

The Missionary Diocese of Tasmania

# *The Imagine Project*

A plan to enhance stewardship, establish experimental local Mission Projects and appoint Missioner Bishops.

***“Now to him who by the power at work within us is able to accomplish abundantly far more than all we can ask or imagine, to him be glory in the church and in Christ Jesus to all generations, for ever and ever. Amen.”  
Ephesians 3:21-22***

Bishop John Harrower  
11 October 2007

## Summary

The Imagine Project is an initiative responding to the Bishop's challenge in a healthy church...*transforming life* to promote mission in the Diocese of Tasmania.

The initiative will work with existing strategies and has three broad thrusts:

- a. bringing the authority and accountabilities of the office of bishop to build grass-roots mission,
- b. appointing a Missioner Bishop with gifts in stewardship to both enhance mission and free the Diocesan Bishop for increased parish involvement,
- c. directing resources in a focused way to experimental local mission projects which will be mainly financed by funding partners and supported by a Missioner Bishop.

# Imagine...

*Imagine the Bishop of Tasmania with additional time and resources to dedicate to encouraging grass-roots ministry*

*Imagine the Bishop of Tasmania's responsibility to administer and manage our Diocese shared with a Missioner Bishop and the Registrar, thereby providing the highest levels of support for the ministry and mission of the Diocese.*

*Imagine a Missioner Bishop stewarding the resources of the Diocese.*

*Imagine local mission projects scattered across the state of Tasmania, each with a Project Leader mentored and equipped by a Missioner Bishop. Each mission team meets together frequently for prayer, to study the scriptures, to worship and to minister to one another. They immerse themselves in the surrounding community building relationships, meeting practical needs and finding innovative ways to communicate the good news of Jesus. People come to faith; their lives are changed by the power of the Gospel. In turn, the atmosphere in the community lifts. New believers are nurtured and taught the way of Jesus in small groups.*

*Imagine a Missioner Bishop mentoring, guiding and nurturing each mission project, helping them to share their experiences with the entire Diocese.*

*Imagine the networking and encouraging of evangelists in their activities in every part of the Diocese as a top priority for a Bishop.*

*Imagine the resource that these teams would be for every parish and organisation looking to their future.*

*If you can imagine this then you have imagined...*

## **The Imagine Project**

## Introduction

I still recall the joy and emotion of my first Synod with you in 2000 when I declared the Diocese to be a 'Missionary Diocese' and myself to be a missionary bishop. It was one of those profound 'God moments' when the presence and purposes of God are experienced in spine-tingling closeness.

My heart as bishop was most clearly revealed in a healthychurch...*transforminglife*, my vision document which I shared with you all in 2004. My heart's desire is for every Anglican to be a prayerful activist, enlivened by biblical faith and the power of the Holy Spirit, and for us all to take initiatives in mission that God may transform the life of our Christian communities and all Tasmanians. Transformation involves risk. I wrote, 'A healthy church will be a risk taking community. I encourage you to take some risks.' The transformation will be beyond our wildest imaginings.

The importance of imagining the Church God wants was affirmed by the Archbishop of Canterbury, Rowan Williams, in his 2003 Enthronement Sermon. "So the most significant question I can ask myself in your presence about the work ahead is, 'What do I pray for in the Church of the future?' Confidence; courage; an imagination set on fire by the vision of God the Holy Trinity; thankfulness...and we don't solve our deepest problems just by better discipline but by better discipleship, a fuller entry into the intimate joy of Jesus' life."

Thus at the recent Tasmanian Clergy Conference I spoke on *the Church I imagine...* reflecting on Paul's doxology, his praise to God, which bursts forth from his heart half way through his letter to the Christians in Ephesus: *Now to Him who is able to do immeasurably more than all we ask or imagine*. I took pleasure in speaking of the Church I imagine: a healthy church, a church of disciples, a church in mission, a servant church, a prophetic church and a generous church. What a vision to inspire our work!

