the Diocesan Endowment (under the Synod), will be co-ordinated to serve the restructure of our total services for the Mission. For example, it is recommended that part of the allocation to Regions be used for administrative assistance to the Assistant Bishops.

(d) Policy 3 (Training) a funding priority

The recruitment and training of gospel workers (men and women, paid and unpaid, lay and ordained, part-time and full-time) and of church

members generally, to be partners together in leading the Mission is the best strategic use of central funds for church growth in the long term. This must be given priority.

The use of central funds to raise more gospel workers, both paid and volunteer, will serve the whole diocese in its Mission. For example, the Youthworks Year 13 program will seek to deepen Christian understanding and a heart for mission in our young people. This will prepare and motivate some for further theological education (Moore Theological College, Youthworks College and Ministry Training Strategy) and full-time gospel ministry, and train others for a life time of active mission and lay leadership in their local church.

(e) Restructure of Regions and regional staff

The very significant reduction in funding from the Endowment of the See will result in four assistant bishops and for the time being one archdeacon (in the Georges River Region). Instead of archdeacons the bishops will be supported by personal and executive assistants. The five Regions will continue for the time being notwithstanding the need for arrangements to be put in place for shared episcopal oversight. The bishops will continue their “representational” role (representing the Archbishop in the regions) in their teaching, providing pastoral leadership, confirming and ordaining. They will also take on specific leadership and “functional” roles for the whole diocese in line with the four policies.

(f) Emphasis on local mission

To further the Mission in the parishes, to be more responsive to local conditions and to build on the strategies of Connect09 to re-focus on the wider community, the Archbishop intends to create about 20 mission areas and appoint a mission leader in each. The mission leaders will remain the senior minister of their parish, but their new role will include helping local churches to further “Pray. Connect. Expect.”, researching the demographics and identifying opportunities, bringing church leaders together for strategic planning, training and mentoring, and fostering partnerships (between parishes, and between parishes and diocesan organisations). *See Appendix for further details.*

(g) Renewed effort in church planting

The more common model of “splitting a congregation and planting another” is effective and will continue to be encouraged and helped. But a renewed effort will be made in missional church planting (completely new church plants) by suitably gifted, trained and approved church planters. This will be a major new focus for Evangelism

Ministries, and the Archbishop has released Bishop Al Stewart to lead EM and this new initiative.

Conclusion

There are other key points of *Strategic Directions 2010-2012*, and many important ministries that could be mentioned. This introduction seeks to explain the basic philosophy and approach behind the recommended allocations, and to highlight some major changes and developments. What follows is in 2 parts –

- Part A – “Strategic Considerations” sets out the basic thinking which lies behind the document as a whole.
- Part B – “Strategic Applications” shows the impact of this thinking on the Synod Appropriations and Allocations Ordinance 2009.

PART A – STRATEGIC CONSIDERATIONS

This Strategic Directions document has been drawn up in a particular context. The five major realities which have impacted on this work are – our identity, our mission policies, our mission experience so far, the global financial crisis and necessary changes to the episcopal leadership structure. These are discussed below (section 1) leading to an outline of the overall strategy (section 2) and an indication of the particular principles used in framing the budget (section 3).

1. The present situation –

(a) Our Diocesan identity and the community

First, we are theologically driven. We seek to follow the lead of the Spirit of God as revealed to us in Scripture.

Second, we are convinced that those outside of Christ are lost. The Christian has many obligations to others, but the task of sharing the word of God with every human creature takes pre-eminence.

Third, we believe salvation comes as the Spirit of God takes the word of God to make a child of God. We look for success only from the Spirit of God.

Fourth, God has richly blessed us and not least in the creation of a suburban network of churches intended to cover our whole region, and a set of organisations basically united in ministry and mission.

Fifth, we are the heirs of a Reformation Anglicanism existing in a secular society strongly, but not entirely, resistant to the gospel.

By God's mercy, our churches are relatively strong in teaching, numbers, age-range, human resources, spiritual maturity, finances and mutual support. But we have not found it easy to evangelise and we have somewhat lost touch with the actual community in which we live. We are challenged to live up to our ideal of being a church that fully reflects the diversity of the population across the whole region. The Connect09 initiative remains a crucial pointer to the way forward for our churches.

The features of our community include –

- (i) the growth in population numbers within our Diocesan boundaries and the opening up of new areas,

- (ii) the very large numbers of men and women from cultures other than Anglo-celtic,
- (iii) the social turmoil created by a culture of individualism, materialism, relativism and family breakdown,
- (iv) the communications revolution, and
- (v) the Global Financial Crisis.

(b) The 4 Policies of the Diocesan Mission

The Diocesan Mission adopted by the Synod in 2002 is –

“To glorify God by proclaiming our Saviour the Lord Jesus Christ in prayerful dependence on the Holy Spirit, so that everyone will hear his call to repent, trust and serve Christ in love, and be established in the fellowship of his disciples while they await his return.”

The Synod also adopted as the Initial Goal –

“To see at least 10% of the population of the Diocese in Bible-based Christian Churches in 10 years.”

The strategy for the Diocese is reflected in the fundamental aim to multiply Bible-based Christian fellowships and congregations which equip and nurture their members and expand themselves, both in the Diocese and 'in all the world'.

In support of that aim and in submission to the Lord Jesus Christ and his command to make disciples of all nations the 4 policies of the Diocesan Mission are –

1. To call upon God for such an outpouring of his Spirit that his people will be assured of his love through his word, seek to please the Saviour in all things, manifest the godly life and be filled with prayerful and sacrificial compassion for the lost in all the world.
2. To enable parish churches to expand numerically, equip and nurture their members, and become the mother-churches of as many fellowships and congregations as possible; and also to take further initiatives to create fellowships by penetrating structures of society beyond the reach of the parish church with the gospel.
3. To multiply the number of well trained persons (ordained, lay, full-time and part-time, voluntary) lovingly dedicated to the creation and development of such parishes, congregations and fellowships by proclaiming the gospel.

