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# DEANERIES DEVELOPMENT

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A Guide



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## **A message from Bishop Martin**

Over the past few years the Diocese has been asking the people who serve on Deanery and Diocesan Synods to identify what they think is important for the future mission of the Church in our communities.

As a result of listening to those conversations we have come to believe that the Church of England, with all its shortcomings, has a passionate desire to be vitally present in every neighbourhood and has a distinct contribution to offer. At the heart of our vision for the sort of church we wish to be, set in a world being transformed through God's grace, are two statements that summarise what we think will enable us to move towards this:

- Ensuring that there is a vibrant and sustaining Christian presence in every community in the Diocese.
- A desire to be generous, engaged and open in the way we follow Christ and invite others to share our pilgrimage of faith.

In our Diocesan life we have identified seven strands of activity that will help us work towards our vision and one of the seven strands identified is the development of the role and work of Deaneries. In this there is recognition that the parish church may not be able to do everything on its own and that the Deanery has a key role in support, encouragement, collaboration and future planning.

Over the past months we have been listening to Area Deans, Lay Chairs and Deanery Groups to see how best each Deanery can be helped to meet this challenge. This Guide is one of the products to emerge from those conversations and I commend it to you as one of the tools to help you be the generous, engaged and open church that sustains parishes and communities within the Deaneries you serve.

+ MARTIN NEWCASTLE

30 November, 2009

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# SECTION 1

## INTRODUCTION



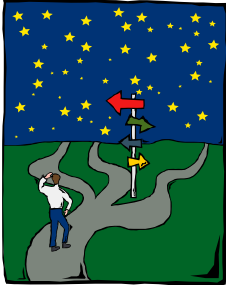
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# Generous : Engaged : Open

- sustaining local Christian presence

## 1 THE DIOCESAN VISION



In recent years the Diocese has embarked upon a risky path of discerning the way forward: New lighter structures, greater participation, joint action, learning together, trying to free people to 'get on with it', living with creative 'chaos', have all been mantras in what some would call a whole system approach that has sought to help us renew our vision. What has emerged is a Diocesan Programme in which all can find a place and share a bigger purpose. The Strategic Development Group, working on behalf of Bishop's Council, has responsibility for progressing the programme. At its heart is a vision for the church that we want to work together to co-create in this our place and our time.

This is a vision that seeks to ensure there is a vibrant, authentic and sustaining Christian presence in every community in the Diocese.

Even more we have come to believe that the Church of England – with all its tensions, inadequacies and shortcomings - has a distinct contribution to offer in its desire to be vitally present.

A desire to be generous, engaged and open in the way we follow Christ and invite others to join our pilgrimage of faith.

One of the key strands of work identified through the discernment process has been the importance of the Deaneries. There is a recognition that in the future the parish cannot do everything on its own. The Deanery is a key unit of support, encouragement and collaboration. We have set about developing the Deanery role in a clearer way and one of the strands of work of the Strategic development Group is the continuing development of Deaneries

This guide has been produced as a response to how Deaneries might continually identify their priorities for the future mission and ministry of the Church in their particular contexts and to requests from Area Deans, Lay Chairs and Deaneries to have more information about their roles, responsibilities, relationship with diocese and parishes.

## **2 THE CONTEXT FOR CHANGE**

### **Why change?**

- We need to be a mission led church
- Increasingly it is challenging to sustain local Christian communities
- There is a greater need for 'joined up thinking' about how to address the future
- Parish units can be too small to make viable plans that impact beyond their boundaries
- The Diocese is too remote a unit to respond effectively to the variety of local contexts and needs
- Deaneries need to be seen as an important part of the church and more than an administrative unit of convenience
- Deaneries vary considerably in needs, size, history and social and economic structures

### **What is the Deaneries Development change process about?**

- Strengthening the recognition that the Deanery is an important organisational entity in planning for the future life of the church with a mission led focus.
- Developing the extent to which parishes see Deaneries as having a valid and important role in helping to shape the future life of the whole church in the Deanery.
- The ways in which the Bishop and the Diocese will in the future engage with the Deanery Development process in an open and collaborative way.
- Enhancing the extent to which Deaneries are able and willing to 'pick up the ball and run with it and share responsibility for shaping the future and using Diocesan resources to help them.