But how does God work in the world? In this year's Synod address I set out a theological basis to understanding the Church and mission. *God calls God's people in God's world into God's work* was both the sub-title and the synopsis of the Synod address. I said: "(On) the day of Pentecost, the Church was born, brought into being by the Holy Spirit. The Church is fellowship in word and sacrament, in service and love, fuelled by the Holy Spirit. The Holy Spirit had brought into being a people, God's people, the Church, the Body of Christ, to be in God's world and to work in God's world as missionary disciples. The missionary God had brought into being his missionary people, the Church. . . . The mission of the Church, God's people, is to the world that God loves, the world God seeks to reconcile to himself in Christ."

I went further: "The Holy Spirit transformed and equipped people from all over the world to live as disciples of Christ in the world. The Holy Spirit is doing this today, here in Tasmania and throughout the world." We pray that the Holy Spirit will call and equip God's people to walk in the way of Christ. Our model of ministry is to be based on the life and ministry of Christ. Thus the mutual joys and responsibilities of being members of the one body of Christ, of the interdependence of every member, of the complementary gifting of members by the Holy Spirit, of our servanthood together and working for the wellbeing of our neighbour – all mark us as being *in Christ* and *in the world*.

The expression of Church in which I have found a place is the Anglican Church. The Anglican Church has always been a church in the world: just look at the richness and

range of its prayers as set out in the prayer books. They are truly wonderful in their wealth of Christian spirituality. Our Anglican identity and ethos give character and confidence to our life and mission. The bishop plays a vital role in Anglican life. But, what kind of bishop?

The Lambeth Conference concluded: *“Our experience affirms the role of the bishop as missionary, given authority by the Church to go and exercise the fullness of apostolic gifts and raise up a local church.”* This presupposes all the other aspects of mission - witness, proclamation, serving, pastoring, teaching, etc - but the Lambeth Bishops are making an important statement about the Church, mission and the nature of episcopacy. **We have become accustomed to see a bishop coming as a ‘crowning presence’ when mission has been accomplished. The Lambeth challenge is to see the bishop as a prime mover in mission.**

An aspect of the Church I imagine is a church in which bishops are called to further the mission of the Church. I have become increasingly convinced that the Diocese of Tasmania needs to take the risk of appointing two Missioner Bishops to facilitate the stewarding of our resources, freeing me to be more of a resource for parishes and leveraging off some of our diocesan financial resources to gain further partnerships to develop supervised local mission projects.

The financial part of this response concentrates some fresh resources where they are likely to have effective mission outcomes. Approximately 18% of the funding will come from the New Ministries Development Fund and the rest from funding partners. The latter is new money to the Diocese which is not available to parishes. I praise God that we are able to use the New Ministries Development Fund in this way whilst continuing to make available grants to parishes under the existing scheme.

I believe this responds to the risk-taking I outlined in a *healthychurch...transforminglife*: *‘We must greatly extend the “New Ministry Grants” program and develop other funding programs to resource specific initiatives to help explore some innovative forms of ministry. . . . We must build a network of support and advice for the leaders of innovative ministries in the Diocese.’*

I will remain the Diocesan Bishop and the other two bishops will be called Missioner Bishops. While I have gone to some considerable lengths to be a Diocesan Bishop who is a missionary bishop, the Missioner Bishop title will distinguish the other bishops from my formal role as the Diocesan Bishop, emphasise their orientation and avoid hierarchical language such as assistant bishop. This initiative demonstrates the risks I am prepared to take in mission. In appointing Missioner Bishops I hope to bring the authority and accountabilities of the office of Bishop to grass-roots ministry and mission.

The overwhelming proportion of our Anglican resources of time, money and talent is being and will continue to be, spent on the current parish and agency ministries. This initiative is not a new model of mission for the entire Diocese but an initiative complementing existing strategies.