4. To reform the life of the Diocese (including its culture, ordinances, customs, use of resources, and deployment of ministry) to encourage and enable the fulfilment of the fundamental aim.

(c) The Midpoint Report 2008 & funding for 2009

Acknowledging that the Diocesan Mission was deliberately ambitious – both as to outcome and time – the Midpoint Report received by Synod in 2008 identified a number of achievements and successes to date, as well as critically reviewing the areas for improvement and challenges that have emerged.

That Report said –

“We are yet to see radical change on a large scale throughout the Diocese –

- Many new congregations have begun, but most involve the re-planting of an existing group rather than the formation of a new missional congregation.
- There has been a significant increase in the number of people training for ministry and in the number of ordained and lay staff in parishes, yet we struggle to identify and train entrepreneurial leaders and the total number of people attending our churches has stabilised in the last 3 years.
- Resources are still largely focused on ministering to church members rather than connecting with the community.
- Partnerships between Diocesan organisations and parishes have been strengthened and new non-parish based ministries formed, but we are yet to see much fruit from this work.

The next stage of the Mission is centred on the Connect09 initiative calling upon all members to ‘Pray. Connect. Expect.’ The focus is to redirect ministry from congregational gatherings to parish outreach. We want individuals and churches to be intentional and creative in building connections with society, recognising that this will mean changes in our church programs and how our paid staff and others spend their time.

Outside the Diocese we are seeking to strengthen our strategic links with leaders in churches which are part of the new Global Anglican Future movement. In part these links will be used to significantly expand the distribution of Moore Theological College’s Certificate of Theology by Correspondence course materials.

Through all this we are praying for the Holy Spirit to lead a mind-change or paradigm-shift in all our members so that many more of us will be filled with a sacrificial compassion for the lost in all the world and become active in mission.”

In 2008 Synod also passed an ordinance providing a stop-gap one year funding allocation for 2009 in which the allocations were largely based on the previous year, but with appropriate allowance for important new initiatives such as Connect09.

The Appropriations and Allocations Ordinance which is due to be considered by Synod in 2009 provides funding allocations for the next triennium that are informed by and reflect the strategy and priorities identified in this *Strategic Directions 2010-2012* document.

(d) The Global Financial Crisis

The Diocese has suffered very significant losses to our central diocesan capital as a result of the Global Financial Crisis, compounded by the borrowings we had made to increase the amount invested. While the borrowings had previously enabled greater than average returns over several years, when the whole market fell at the end of 2008 they accentuated our losses.

As a result our investments, known as the Diocesan Endowment, have fallen by more than half and the distribution of money from those investments over 2010-2012 has been cut by 50%. The annual distribution from the Diocesan Endowment is the main source of funds which the Synod then allocates, via the Synod Appropriation and Allocation Ordinance, to support ministry in parishes, organisations and outside the Diocese. Ministries which depend on this funding will therefore be severely impacted.

Furthermore, at the same time as the value of the Diocesan Endowment has declined, we have had to confront a significant reduction in the amount available for distribution from the Endowment of the See. The Endowment of the See is a fund that owns a share of St Andrew's House and a number of residential properties, in addition to having an invested capital sum. Distributions from the Endowment of the See fund the stipend and other expenses of the episcopal staff and their offices – the Archbishop, the regional Assistant Bishops, the regional Archdeacons, and their offices and support staff. The extent of the financial challenges confronting the Endowment of the See mean that it is unable to sustain distributions at the level required to fund the existing episcopal staff structure.

The very significant reduction in the distributions from which the Synod makes allocations to support ministry in our parishes, organisations and outside the Diocese, coupled with the sharp reduction in the amount of the distributions available to support the episcopal staff structure has reinforced the need to carefully prioritise all allocations from both these funds and to ensure that they reflect the strategies identified in this *Strategic Directions 2010-2012* document.

(e) Changes to the episcopal leadership structure

The Archbishop's primary role lies in preaching and providing pastoral leadership in the Diocese. Assistant Bishops undertake a role that is derived from the Archbishop's responsibilities and they "represent" the Archbishop in their regions, supporting the parish clergy, encouraging activities of the Diocesan Mission and preaching, providing pastoral leadership, confirming and ordaining.

Significantly reduced distributions from the Endowment of the See mean however that the episcopal staff structure has had to be reduced. It would be quite unreasonable to expect fewer Assistant Bishops, operating largely without the support previously provided by Regional Archdeacons, to be able to continue to fulfil their fundamental representational and pastoral role while also providing the increased level of mission direction needed as we enter this next phase of the Diocesan Mission.

In future therefore, the Assistant Bishops will concentrate on their representational and pastoral role within their region, and assume a new "functional" role across the whole Diocese. Each functional role will be closely related to one of the 4 policies of the Mission and may therefore involve the Assistant Bishop in providing leadership in one of the key Diocesan organisations charged with providing the central support for the Mission.

2. Overall strategic direction

Such is the context in which we must establish strategic directions for 2010-2012. Having passed the halfway point, our commitment to the Diocesan Mission and its policies is undiminished. It provides the rationale for the overall strategic direction. As well the necessity to embed Connect09 into our parishes and restructure some of the Diocese's central ministry patterns will drive much of the overall strategic direction for the next phase of the Mission. Budgetary

decisions flowing from our policies must reflect these present realities. In the light of this, it is suggested that the present needs and funding priority for each policy area be as follows –

Policy 1

Prayer remains at the core of the Diocesan Mission and much still needs to be done to motivate and equip ordinary church members for the missional mind-change that is needed. Prayer is the chief way we exercise our faith in the Lord. We are looking to encourage extraordinary prayer for renewal and the advancement of God's kingdom in Sydney and beyond. While the commitment required is substantial and its effect far-reaching, it does not require significant funding. Our strong support of gospel work outside the Diocese will continue with the allocation of central funds supplemented by drawing on reserves held by the Work Outside the Diocese Committee.