## **What will actually be different because of the changes?**

It is proposed that in each Deanery, a Deanery Development Group will be established. The membership of this group could be chosen by election from Deanery Synod and partly by co-options. The group will be able to operate in various modes and perform the functions of:

- Deanery Standing Committee
- Deanery Pastoral Committee
- Deanery Development planning

Parishes may increasingly recognise that Deaneries have a significant role to play in shaping the future plans and will be willing to engage in discussion with the Deanery Development Groups who will take time to understand Parish needs in depth.

There will be greater involvement of the Bishop and staff with the Deanery in exploring options as Deanery Development plans are emerging and being formed.

The range of subject matter that Deanery Development Groups might address in a Development Plan will be expanded to include mission, ministry, finance, buildings, structures and groupings, discipleship and learning.

More key lay and clerical players may want to become involved in the Deanery level processes because they see this work as strategic, creative and important.

Deanery Development planning will be seen as a 'living process' in which plans are owned by the Deanery following discussions with Parishes, Bishop and the Diocese and not something that are prepared and sent to 'the centre' on the expectation that they have been understood and agreed.

We hope there will be greater willingness to collaborate and share resources between Parishes for the good of the whole.

Difficult issues could be confronted more openly and addressed in a joint problem solving style to enable forward movement.

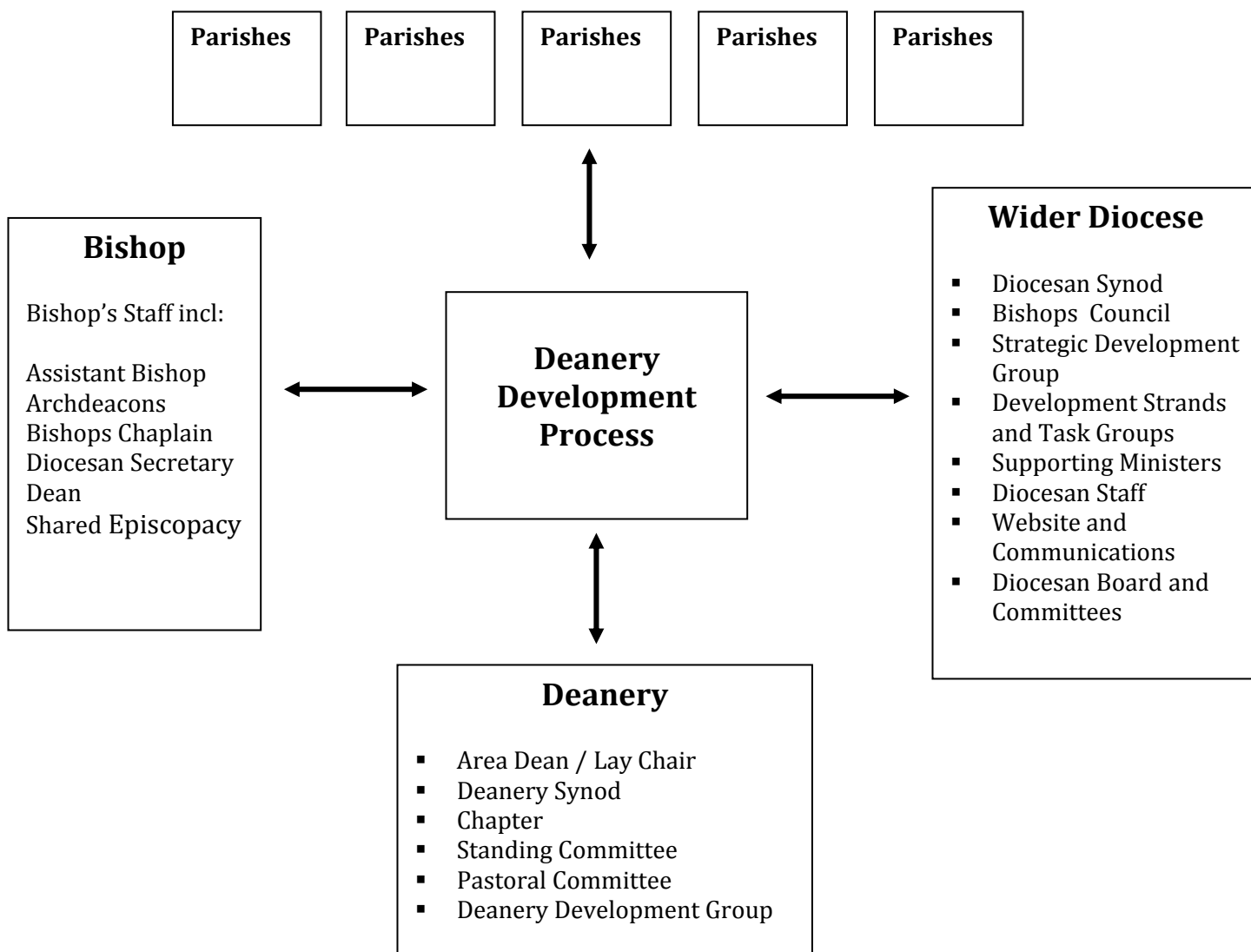
Deanery Synods should clearly own, understand and actively discuss Deanery Development plans when progress is reported. The Diocesan Mission and Pastoral Committee will have a more defined role relating to the Pastoral Measure and will only visit Deanery Development groups when appropriate to discuss Pastoral issues or when invited.