It is clear that an important way in which a *healthychurch...transforminglife* will become a reality is to focus resources on mission projects and leadership. I thank all of you who are doing this at your parish and agency level. I now intend to further support your efforts through the establishment of a three year project to allow us to observe the development of mission projects and the release of mission leadership to support those projects and other developments at a local parish and agency level.

## The Plan

**Objective One:** To allow me as the Bishop of Tasmania to allocate more time to mission. This would result in my extending and developing my ministries of witness, proclamation, serving, preaching, pastoring and teaching. This must be achieved without loss to other responsibilities. We must balance the need to order the Diocese with fresh energy for mission.

**Proposal One:** To appoint a part-time Missioner Bishop with special responsibility for stewardship of the resources for mission.

This Missioner Bishop will bring high level strategic governance and administrative skills to enhance the office of the Bishop of Tasmania's contribution to mission. In an environment of adaptation to new ways of being Church, we face the need for expertise in the stewardship of resources. This will also free some of my time to be more involved with parishes. I believe the fulfilment of this task demands the authority of the Episcopal office. In addition to these responsibilities I may choose from time to time to delegate further Episcopal duties. (Position Description Appendix 1)

**Objective Two:** To significantly increase the capacity of the Diocese to develop fresh expressions of our Church.

**Proposal Two:** To establish a team of missionary leaders and release them to develop new local mission projects at either diocesan or parish level. To appoint a part-time Missioner Bishop with special responsibility to give leadership to this team. (Position Description Appendix 2) The Missioner Bishop will also lead a parish. The Diocese will seek partnerships to ensure the viability of a reasonable trial of a new local mission project in each of our three major regions, each under the leadership of a Project Leader. (Position Description Appendix 3)

## Selection of Projects

The selection of projects will be at my discretion on the advice of the Diocesan Mission Support Team (DMST). Priority will be given to:

1. Team-based ministries to communities not currently nurtured by existing models of church.
2. Projects that in balance reflect the diversity of Tasmanian community life, eg rural, suburban, tree change, sea change, niche grouping such as tertiary students.
3. Projects that are deemed strategic by the DMST but which cannot be a priority for the local parish or parishes.
4. Projects that have a reasonable chance of being self-sustaining after the project period.
5. Consideration of the interests of proposed project partners.

## Planned Outcomes

1. Significant increase (20 days/year) in my connection with parishes, clergy and lay leaders as a leader in mission. I believe this is my area of gifting. The implementation of a healthy**church...transforminglife** will be furthered by my increased availability to listen, encourage, teach, challenge and mentor.
2. The refreshing and renewal of diocesan management and administration including meaningful review of governance and financial systems.
3. Increased level of support and resourcing of the Synod, Diocesan Council, Trustees, committees and councils of the church.
4. Equipped, resourced and engaged missionary disciples
  - contextualised training programs
  - strong local networking
  - increased missional and evangelistic activity
5. Established fresh expressions of Anglican life and worship

## Project Review

In line with my own commitment to appraisal and review, a culture of review is now clearly established within my diocesan office team. The Registrar and Director of Ministry have each undertaken reviews of their work with us. The plan and specific projects will be reviewed by an external reviewer. This review will be undertaken at the end of the second year. The reviewer will report to Synod through the Bishop of Tasmania.

Each of the Bishops and Project Leaders will be asked to establish a framework of review, agreeing the criteria against which they will be reviewed. The reviewer will also be asked to tell the story of the development of ***The Imagine Project***.