Policy 2

In God's providential timing Connect09 has provided an invitation to our ministers and the members of our churches to turn their focus to the need to build connections with the wider community in order that they will hear Christ's call to repent and believe. The gains of Connect09 now need to be consolidated and extended. As well, we have an opportunity to push ahead vigorously with a renewed church planting movement through Evangelism Ministries and this needs the support of new, more flexible structures, as well providing an opportunity to raise up more Christian workers.

Connect09 has also challenged our churches to partner with each other in the great task of turning towards their communities. The size of Regions has always made it more difficult to achieve this move. There is therefore a need to create smaller areas of mission activity within the Diocese and for churches to be encouraged to partner with each other in local outreach. It is proposed to create about 20 mission areas and to appoint appropriate mission leaders to encourage effective support for mission initiatives amongst a much smaller cluster of parishes. It is intended that support for these mission areas and leaders will be provided through the episcopal structure, a number of our key organisations, and direct Synod funding.

The Archbishop, in consultation with the Mission Board, will appoint a senior minister to take on the work of mission leader in each area, in addition to continuing their role as a parish rector. The mission leader will take a responsibility for inspiring and fostering the Mission in that area by gathering the senior ministers to work together in researching the area, identifying "tribes and deserts" and other evangelistic

opportunities, implementing new mission initiatives, sharing resources and fostering partnerships. *See Appendix.*

The proportion of central resources devoted to Policy 2 will be reduced, mainly by reducing the allocations to regional councils that are used to provide support for expenditure on parish ministry initiatives. Funding for other organisations providing background support to parish ministry will also be reduced. The objective is for Synod to provide only those key resources that can best be organised and supplied centrally. This will mean leaving parishes with as much finance as possible to provide the flexibility and motivation to develop local ministry themselves in response to the challenge of the Diocesan Mission.

Policy 3

Ensuring the quality and consistency of theological education available must remain a priority for the Diocese, and therefore while recruiting and training the next generation of church leaders relies on a partnership between our parishes and Diocesan organisations, certain key aspects of that work are best undertaken centrally (through Moore Theological College and Youthworks College). A substantial investment in growing new church leaders, both male and female, is the most strategic and appropriate use of central resources, given the goal of the Mission, and therefore Policy 3 will receive an increased proportion of the available central funding.

Policy 4

Significant reform work will be required to restructure episcopal staff responsibilities, set up the mission leaders positions, and ensure the expenditure of the Endowment of the See is explicitly aligned with the policies of the Mission. However, most of this Policy 4 work does not require significant Synod funding.

Administration

All aspects of the central Administration have been and will continue to be scrutinised to ensure –

- (a) activity is limited to things needed for the wider diocese that are best undertaken centrally,
- (b) expenditure is minimised, and
- (c) services are delivered in the most efficient manner.

The more detailed outworking of the strategic directions in each policy area is discussed below at point 4.

3. Particular principles in framing the budget

In the light of –

- our present situation (point 1 above) and
- the overall strategic direction (point 2 above)

the following principles have been used in the preparation of the Synod Appropriations and Allocations Ordinance 2009 –

- (a) We affirm that the Mission Strategy of the Diocese remains one of the key presuppositions of any further strategic directions. Our specific approach to funding is set within the broader strategies of the Diocese.
- (b) We meet the present financial crisis by cutting costs wherever possible, emphasising and boosting the high priority activities, especially those needed to sustain long term growth, and outsourcing or dispensing with all other activities.
- (c) We limit the level of distribution from the Diocesan Endowment in the next triennium to an average of \$5.3 million per annum in order to ensure the capital of the Diocesan Endowment is available for future generations.
- (d) We note that there will be nearly \$1 million more available for appropriation in 2010 than in either 2011 or 2012, largely as a result of a couple of one-off items in the income from specific trust ordinances and a slight acceleration of the distribution from the Diocesan Endowment.
- (e) We encourage parishes to grow their own resources for expansion of local ministry by agreeing there should be no tax or assessment imposed on all parishes to centrally fund ministry initiatives in particular parishes.
- (f) We note that the activities of the Endowment of the See will be more explicitly connected to the policies of the Mission.
- (g) We acknowledge that some services are best provided centrally (eg education & training) while some are better decentralised (eg parish based).
- (h) We fulfil all necessary requirements and obligations to operate as a diocese, eg maintaining the Diocesan Registry and basic services provided by the Secretariat, and paying General Synod statutory assessments.

- (i) We maintain the percentage allocation added to the capital of the Indigenous Peoples' Ministry Fund and plan a broad review of funding for this ministry in 2010.
- (j) We aim to give greater emphasis to organisations accounting for their performance against objectives and priorities established in *Strategic Directions 2010-2012* (measuring outputs and outcomes rather than inputs). The details of the specific outputs and outcomes applicable to a particular organisation will need to be developed by the relevant Policy Committee working in conjunction with the organisation concerned.
- (k) We recognise three interlocking realities as we apply strategic considerations to the current questions about the application of resources to the work of the Diocese –
 - (i) The structure of the Diocese – a network of parish churches episcopally led and Synodically governed; the parish churches are largely self-funded and self-governed; the chief work of the ministry of the gospel is undertaken in the parishes by the local churches; the central functions of the Diocese are undertaken by two structures, the offices of the Archbishop and Assistant Bishops which until now have been largely funded by the Endowment of the See, and the Synod (which has established a range of ministry agencies to assist the parishes in their work) funded by the Diocesan Endowment.
 - (ii) The present financial situation – the majority of income in the Diocese comes through parish giving and is used locally; the financial challenges faced by both the Endowment of the See and the Diocesan Endowment make the size of the current central diocesan structure unsustainable; both the office of the Archbishop and the Synod supported ministries will need to be reduced and all component activities reviewed to ensure they are both necessary and efficiently managed.
 - (iii) The emphasis on things best provided centrally for the wider diocese, and positioning resources for long term recovery – in practice this means an increase in the proportion of our allocation devoted to training current and future leaders (Policy 3).
- (l) We have not assumed any increased income over the 2010-2012 triennium, however, we propose that a formal program be launched to investigate all potential revenue generating activities, both to increase existing channels and to identify new opportunities.