### 3 DEANERY DEVELOPMENT CONNECTIONS

The Deanery Development process encourages effective connections to be made between a number of differing interest groups to explore, in creative ways, how local Christian communities might best be sustained and enabled to flourish across the Diocese.

The Deanery Development process is centred around an ongoing series of conversations and explorations, which takes into account the needs, priorities and aspirations of all the key groups and seeks to find common ground and creative possibilities for the good of the church and God's mission.

The following partners are involved in these conversations



## **4 THE CONTENT OF THE GUIDE**

### **The Guide provides**

- Guidance on the roles and responsibilities of Area Deans and Lay Chairs and support available in Section 2
- A framework for Deanery Development and a process for a way forward in Section 3
- An explanation of how Deanery Development is convergent with parish and diocesan direction in Section 4
- Useful resources for Deaneries in Section 5

We hope that you find this a useful document for the Mission and Ministry of your particular Deanery.

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**The Diocese of Newcastle**



**Towards an understanding of the developing role of Area Deans**

Preface

We believe that the Deanery is crucial to the creation of a more dynamic, vibrant and sustaining local church. The collaborative leadership of Area Dean and Lay Chair of Synod is at the heart of this approach.

What follows is a more full description of some of the details of the role that Area Dean and Lay Chair will need to play. However, much more important is the creativity that they can bring to helping the Deanery be effective in

- promoting mission,
- planning for ministry development and deployment,
- supporting the strategic use of buildings
- enabling sensible financial planning.
- encouraging collaboration and joint working

How we do this in the context of the wider Diocesan family will be both a continuing challenge and yet a vital factor in determining the future the Church of England in our region

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**INTRODUCTION**

In recent years the Diocese has embarked upon a risky path in discerning the way forward. New lighter structures, greater participation, joint action, learning together, trying to free people up to get on ‘with it’, living with creative chaos, have all been mantras in a ‘whole system’ approach that has sought to help us renew our vision.

There has been a growing support for expressing the overarching values and vision that should inform (and inspire) all that we do in the following way:

**Generous: Engaged: Open  
Sustaining local Christian presence**

These three criteria together – Generous Engaged and Open – provide a rich and dynamic focus for our common identity as a church responding to its call to provide a sustaining local Christian presence throughout the Diocese.