## Funding Strategy (See following page)

## Funding Strategy

	Year 1	Year 2	Year 3
1. Surplus carried forward	95564	76064	50839
2. New Ministries Development Fund (NMDF)	75000	80000	82000
3. Project Partners	100000	105000	110250
4. Ministry Council	20000	20000	20000
5. Anglican Health & Welfare Ltd (AHW)	20000	20000	20000
<b>Income</b>	<b>310564</b>	<b>301064</b>	<b>283089</b>
6. Missioner Bishop	67500	70875	74420
7. Mission project - North	74000	77700	81585
8. Mission project - North West	36500	38325	40245
9. Mission project - South	36500	38325	40245
10. New Mission Grant Scheme for Parishes	20000	25000	30000
<b>Expenditure</b>	<b>234500</b>	<b>250225</b>	<b>266495</b>
<b>Surplus</b>	<b>76064</b>	<b>50839</b>	<b>16594</b>

### Notes related to each line above:

1. Year 1 unallocated accumulated interest from NMDF
2. Interest on capital assumes some growth in capital and interest
3. 3 year funding agreement
4. From existing budget
5. Funds previously allocated for a Bishop's Chaplain
6. In kind support for one Missioner Bishop will be provided by a funding partner
- 6-9. Approximately 5% increase in expenses per annum
10. For additional parish based new mission initiatives

**Bishop John Harrower**

11 October 2007

### Attached

Appendix 1: Position Description - Missioner Bishop - Stewardship

Appendix 2: Position Description - Missioner Bishop – Training and Projects

Appendix 3: Position Description - Project Leader

MISSIONARY DIOCESE OF TASMANIA  
The Imagine Project

POSITION DESCRIPTION

MISSIONER BISHOP – STEWARDSHIP

*“The particular ministry of the Missioner Bishop representing Christ and the Church is to steward the resources necessary for the proclamation of the word of God and the equipping of God’s people for initiatives in mission.”*

**1. A CALL TO SERVE**

- 1.1 The Missioner Bishop will serve as a suffragan Bishop in the Diocese with Episcopal functions focussed specifically on resourcing mission, being ordained to assist the Bishop of Tasmania and having specific and defined responsibilities.

**2. PERSONAL CHARACTERISTICS AND FOUNDATIONAL FUNCTIONS**

- 2.1 The Missioner Bishop will be a person of maturing faith who is:

- a prayerful activist
- engaged in continuing education
- strong in developing interpersonal relationships
- committed to personal well-being
- modelling Christian discipleship

- 2.2 The Missioner Bishop will have demonstrated the ability:

- to serve as a rector or other parallel experience
- to improve the health and vitality of congregations
- to develop and implement strategic change in a parish or organisation
- to speak the truth in love and provide leadership for difficult decision processes
- to lead the church in mission

- 2.3 The Missioner Bishop will be required to facilitate five foundational leadership functions:

- Pioneering leadership: launching new missional works, overseeing their development and mentoring leaders
- Prophetic function: discerning the spiritual realities in a given situation and communicating them in a timely and appropriate way to further the mission of God’s people
- Evangelistic function: communicating the gospel in such a way that people respond in faith and discipleship

- Pastoral function: shepherding the people of God, leading, nurturing, protecting and caring for them
- Teaching function: communicating the revealed wisdom of God so that the people of God learn how to obey all that Christ has commanded them

### **3. PRINCIPAL RESPONSIBILITIES**

- To serve as a member of the Bishop's Executive Team.
- To oversee the day by day administration of the office of the Bishop of Tasmania.
- To oversee the procedures of the Pastoral Support and Assistance Scheme
- To resource the Bishop of Tasmania in the administration of the Synod and Diocesan Council.
- To chair any boards, committees or councils of the Church as may be delegated by the Bishop of Tasmania.
- To resource the Diocesan Registrar in the administration of the Diocese with authority to approve accounts.
- To represent the Diocese as and when requested by the Bishop of Tasmania.
- To undertake other Episcopal responsibilities as delegated by the Bishop of Tasmania.

### **4. ACCOUNTABILITY AND RESPONSIBILITIES OF EPISCOPAL FUNCTION**

This Missioner Bishop will be accountable to the Bishop of Tasmania. The Missioner Bishop will not be required to serve on councils or take other positions within the Diocese or beyond which may otherwise be assumed by the Bishop of Tasmania. This will include national or international gatherings of Bishops.