PART B – STRATEGIC CONSIDERATIONS

4. Policy 1

(a) Current position

This Policy turns our attention to the spiritual commitment that lies at the base of the Mission. It is core business.

(b) Strategic direction

Policy 1A constitutes our support for prayer and preaching.

When introducing the Diocesan Mission to Synod in 2002 Archbishop Jensen said:

“What then must we do? Only what we should always have been doing in any case: preach the gospel, praying earnestly for the outpouring of God’s Spirit on the listeners. Pray for the believers; that we may be assured afresh of the love of God and filled with prayerful and sacrificial compassion for the lost; pray for unbelievers that they will come to know that same God through Christ. Lack of assurance founded on the word of the cross is one of our chief problems. The truth lies in the old, old story of Jesus and his love. You can tell Holy Spirit religion when you see people so come alive to the old, old story that they cannot wait to live for others and share it with others. You will recognise it when we cannot wait to pray for those who do not yet know God.”

It would be too easy to make this a perfunctory element of the Mission when it is really the heart of the matter. In the first years of the Mission, Bishop Reg Piper was given responsibility for this policy with some success. More recently the money allocated for this purpose has been used by the Archbishop to fund the more focussed prayer effort associated with Connect09. The emphasis on prayer must be continued and we must find ways to encourage and sustain extraordinary prayer for renewal and the advancement of God’s kingdom throughout the Diocese and beyond.

Policy 1B is an expression of our world-wide commitment to gospel ministry. We judge that much good has been accomplished by this provision and intend to maintain our commitment to this work.

(c) Recommendations

- (i) The essence of this Policy remains as important now as ever.
- (ii) The Archbishop commits episcopal leadership to implementing Policy 1 inside and outside the Diocese.
- (iii) We continue to partner with friends outside the Diocese in promulgation and support of the gospel. As part of its work, the Work Outside the Diocese Committee continues to support the Archbishop in his role as Honorary Secretary of the GAFCON Primates' Council.

Specific funding recommendations in relation to this Policy area are contained in the report to the proposed Synod Appropriation and Allocations Ordinance 2009.

5. Policy 2

(a) Current position

Policy 2 is the desired outcome of the Mission. It calls for two activities –

- the growth and planting of the parish churches, and
- missionary efforts beyond the parish church.

During the last half of the twentieth century many of our parish churches were not growing and few were commencing new ministries or planting new congregations and churches. Too many parish churches were in economic deficit and too many of those churches in surplus were not investing their resources in further growth or expanding into new ministries. The churches were gratifyingly strong on teaching ministries and on mutual care within the congregation, but on the whole they had lost touch with their local communities as represented by the parish in which they were placed.

This is the reason for speaking of a “10% of the population” initial goal. It fixes our eyes beyond the church community, beyond growing our churches by diminishing others, into the mission field around us. Genuine, across-the-board church growth, must reach a larger proportion of the population.

The “ten years” is an attempt to create a sense of measured urgency which will lead to change. The decade as such is less important than the sense that time is passing and the challenges before us remain.

Without it we are too inclined to accept the *status quo*. While the ideas of the Diocesan Mission have been circulating since the early 1970's Synod report, *Looking into the Parishes*, the reality of change was being shelved for another day. Continued reports to Synod warned of the slow attrition of membership both active and nominal – change had to happen immediately if we were to reverse the trends and make progress. The Global Financial Crisis does not diminish this need for immediate change. On the contrary, it highlights how timely adopting the Mission was, how slow we have been to put it into effect, and how urgent is the need for change now.

It is essential that, despite the Global Financial Crisis, the local churches retain as much say as possible over their own funding. On the whole, it is better (and often easier) to raise money locally for ministry and such money will be used in more strategic ways. A keen sense of responsibility for funding comes into play.

(b) Strategic direction

On the whole, parishes must retain responsibility for the majority of the ministry activity and core spending within Policy 2. They are 'closer to the coal face' and therefore better able to understand the needs and respond appropriately to opportunities. They are also better placed to raise money for such ministries. Under our Diocesan structure the parishes have the flexibility to grow and plant churches using local resources. It will still be appropriate for some central Diocesan resources to be devoted to particular aspects of Policy 2. However, the majority of the effort will need to continue to come from the parishes themselves.

(c) Recommendations

- (i) The essential elements of Connect09 – turning outward toward the parish, research, prayer, connection through the word of God, training, partnership and attention to improving and growing our churches, be continued as part of the ethos of the Diocese.
- (ii) The Archbishop continue to be represented regionally by Assistant Bishops, but on the assumption that there will be only four Assistant Bishops and no full-time Archdeacons –
 - (A) With administrative details changed to provide for shared episcopal oversight where necessary.