The Deanery has long since been seen as a key player in the work of Diocese. It is often well placed – being smaller than the Diocese yet bigger than a parish – to act in ways that help us take more of a strategic path. We live in challenging times that demand fresh and creative thinking. The Deanery has a role to play in helping us create the church of the future and the Area Dean, working with his/her colleagues, is crucial in this work.

This document does not seek to prescribe all the tasks of a good Area Dean but it does seek to provide some ground rules and a framework for working. More crucial than this will be the spirit and goodwill that Area Deans can engender as they work

with colleagues throughout the Diocese, but most especially the Bishop, to further God's mission in this place.

## 1 THE OFFICE AND ROLE OF AREA DEAN

### 1.1 Title

The title of Rural Dean is an ancient one. As the Diocese was originally co-terminous with the Kingdom, the Archdeaconry with the County, so the Rural Deanery seems to have coincided with the Hundreds. The title Dean may have arisen from the fact that every Hundred was divided into ten tithings. Section 12 of the Church of England Miscellaneous Provisions Measure 2000 allows the Bishop, for any Deanery in his Diocese, to declare that the office of Rural Dean be known as Area Dean. This is the practice in the Deaneries of this Diocese.

### 1.2 Authority

In general the Area Dean's role is one in which authority is derived from the Bishop (in matters of pastoral care) or from the Archdeacon (in matters relating to the care of churches and pastoral re-organisation). Since, therefore, Area Deans act on behalf of others, the ultimate responsibility for the duties which they exercise will always rest elsewhere.

### 1.3 Leadership

Area Deans have a role of influence, initiative and pastoral care within the Deanery, as they seek to make the Deanery an instrument for outreach, mission and collaboration. They work closely with the Lay Chair, with whom they share the chair of the Deanery Synod. Deans should encourage the clergy to foster good relationships with the ministers of other denominations, with civic authorities and with others who serve the community.

## 2 THE LICENCE

..... by Divine Permission ..... to Our beloved in Christ  
..... Vicar of the Parish of ..... within Our Diocese and  
Jurisdiction

### GREETING

We do hereby commission and appoint you for a period of five years from the date hereof unless this Our Commission be sooner revoked to serve as **Area Dean** of the Deanery of ..... within the Archdeaconry of ..... And We desire that in executing the duties of this Office you do act in co-operation with the Archdeacon of the said Archdeaconry and do faithfully observe the instructions hereunto appended.

**IN TESTIMONY** whereof We have hereunto set Our hand and caused Our Episcopal Seal to be affixed this ..... in the year of Our Lord ..... and in the ..... year of Our translation.

## 3 Canon C23 Of Rural Deans

1. *Every Rural Dean shall report to the bishop any matter in any parish within the Deanery which it may necessary or useful for the bishop to know, particularly any case of serious illness or other forms of distress amongst the clergy, the vacancy of any cure of souls and the measures taken by the sequestrators to secure the ministration of the word and sacraments and other rites of the Church during the said vacancy, and any case of a minister from another Diocese officiating in any place otherwise than as provided in Canon C8.*
2. *In the case of any omission in any parish to prepare and maintain a church electoral roll or to form or maintain a parochial church council or to hold the annual parochial church meeting, the rural dean on such omission being brought to his notice shall ascertain and report to the bishop the cause thereof.*
3. *If at any time the rural dean has reason to believe that there is any serious defect in the fabric, ornaments, and furniture of any church or chapel, or that the buildings of any benefice are in a state of disrepair, he shall report the matter to the Archdeacon.*
4. *The Rural Dean shall be a joint chairman (with a member of the House of Laity) of the Deanery synod.*