MISSIONARY DIOCESE OF TASMANIA  
The Imagine Project

POSITION DESCRIPTION

MISSIONER BISHOP – TRAINING AND PROJECTS

*“The particular ministry of the Missioner Bishop representing Christ and the Church is to proclaim the word of God and equip God’s people for initiatives in mission.”*

**1. A CALL TO SERVE**

- 1.1 The Missioner Bishop will serve as a suffragan Bishop in the Diocese with Episcopal functions focussed specifically on mission and evangelisation, being ordained to assist the Bishop of Tasmania and having specific and defined responsibilities.
- 1.2 The Missioner Bishop will serve as a practitioner-teacher, modelling from a ministry base in a parish or agency.
- 1.3 The Missioner will act as the coordinator of designated Diocesan local mission projects.
- 1.4 The Missioner Bishop will serve the Diocese as a member of the Diocesan Bishop’s Executive Team.

**2. PERSONAL CHARACTERISTICS AND FOUNDATIONAL FUNCTIONS**

- 2.1 The Missioner Bishop will be a person of maturing faith who is:
  - a prayerful activist
  - engaged in continuing education
  - strong in developing interpersonal relationships
  - committed to personal well-being
  - modelling Christian discipleship
- 2.2 The Missioner Bishop will have demonstrated the ability to:
  - serve as a rector or other parallel experience with congregational development
  - improve the health and vitality of congregations
  - develop and implement fresh expression of church
  - speak the truth in love and provide leadership for difficult decision processes
  - lead the Church in evangelism

2.3 The Missioner Bishop will be required to facilitate five foundational leadership functions:

- Pioneering leadership: launching new missional works, overseeing their development and mentoring leaders
- Prophetic function: discerning the spiritual realities in a given situation and communicating them in a timely and appropriate way to further the mission of God's people
- Evangelistic function: communicating the gospel in such a way that people respond in faith and discipleship
- Pastoral function: shepherding the people of God, leading, nurturing, protecting and caring for them
- Teaching function: communicating the revealed wisdom of God so that the people of God learn how to obey all that Christ has commanded them.

### 3. MAJOR STRATEGIES

The Missioner Bishop will adopt the following strategies:

3.1 To implement local mission and evangelisation strategies:

- building local commitment to mission and evangelism
- nurturing the development of the missionary identity of the Church
- gathering teams to develop local mission action plans
- resourcing implementation of mission action plans
- representing vision and being a champion of it to the community
- articulating the Christian faith in a clear, concise and inspiring manner, especially to those outside the church

3.2 To identify, recruit, train and release local missional leaders:

- mentoring missional leaders in context
- building an action-reflection learning context
- fostering networking and empowering of missional leaders
- identifying and resourcing local evangelists
- identifying and developing pioneering type leaders

3.3 To strengthen the ministry of all believers:

- modelling and teaching the theology of missionary discipleship
- modelling and teaching the theology of stewardship, including time, talent and treasure
- mobilising the resources of a community in faithful stewardship

#### **4. DESIRED OUTCOMES**

This ministry will lead to the following desired outcomes:

- 4.1 Equipped, resourced and engaged missionary disciples
  - contextualised training programs
  - strong local networking
  - increased missional and evangelistic activity
- 4.2 Focussed and effective local mission and evangelisation strategies
  - growth in number of new churches and mission projects
- 4.3 Mission-shaped traditional expressions of Anglican life and worship
  - innovation and creativity actively expressed through traditional Anglican practices
- 4.4 Mission-shaped fresh expressions of Anglican life and worship
  - innovation and creativity actively expressed in any and every way

#### **5. ACCOUNTABILITY AND RESPONSIBILITIES OF EPISCOPAL FUNCTION**

This Missioner Bishop, under the authority of the Bishop of Tasmania, will:

- maintain the local churches' witness to Christ
- promote the mission of the church to the world
- lead the priests and deacons under their care
- identify those who may be ordained to missional leadership
- ordain deacons
- confirm and receive the faithful into fellowship

The Missioner Bishop will be responsible to the Director of Ministry for the specific responsibilities expressed in this Position Description.