- (B) With regional councils undertaking some of the responsibility for providing the administrative support for the Assistant Bishop representing their region.
 - (C) With the aim to find ways to improve the provision of ministry and especially the missional outcomes, notwithstanding that some tasks will have to be re-assigned or left undone.
- (iii) The Diocese be divided into about 20 mission areas and that the Archbishop in consultation with the Mission Board appoints a mission leader in each area in order to foster the partnerships needed to conduct the Mission in that area. *See Appendix.*
 - (iv) Cross cultural and ethnic mission be given priority, bearing in mind the challenge inherent in Policies 1 and 2 to become churches that reflect the breadth of the population in the parish and not merely the churches of a particular part of the population. The Assistant Bishops with their regional councils work together to agree on the cross cultural (and administrative support) spending of the general allocation for the regions, taking into account demographics, current ethnic work and future challenges. Furthermore, during 2010 the bishops develop ways forward so that the work in the Diocese as a whole can be better strategised, co-ordinated and funded, in consultation with various groups that are already involved in cross cultural and ethnic mission.
 - (v) New focus be given to the recruitment, selection, training and deployment of church planters, both men and women, (especially in those areas where gospel ministries are weak or non-existent). The Archbishop will release the present Bishop of Wollongong to lead Evangelism Ministries and make new evangelistic church planting its prime goal, working in partnership with Moore Theological College and Youthworks College. In conjunction with the Board of Evangelism Ministries the Bishop will be asked to develop a number of expected outcomes for this new role in leading church planting.
 - (vi) Moore Theological College, Anglicare and the Social Issues Executive be asked to explore ways of working more closely in order to improve the efficiency of the delivery of research into society, trends and social issues for the Diocese.
 - (vii) The expansion of Anglican ministry to tertiary students be co-ordinated by the newly formed Tertiary Ministry Oversight Committee. It is expected that the Committee's support will result in an increase in the number of people training for Anglican ministry, particularly as chaplains.
 - (viii) The provision of the Diocesan Media Officer, internal communications within the Diocese and the production and

distribution of material to support evangelism be made the priorities of Anglican Media Sydney.

- (ix) Youthworks give special attention to training young men and women through the Year 13 program, while continuing to provide for its SRE, Camping and other ministries as it is able.
- (x) The Anglican Education Commission continue its advocacy of and support for Diocesan initiatives in education, whether in State or Anglican schools.
- (xi) The penetration of areas of the Diocese beyond the reach of the parish churches with the gospel continue to be a priority in the work of Youthworks, Anglicare, ARV and SASC, and Anglicare be encouraged to give attention to the possible extension of its chaplaincy work into new areas.
- (xii) Ministries to special interest groups through bodies such as Christians in the Media, Ecom, Enter, FEVA and others be encouraged by the Mission Board, and other Christians be challenged to duplicate such bodies in other segments of society.
- (xiii) The need for land and buildings and the large sums of money needed to purchase and develop church sites be given strong attention by the Mission Board and the Board make recommendations about how this is to be achieved.

Specific funding recommendations in relation to this Policy area are contained in the report to the proposed Synod Appropriation and Allocations Ordinance 2009.

6. Policy 3

(a) Current position

The strategic thrust of Policy 3 is: “to multiply the number of well-trained persons ...” dedicated to leading local churches, congregations and fellowships by proclaiming the gospel.

The goal of the Mission is to see very significant growth of existing congregations and large numbers of new churches within a relatively few years. The sense of urgency was deliberate so that we would not be content with incremental change. In fact the scale of the growth requires us to more than double existing Diocesan church weekly attendances of approximately 75,000 people.

The assumption going forward is that the number and skills mix of trained ministers, both male and female, serving the present number of

people in our churches needs to be maintained. Accordingly, we will only be able to serve the projected increase in the number of people attending our churches if in the next few years we are able to generate a substantially increased number of trained ministers.

With no significant external source of new ministers likely it will be a matter for the existing Diocesan structures and networks to identify, recruit and train these new ministers, in addition to the numbers already needed to maintain the present ministry team as individuals move to serve in positions outside the Diocese and retire.

From the pool of present ministry leaders plus these new ministers we will need to find and train sufficient leaders, both male and female, with the particular gifting and skills to match the expected profile of the churches all these new people will attend. The growth in attendance is expected to require numeric growth across the full range of existing churches from small to large, as well as a very significant number of new church plants. Churches that now have 100 people attending will need to cater for 200 or more, churches with 400 people will need to grow to 1,000 plus and our largest churches will also have to double in size. In addition, we will need to see perhaps 200 new church plants that each grow to serve 100 or more people.

The task has important implications not only for the number of individuals required, but also for their particular gifting and skills. We will need to consider whether our Diocese has the capacity and specific resources necessary to actually grow the appropriate number and type of ministers needed.

(b) Strategic direction

To service the increased numbers of people attending will require a very significant increase in the number of assistant ministers (some of which should be at the senior assistant minister level), cross cultural and ethnic ministers, church planters, youth workers and children's workers. With Connect09 now in full swing and individuals and churches throughout the Diocese taking initiatives to connect with their local community and invite new people into our churches the need for these additional placements is urgent.

Recruiting and training the number and mix of new ministers needed for this growth will require flexibility and innovation from our theological and training colleges.

We have identified three essential activities –

- (i) Recruiting more men and women able to lead and participate in the further development of Mission focused congregations and the planting of new churches.
- (ii) Providing theological training at the appropriate levels.
- (iii) Improving the competence of those deployed to carry out the Mission.

We acknowledge active partnership between local parishes and Diocesan organisations in the area of recruiting and training men and women for ministry. On the one hand the parishes themselves and the Bible-based fellowships in secondary schools and tertiary education bodies are the source of most of our future ministers. The parishes and fellowships provide the experience of lives lived in the truth of the gospel, and much of the biblical teaching and challenge to make Christ known. It is generally from this environment that individuals make decisions to seek further training and consider both lay and ordained ministry positions.

However, the actual co-ordination of much of the training is best organised, administered and delivered at the level of our Diocesan organisations. Parishes play an important supporting role in Policy 3, but their focus is rightly on growing and nurturing congregations and fellowships. Furthermore, the training of new ministers obviously derives benefits from economies of scale and consistency of quality and content if it is delivered centrally. It follows, therefore, that Policy 3 is an area that should receive priority in the allocation of central resources, all the more so when those resources are relatively scarce. The growth in attendance that is the goal of the Mission means not only is the multiplication of trained workers an appropriate priority for central funding, it is perhaps the most strategic use of those resources.