## 4 THE DUTIES OF AN AREA DEAN

- 4.1 The statutory duties of the Area (formally 'Rural') Dean are substantially set out in Canon C23. Essentially this is to report to the Bishop any matter of pastoral or administrative concern within the Deanery, to report to the Archdeacon any matter of concern or defect in the fabric, ornaments and furniture of any church or other benefice building in the Deanery, to be joint chairman of the Deanery Synod (in accordance with church representation rules) and to ensure that the laity in every parish are represented in the councils of the church in accordance with current legislation.
- 4.2 In addition the Area Dean may have responsibility for inspection of buildings delegated by the Archdeacon under Canons F17 and 18. The Area Dean may also under Canon C11 be mandated to induct an incumbent to a benefice. The Area Dean also has responsibilities under Canons B43, D1, E4, E5 and E7 when a benefice in the Deanery is vacant.
- 4.3 The Bishop will therefore look to the Area Dean for co-operation and support in the mission and ministry of the Church in his/her Deanery:
- 4.3.1 **In pastoral care** The Area Dean will seek by personal contact to get to know the clergy and their families and the parishes and chaplaincies in which they serve. S/he will be aware of arrangements to care for retired clergy, spouses and their widow(er)s. S/he will report annually to the Bishop and at other times bring pastoral matters or cases of illness or urgent need to his attention.

S/he will also have a special concern for church schools within the Deanery.

4.3.2 **in managing the life of the church.** The Area Dean will meet regularly with the Archdeacon and, where requested, deputise for him in the Deanery. S/he and the Lay Chair will also meet, together with their colleagues from the other Deaneries to discuss relevant Diocesan matters.

The Area Dean will have an enabling role within the Deanery Development Group and its work with the Diocesan Strategic Development Group in shaping plans for the future deployment of ministry. They will also work with the Diocesan Mission and Pastoral Committee when considering pastoral schemes.

When a parish becomes vacant s/he will act as one of the sequestrators and will accept prime responsibility for providing Priests and Readers to officiate at worship. S/he will visit the Church and parsonage house as necessary and will provide guidance and support for the Churchwardens. With his/her knowledge of the needs of the parish and community, s/he will be available to give guidance in the production of the parish profile and be available to assist prospective new incumbents. S/he will arrange and attend institutions and present the new incumbent where appropriate.

4.3.3 **in leading and encouraging.** S/he will act as co-chair of the Deanery Synod and together with the Deanery Standing Committee (or the Deanery Development

Group) will seek to develop a strategy for mission and ministry within the Deanery. The Area Dean will be a focus for unity and co-operation and will promote the sharing of a vision of the kingdom of God. As chair of the Chapter, s/he will encourage the deepening of fellowship and study among the clergy particularly seeking to involve those who work outside the parochial system.

4.3.4 **in fostering good relationships.** The Area Dean will make it a priority to get to know the clergy of other denominations and the leaders of other faith communities in the Deanery. S/he will encourage and develop contacts and partnerships with the Civic Authorities and other significant organisations in the wider community.

4.4 Elections

In some elections (notably those to General Synod) the Area Dean acts as returning officer for the electorate of the Deanery House of Laity. A full explanation of the duties is sent to Area Deans when they need to act in this capacity

## 5 TERMS AND CONDITIONS

5.1 Appointment

Area Deans are appointed by the Bishop usually after consultation with the clergy serving in the Deanery.

5.2 Term of Office

Area Deans are licensed for an initial period of five years. They may be commissioned for a further term, at the discretion of the bishop after discussion and consultation.

5.3 Licensing

Following the appointment Area Deans are Licensed by the Bishop (or by someone acting for him). It is helpful if this takes place at a Deanery Synod or other Deanery event so that the Area Dean is welcomed and affirmed and prayer for by the people of the Deanery.

5.4 Induction

Where possible, an outgoing Area Dean should hand over all relevant and current papers relating to the Deanery, and should seek to hand over the information to the new Area Dean as efficiently as possible. The Archdeacon should also meet with the new Area Dean. Other Area Deans within the Diocese also provide an invaluable network of support

5.5 Training

No formal training or induction is normally undertaken but as well as using the support networks of Archdeacon, Diocesan Officers and colleagues there are numerous opportunities for personal and professional development that Area Deans can undertake. An event for new Area Deans is organised annually by the Region's CME Officers. In the past some Area Deans have been part of the **Parish and People Deanery Resource Unit** network and have attended various conferences.