In order to maintain clear focus on local mission and evangelisation, a Missioner Bishop will not be required to serve on councils or take other positions within the Diocese or beyond which may otherwise be assumed by the Bishop of Tasmania. This will include national or international gatherings of Bishops.

MISSIONARY DIOCESE OF TASMANIA  
The Imagine Project

**POSITION DESCRIPTION**

**PROJECT LEADER**

*“The particular ministry of a Project Leader is to give enabling leadership to the development of local fresh expressions of holistic mission and ministry within a community.”*

**1. A CALL TO SERVE**

- 1.1 To model the development of a fresh expression of Anglican Church life.
- 1.2 To encourage by example the local network of parish leadership in exploring the possibility of fresh expressions of Church.
- 1.3 To identify, network, resource and encourage individuals with evangelistic gifts keen to develop fresh expressions of Church.
- 1.4 To raise the capacity of the church to contact individuals with little if any previous connection to the Church.
- 1.5 To develop ministries relevant to the needs of local communities with particular focus on providing relief to individuals in distress, assistance in relieving the problems of those suffering mental illness and caring for the sick and terminally ill.

**2. PERSONAL CHARACTERISTICS AND FOUNDATIONAL QUALIFICATIONS**

- 2.1 Deeply committed Christian with evangelistic gifting and passion
- 2.2 Strong team member and team player
- 2.3 Ability to keep all relationships focused, positive and growing
- 2.4 Proven capacity and/or strong desire to develop fresh expressions of Church in a local context.
- 2.5 Appropriate formal training and professional qualifications.

**3. STRATEGIES**

- 3.1 **Modelling the development of fresh expressions of Church**
  - To develop under their own leadership an effective new outreach, and to provide in that process the opportunity for a wider group to participate in training and development of their own projects.
- 3.2 **Research and Development of Resources, Programs and Courses relevant to the development of fresh expressions of church**
  - To facilitate local workshop-style training
  - To contribute to a diocesan web-based resource facility
  - Research materials and methods capable of meeting local need
  - Write/teach appropriate programs to resource local needs

- 3.3 Recruitment, Training and Development of leaders in Fresh Expressions of Church**
- Identify, recruit, envision and equip local leaders of programs and courses
  - Develop and implement a leadership training program for all first time leaders
  - Develop and implement leadership development opportunities for all continuing leaders for each of the three programs
- 3.4 Mentoring and Encouragement of leaders in Fresh Expressions of Church**
- Pastorally care for and mentor leaders through ministry of prayer, encouragement and on-going care.
  - Research and develop a Small Group Coaching System for each program

#### **4. DESIRED OUTCOMES**

- 4.1 Modelling Fresh Expressions of Church**
- Establishment of a fresh expression of Anglican life.
- 4.2 Research and Development of Resources**
- To research the possibility of local initiatives and resources appropriate to the needs of those initiatives.
  - To assist in the development of a local Tasmanian handbook to guide the development of fresh expressions of Church
  - To record the process of their own local mission initiatives
  - To develop a local resource pack for the use of others.
- 4.3 Leadership Recruitment, Training and Development**
- To host two local fresh expression enquiry events
  - To network all interested persons
- 4.4 Leadership Mentoring and Encouragement**
- To develop a pattern of communication to facilitate this goal

#### **5. ACCOUNTABILITY AND RESPONSIBILITIES OF EPISCOPAL FUNCTION**

The Project Leaders will be accountable to the Missioner Bishop – Mission Projects.

#### **6. FUNDING PARTNERSHIP AND COSTS**

The Diocese will identify strategic projects for possible financial assistance from project partners.