We note that the training of volunteers and church members in Christian discipleship, ministry and mission is a vital part of Policy 3 and of the Mission. Much of this lay training will take place in the local parish or mission area. An important aspect of the role of the mission leaders is to use the training they receive to inspire and train other ministers and church workers and indeed all church members to be active partners in the Mission. See *Appendix*.

(c) Recommendations

Recruiting

- (i) The goal for the next few years is to substantially increase the number of assistant ministers, cross cultural and ethnic ministers and workers, church planters, youth workers, children's workers and women's workers.
- (ii) The Ministry Training and Development department in collaboration with Moore Theological College, enact plans to recruit and guide this substantially increased number of male and female candidates for (ordained) diocesan ministry, each of whom are able to lead and participate in the further development of mission focused congregations and the planting of new churches.
- (iii) Recruitment be targeted both at young adults through the Year 13 program, Tertiary ministries and MTS and at mature Christians considering a more front line ministry role as their family commitments become less pressing. It is expected that this focus on recruitment will see a significant growth in the number of men and women undertaking theological training for ministry, and a growth in the numbers entering Anglican ministry in particular.

Training

- (iv) Moore Theological College and Youthworks College work together to create a more integrated theological education and training structure that actually delivers substantially increased graduate numbers through as flexible a delivery system as possible, without compromising quality. Later this year the Mission Board will be asked to allocate the \$300,000 provided by Synod for strategic capital and infrastructure projects under Policy 3 in 2009 to Youthworks College should they proceed to lease and renovate part of the Moore Theological College Newtown campus as the location for their diploma course to encourage greater integration of the training colleges of the two institutions.
- (v) Moore Theological College make every effort to develop the Certificate of Theology by Correspondence (ThC) course within and outside the Diocese to theologically equip lay ministers of the gospel.
- (vi) Moore Theological College continue to develop its work and plans in general theological education (including married student housing), new library project, faculty postgraduate studies, ministry recruitment and lay development training. It is also requested that the College develop more flexible models for the delivery of theological education, and explore the establishment of a School of Church Planting and a specific qualification in leadership, with a

view to a significant increase in student numbers and particularly to more men and women entering Anglican ministry.

- (vii) Mission leaders work with senior ministers in the area so that together they plan and organise what training they require to be more effective in leading the Mission in their parishes, as well as to plan and organise training for lay people in ministry and mission. *See Appendix.*

Development

- (viii) The Archbishop commits a bishop to leading the training under Policy 3, especially in support of the mission leaders.
- (ix) The Ministry Training and Development department concentrate their after college training on Mission training for recent college graduates, first time incumbents, and new mission leaders, making use of any appropriate available specialist resources. It is expected that this Mission training will result in a significant increase in the skills of ministers in each of these groups to effectively research demographics, identify opportunities, and plan and implement strategies that connect their church with the local community.
- (x) The role of the Archdeacon for Women in promoting women's ministries be continued as a Synod funded position.

Specific funding recommendations in relation to this Policy area are contained in the report to the proposed Synod Appropriation and Allocations Ordinance 2009.

7. Policy 4

(a) Current position

This Policy area turns the spotlight on our Diocesan culture, structures and use of resources and asks what needs to change in order for us to be more effective in meeting our fundamental aim.

A number of important initiatives are under way. Connect09 calls for a paradigm shift in our culture to become more outward-focused. A number of recent ordinance reforms have been designed to assist parishes with their administration. Moore Theological College is in the process of reassessing its delivery of theological education to increase flexibility. Each of these and a great many other changes need to be thoroughly pursued. However, the extent of the financial challenges now before us, partly as a result of the Global Financial Crisis, makes it imperative that in addition to these initiatives the ministries currently

supported by the Endowment of the See and the Diocesan Endowment need to be restructured in order to significantly reduce their call on recurrent expenditure.

Foremost amongst these is the episcopal staff structure itself. Regionalism was created in the 1990s. The aim was to bring the Diocesan structures into closer connection with the parishes. The number of regions in the Diocese, and therefore the size and composition of the regions, was determined by the number of bishops/archdeacons that the EOS could afford. It is probable that were money available, a sixth or even seventh region would have been created. Admittedly, for some functions the existing regions are too large and diverse. It is notably difficult for regions to act as units, although they share the same episcopal staff and regional council. To some extent, however, they retained and enhanced the sense of connection with the Archbishop through his close colleagues, while defining a new role for assistant bishop as the chief pastor of a particular region.

(b) Strategic direction

With a very significantly reduced level of distribution available, the current episcopal staff structure is unsustainable. To redress this will require a significant reduction in staff numbers, as well as placing a call on the regions to use their Policy 2 allocation and/or some of their existing resources to provide administrative support for their bishop.

By not seeking to raise funds from parishes through some form of levy or assessment to maintain the funding for Regional Council grants for parish ministry programs we are directly strengthening the parishes themselves, although it does mean we will have less opportunity to target potential growth areas and seed new ministries.

(c) Recommendations

For the time being the five regions will continue, but new administrative arrangements will be needed to provide shared episcopal oversight if there are to be only four Assistant Bishops and no full-time Archdeacons.

Specific funding recommendations in relation to this Policy area are contained in the report to the proposed Synod Appropriation and Allocations Ordinance 2009.

8. Administration

(a) Current position

Administration covers a number of the tangible expressions of our life together as a network of parishes that collectively make up the Diocese. That network involves episcopal leadership as well as Synodical government.

Within Administration there are the Diocesan Administration services (SDS) that support the Synod, Standing Committee and parishes as well as a number of other Synod related costs that fall broadly under four headings – Property, Resourcing, Membership of the Anglican Church, and Contingencies.

(b) Strategic direction

Every individual component of the present mix of Administration has been examined to see if it is compatible with the strategic direction and fundamental culture change required by the Diocesan Mission, and if it is –

- (i) Is it an essential service to the parishes?
- (ii) Can it be done more efficiently?
- (iii) Can it be funded some other way?