(*Parish and People*, The Old Mill, Spelisbury, Blandford Forum, Dorset. DT11 9DF Telephone 01258 453939 e-mail [PandP@aol.com](mailto:PandP@aol.com) [www.parishandpeople.org.uk](http://www.parishandpeople.org.uk) )

5.6 Leading the Deanery team

Following the Diocesan pattern of collaborative ministry all Area Deans should seek to work collaboratively, while understanding their own distinct role. This collaboration happens at a number of levels: with any assistants who are appointed; with the Lay Chair in chairing the Deanery Synod; with the officers (Lay Chair, Treasurer and Secretary) in leading the Synod and the Deanery Development Group/Standing Committee; with the Chapter Clerk in leading the Chapter; and with the whole Deanery in supporting the mission of God. This is a complex task that requires much patience, prayer and skill.

5.7 Expenses

5.7.1 Generally

Area Deans will need to keep a careful record of the mileage travelled in performing Deanery duties, and also of postage, stationery, telephone, and modest hospitality.

### 5.7.2 Claims

All legitimate expenses related to the work of the Area Dean will be reimbursed. Claims require a counter signature from the Archdeacon. Claim forms should be sent to the Archdeacon and s/he will forward it to the Diocesan Office. A claim form will be available from the Diocesan Office. Payment of Diocesan expenses is usually made direct through the bank (BACS).

## 6 ASSISTANTS

### 6.1 Appointment and Term of Office

Deaneries are all different and there needs to be a flexibility in the way that they organise themselves. Therefore it is quite possible for a Deanery to consider the appointment of Assistant Area Dean or some other way of sharing the tasks that need to be undertaken. Any such appointments or structures should remain the decision of the Deanery – taken by the Area Dean and Lay Chair in discussion with the Deanery Development Group. Any structures will need to be reviewed on the appointment of a new Area Dean.

### 6.2 Expenses

Expenses of the office for Assistant Area Deans should be claimed using the allocation of money to the Deanery, or where appropriate through the office of the Area Dean.

## 7 THE DEANERY SYNOD

### 7.1 The Role of Synod

Deanery Synods are governed by the Synodical Government Measure 1969 which sets out the following main functions:-

- \* *To consider matters concerning the Church of England and to make provision for such matters in relation to the Deanery and to consider and express their opinion on any matters of religious or public interest.*
- \* *To bring together the views of the parishes of the Deanery; to formulate common policies and to promote in the Deanery the whole mission of the Church.*
- \* *To publicise and put into effect decisions of the Diocesan Synod.*
- \* *To consider matters referred to the Synod by the General and Diocesan Synod.*

7.2 For further information consult the Church Representation Rules and the Standing Orders of Deanery Synods or the Secretary of the Diocesan Pastoral and Mission Committee at Church House.

### 7.3 The Deanery Synod Standing Committee

This meets between Synods to do a variety of things. It is there principally to plan the agenda for the on-going meetings of the Deanery Synod and thus to try and make sure that over a period of time Synods are interesting through a variety of different topics.

### 7.4 Deanery Development Group

#### 7.4.1 Formation

In this Diocese each Deanery Synod is asked to set up a Deanery Development Group to assist in the planning of the Church's pastoral strategy in their Deanery. Some Deaneries may choose to combine this group with the Standing Committee of the Deanery.

#### 7.4.2 Role

The role of the Deanery Development Group is to work with Parishes, clusters and the Bishop and his staff and the Diocese to develop a more strategic approach to mission and ministry. This involves a strategic approach to the work of the Synod and of its pastoral responsibilities (under the terms of the Pastoral Measure 1983), but Deaneries are also urged to take an active role in creating the future shape of the church in their area. This will mean assessing pastoral needs, suggesting possible pastoral re-organisation, having an eye on ministerial deployment and enabling the sharing of support and good practice. It will be vital for the Deanery to keep pastoral provision and re-organisation under regular review, assessing options to consider when an

opportunity occurs, rather than having to react hurriedly to an immediate situation.

### 7.4.3 Using the Deanery Framework for planning

Each Deanery, through its Deanery Development Group, is asked to use the Deanery Framework provided as a basis for holding meaningful planning conversations. It is vital these are recorded and that the Area Dean and the Lay Chair ensure these discussions are regularly reviewed and the resulting record revised.

#### 7.4.4 Facilitation

In order to enable the Deaneries to work more coherently together, the Deaneries Development Task Group will offer facilitators to consult with each Deanery Development Group on a regular basis, around the Deanery Framework material.

### 7.5 Finance

The Deanery also has the responsibility for allocating Parish Share contributions to the parishes of the Deanery and liaising with parishes to ensure timely payment. Advice on procedures in this area is available from the Archdeacon or the Director of Finance at the Diocesan Office. Practice varies between Deaneries as to respective roles played by the Area Dean and Deanery Lay officers but the Area Dean should ensure that the Deanery has an agreed and clear policy for allocating the Deanery Share between the parishes, a method of hastening slow payers, encouraging those who are struggling and examining those that are in default.

## **8 AREA DEANS AND THE DIOCESE**

### **8.1 Meetings with Bishop and Lay Chairs**

There are opportunities for all Area Deans and Lay Chairs to meet with the Bishop and the Archdeacons.

### **8.2 Meeting with the Archdeacon**

Area Deans will be in regular contact with the Archdeacon but there are some more formally arranged meetings of Archdeacon, Area Deans and Lay Chairs in each Archdeaconry throughout the year. The Archdeacons also issue regular briefings on appropriate topics.

### **8.3 Vacancies and Appointments**

As was outlined in 4.3 above, the Area Dean has an important role during a vacancy of a benefice and in the appointment and installation of a new priest. These roles are more fully explored in the following documents available from the Archdeacons' PA:

- What to do during a Vacancy (June 2007)
- Filling the Vacancy (July 2007)
- Guidance Notes on Institutions
- Guidance Notes on Licensing
- Institution Master Copy
- Licensing Master Copy

### **9.2 Membership**

Membership of the Chapter includes all licensed stipendiary and non-stipendiary clergy. In a number of Deaneries, Readers and retired clergy are also invited to attend the Chapter. It is important that those exercising an extra parochial ministry are included in the Chapter, The Deanery Chapter as the House of Clergy of the Deanery Synod must include all those who hold the Bishop's Licence.

### **9.3 Meetings**

Chapter meetings need to be held at a variety of both times during the day and in the evening so that all members are able to attend frequently. The Area Dean should encourage all members of Chapter to give a high priority to attendance. This is likely to be achieved by consulting with the members about the topics to be discussed, by times for prayer and sharing of experience and by agreeing dates and venues well in advance.

### **9.4 Programme**

The Chapter is a channel of communication between the and the clergy and the Area Dean will wish to report to the Chapter matters that are of Diocesan concern and will wish to share with the Bishop and the Archdeacon issues which the Chapter raises. The Bishop, Archdeacon and other Diocesan Officers welcome invitations to attend Chapter meetings from time to time.

### **8.4 Other booklets**

The Archdeacons' office tries to provide a whole range of useful booklets and contacts. The following are worthy of particular note:

- Churchwardens' Booklet
- Churchwardens' Duties
- Parish Inspection forms and checklist

### **8.5 Finance**

- Expenses of office are provided for Area Deans – see 5.7 above
- An annual allowance of £1,500 is available to each Deanery for developmental support. This should be claimed through the Diocesan Secretaries office.
- It has been the practice in recent years to allocate a proportion of the Parish Mission Fund to each Deanery to support its planning and development.

## **9 THE DEANERY CHAPTER**

### **9.1 Role of Chapter**

The Deanery Chapter has a vital pastoral and educational role to play in the care of the Church's ministers, even though it has no statutory existence in the Synodical Government of the Church.