(c) Recommendations

Diocesan administration

- (i) The Sydney Diocesan Secretariat should be funded to provide only the basic services that support the Synod, Standing Committee and parishes. SDS has already undertaken a significant cost reduction program designed to minimise indirect or overhead costs and reduce direct costs by limiting the provision of basic services to only those matters given high priority by bodies such as the Standing Committee.
- (ii) The parish risk management program is to be integrated into the Property Trust's parish insurance program which is funded through the variable portion of the parish cost recovery charge.
- (iii) Synod funding is maintained for members of Synod elected committees to park in St Andrew's House and to cover the travel and accommodation costs associated with Diocesan representatives attending sessions of the General Synod.

Property

- (iv) There is to be no Synod funding to subsidise the rent of Diocesan organisations resident in St Andrew's House.

Resourcing

- (v) Synod funding has been continued for 1/3rd of the expected total cost of the Archbishop's Professional Standards Unit, assumed to be at the same level as for 2009.
- (vi) No separate Synod funding has been provided for the Social Issues Executive, but Moore Theological College has been requested to provide research support for the Social Issues Executive.
- (vii) Synod is to fund 32% of the expected total cost of the Diocesan Archives (the balance of the cost will be funded by the Endowment of the See, which until now has funded all of the cost of the Diocesan Archives).

Membership of the broader Anglican Church

- (viii) Synod funding for the estimated cost of General Synod statutory assessments, excluding the Diocese's share of the expected cost of providing a research assistant to the Primate, has been continued, but at a reduced rate.
- (ix) Synod funding for the Diocese's membership of the NSW Council of Churches has been continued, but the contributions to the Anglican Consultative Council, the Australian Defence Force Board and the NSW Ecumenical Council have each been discontinued.

Contingencies

- (x) A slightly reduced level of Synod funding has been provided for a Contingencies reserve to enable the Diocese to respond to new issues that arise during the year.

Specific funding recommendations in relation to Administration are contained in the report to the proposed Synod Appropriation and Allocations Ordinance 2009.

PETER KELL

For and on behalf of the Mission Board

15 September 2009

MISSION AREAS

The Aim

Hundreds of thousands of new people are arriving and settling in Sydney. Connect09 has challenged our churches to look outward and to partner with each other in sharing God's word with the people around us. In order to extend this momentum and gain from our insights, the Diocesan Mission needs to adapt and develop a new structure for the new Sydney that is emerging. The mission areas initiative is intended to capitalise on this move outward, to better resource churches, to decentralise the Mission and to ensure that we are not overlooking opportunities in our local areas. It is the next stage of Connect09.

The Vision

Why think of 'areas'?

Sydney and its hinterland is very sectional. Think of all that is conveyed by terms such as 'North Shore', 'Northern Beaches', 'the Hills District', 'the Shire', 'Macarthur', 'Illawarra' and the rest. Our existing regional boundaries contain many 'mini-regions' with their own culture, traffic flow, shopping centres, ethnic groups, sporting identity and leisure interests. Our Regions are too large to reflect the realities of these localities. You have to live local to understand local.

On the other hand, parishes are usually smaller than their locality as a whole, and a parish focus may allow the realities of deserts and tribes to be missed. An emphasis on meeting the needs of existing congregations may leave a parish without the depth of understanding or resources to reach the rest of its local community.

To take two examples –

One of our parishes embraces two large suburbs. Because the church building is in one of the suburbs, the second suburb, which has a different demographic, receives less attention and little Christian work occurs in it. It is a 'desert'. It is too much to expect the existing church to act on its own. The church needs partnership and help in reaching out to the second suburb. Perhaps a new church should be planted there.

In another parish, there exists a large migrant group with a particular language. The parish (for a variety of reasons) is not able to connect with this group. Because of parish boundaries, no one else thinks about them either. They are a 'lost tribe'. Parish churches sometimes need help to see who is in their community and help to do anything about it. This calls for partnership.

The proposal to create mission areas is working from the ground up. With careful local consultation, the map of the Diocese needs to be re-drawn, to contain about twenty areas which will seek to reflect the natural way a district works. It may be that as the work is done, more than twenty will emerge. There needs to be a balance between being too local and too regional. The smaller homogenous mission area makes obvious sense, but may not have the diversity of churches, small and large, weak and strong, to tackle the challenges.

The aim is to enable the local churches and their leadership ordained and lay to give attention to the actual community in which they are set and to ask the questions which will enable mission in partnership to occur. It will encourage us to perceive the 'deserts and lost tribes' within and beyond our parish boundaries and to take joint action to meet their spiritual needs. It will be a conduit for diocesan resources to enable the local to flourish more effectively. It will improve communication and increase the partnership between churches and organisations.

Mission areas need resourcing. The proposed Diocesan budget calls for money to be available to make it possible for local leadership, clergy and lay, to work through the implications of this development. The Connect09 campaign demonstrated the value of smaller groups of church leaders working together collaboratively to think through the issues involved in this new approach. Just as rectors worked together in small groups at Bishops court to get ready for Connect09, so the development of mission areas gives further opportunity for co-operation in learning from one another. As a group we have a great deal of wisdom and experience to share, and much learning will arise from working together on the needs of localised mission.

A 'mission leader' from each area will be appointed from amongst the rectors. The task of the mission leader will be to draw the local leadership together and help set the agenda for what needs to be done. The mission leader will need extra training for this role and his parish will also receive some modest remuneration for his services. The parish will of course also benefit from the things which he is learning and he will be resourced by the Archbishop mainly through the Bishop who is appointed to support this role.

The Benefits

There are several factors that make the development of mission areas a good strategic move and a natural development for 2010 and beyond.

First, the Connect09 campaign involves a move from inward to outward, from congregation to the geographical parish. It challenges our churches to pray for, to research and to connect with the community around them. It also invites a new era of partnering with other parishes and diocesan organisations in outreach. The mission area proposal sets the parish into its natural larger locale. Far from the mission leader being burdened with just another job, the task involves the proper development of his own parish and also ministry partnerships which benefit his own district.

Second, although key mission work has been done and will continue to be done through the Regions of the Diocese, they are too large for effective local joint action. Often the boundaries have proved arbitrary and the Regions encompass widely disparate parts of the Diocese. Now that the personnel in the Regional offices have been reduced in number, and the money available for regional grants is also much less, the missional impact is also lessened. At the same time, however, this very fact creates an opportunity for the more decentralised and local to develop.

Third, the consequent restructure gives us an opportunity to fulfil something of the promise of the Area Deanery system by creating partnerships which both reflect local reality and give a clear mission focus. This will infuse the local structures with ideas, energy and money. It will still be up to individual rectors to see whether they wish to support the initiative, but our hope is that the vast majority will take up this challenge to think, plan and work together in partnership more than they have in the past. It also certainly gives an opportunity for a larger group of lay leaders to be more active in the mission work of the gospel alongside clergy.

Implementation

It is important that local input be gained as implementation occurs. It is expected that the mission area proposal will be implemented in four overlapping stages from the beginning of 2010 –

1. *By April 2010:* Information gathering from local leadership and demographers about the appropriate shape and boundaries of mission areas. These may or may not coincide with existing Deanery boundaries.
2. *By June 2010:* Appointment and initial training of mission leaders.

3. *By September 2010:* Consultation with local leadership about the nature and resources and challenges of the local churches.
4. *From January 2011:* Intensives with local leadership about the opportunities of local mission areas and methods of partnership and ministry in them. This would include specialist input where appropriate.

Investing in Training

The experience of preparing rectors for Connect09, indicates an allocation of \$300,000 over three years for equipping the local leadership, ordained and lay, to work together in Mission is appropriate. This is a crucial investment in the leadership of local parishes and will help all parishes to function better. The main ethos of the training is the 'learning in fellowship' model in which we assist each other to acquire skills and understanding with the input of specialist support where necessary.

The aim would be to deepen the experiential learning gained from Connect09 in research of localities, in encouraging prayer for the community, in raising finance, in strategic thinking, in connecting with the broader community, in partnering with other local churches, in equipping members, in improving churches, in pastoral care of Christian leadership, in discovering the relevant diocesan resources. The funding is needed for residential intensives, the initial and on-going training of mission leaders, and of local leaders, lay and ordained, including the cost of specialist input, training materials and communications.

The Role of the mission leader

The culture shift and outward focus of the Mission requires sustained effort and development for years to come. The mission leader needs to be able to inspire and motivate ministers to build on Connect09 and to encourage churches to refocus on and reconnect with their local communities.

The leader will be asked to gather senior ministers and others to work together to develop strategies and plans to reach the mission area with the gospel. Under the mission leader, the local leadership will be challenged and helped to –

- Research the Area to more deeply understand the demographics and the movement of people around the district.
- Identify the deserts and tribes where gospel ministry is weak or non-existent, and other evangelistic opportunities.

- Devise strategies to take up the opportunities and challenges identified by such research.
- Work out what training is needed for church members and leaders and how such training can be delivered in the Area.
- Organise in-service training for our senior ministers especially. Such training may include conferences and workshops by specialist trainers as appropriate, but also more informal one to one mentoring and peer groups as ministers train one another.
- Foster partnerships between parishes. Working together has not generally been a very strong point in our diocese, and the mission area structure provides an opportunity and mechanism for the sharing of ideas, resources, training, evangelistic activities and church planting, in a spirit of generosity and fellowship for the sake of the Kingdom.
- Foster partnerships between our parishes and diocesan organisations and ministries. This will involve understanding better all the resources of our diocese and how they can benefit the local parish and district in the Diocesan Mission.

Desired Outcomes

There will be specific outcomes as determined by the particular area and its strategies, but outcomes would include –

Ultimate goal:

Under God, an increase in the numbers of people turning to Christ in the Area and taking their place in the life of existing and new congregations.

Interim goals:

- A greater understanding of the demographics of the Area, leading to the identification of tribes, deserts and new evangelistic opportunities.
- In the first year of the initiative, an audit and statistical summary of our ministries in the Area to serve as a baseline to measure progress in the years to come.
- Area and local church strategies devised and implemented to take up new opportunities, and to reconnect with the local community, and through those connections to share the gospel. Conditions in different parts of the diocese will determine the number and nature of new strategies and initiatives.
- New partnerships created between parishes, and between parishes and diocesan organisations and ministries, so that resources are shared, prayer stimulated, and training and mission activities conducted together as appropriate.

- Senior ministers given opportunities to grow in their leadership skills and effectiveness as mission leaders.
- Members of the church gain confidence and competence as they are trained in ministry and mission, and thus take a more active part in the Mission.

Structure

The Archbishop will also appoint one of the Assistant Bishops to provide guidance, support and oversight of this mission areas initiative. The bishop so appointed will work closely with the Archbishop, the Mission Board and his fellow bishops in their regional responsibilities to ensure co-ordination and smooth running of this throughout the diocese. The appointed bishop will also liaise with Evangelism Ministries and its director in that organisation's new missional church planting initiative.

The mission area initiative is not designed to do all the work of maintaining the churches and other activities of the Diocese. Regions and their Councils will continue to exist and Regional Bishops will continue to have oversight of their Region with special attention to the well-being of the ministers of God's word. They will continue to help foster the good-health of the churches and the organisations of the Diocese.

The Archbishop in consultation with the Mission Board and others will appoint a mission leader in each Area able to work closely with other local leadership.

The existing Area Deaneries will remain formally, if only because they are part of the legal structure of the Diocese. The role of Area Deans and deaneries is an obvious matter of consideration, and will be reviewed as mission areas are formed and mission leaders appointed. The Deanery structure has been used for good and we must be careful not to lose those good things.



Anglican Church Diocese of Sydney