However, it is important that the Chapter also seeks to be a place which is nurturing to the whole ministry of each of its members. Quiet Days and occasional social events help to create an atmosphere of mutual trust and support. In planning the Study Programme, full advantage should be taken of the work of the Continuing Ministerial Development Officers and other Diocesan officers.

Area Deans need to recognise the limits of the authority of Chapter in exchanging information and expressing opinions to ensure that decisions which properly belong to the Deanery Synod are neither made in Chapter nor pre-empted by discussions there.

## **10 CHECK LIST OF REGULAR DUTIES**

### **10.1 Diary**

Area Dean and Lay Chair meetings  
Meetings with Archdeacon  
Chapter meetings  
Deanery Synod meetings  
Deanery Standing Committee/Development Group meetings

#### 10.2 Chapter

Arrange the annual programme.

Encourage co-operation for holiday cover.

Try to meet with individual members about once a year.

#### 10.3 Parish inspections

Receive briefing from the Archdeacon.

Arrange dates with Churchwardens.

Visit the parishes.

Send reports to the Archdeacon.

#### 10.4 Vacancies

Meet with Churchwardens (and assistants, if any) as soon as a vacancy is announced to plan the on-going cover for services during the vacancy and explain things that need to be done to begin the process of finding a new priest.

Plan how to keep in touch on a regular basis.

Meet with Churchwardens to plan Installation of new priest.

Arrange and conduct rehearsal prior to service.

#### 10.5 Welcome and Induction of new clergy

Contact new clergy when the appointment is announced welcoming them.

Visit new clergy soon after they move into their new home.

Arrange for any appropriate local induction according to circumstances.

Remain in touch within the first few months to offer local guidance, encouragement and support.

#### 10.6 Retired Clergy

Link with the Retired Clergy Officer for the Deanery in providing pastoral care and support to all the retired clergy and their families.

Liaise with the Clergy Widows Officer over the continuing care of all the clergy widows and widowers in the Deanery.

#### 10.7 Readers

Develop an awareness of all the Licensed Readers in the Deanery and keep in touch.

Work with the Readers' Board to help ensure that appropriate support is available for the Readers.

#### 10.8 Deanery Synod

Be in regular contact with the Lay Chair about meetings of the Standing Committee/Deanery Development Group and the agenda/programme for the Deanery Synod for several meetings ahead.

#### 10.9 Pastoral Care

Encourage a network of caring among clergy of the Deanery.

Keep the Bishop and Archdeacon informed of any serious illness, death or bereavement in a Priest's or Reader's family and cases of financial difficulty.

Offer as much pastoral care as is possible to colleagues.

**The Diocese of Newcastle**



**Towards an understanding  
of the developing role of the  
Lay Chair of the Deanery Synod**

Preface

We believe that the Deanery is crucial to the creation of a more dynamic, vibrant and sustainable local church. The collaborative leadership of Area Dean and Lay Chair of Synod is at the heart of this approach.

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- supporting the strategic use of buildings
- enabling sensible financial planning.
- encouraging collaboration and joint working

How we do this in the context of the wider Diocesan family will be both a continuing challenge and yet a vital factor in determining the future the Church of England in our region.

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6. Check List of Regular Duties

**INTRODUCTION**

In recent years the Diocese has embarked upon a risky path in discerning the way forward. New lighter structures, greater participation, joint action, learning together, trying to free people up to get on ‘with it’, living with creative chaos, have all been mantras in a ‘whole system’ approach that has sought to help us renew our vision.

There has been a growing support for expressing the overarching values and vision that should inform (and inspire) all that we do in the following way:

**Generous: Engaged: Open  
Sustaining local Christian presence**

These three criteria together - Generous Engaged and Open - provide a rich and dynamic focus for our common identity as a church responding to its call to provide a sustaining local Christian presence between Tyne and Tweed.

The Deanery has long since been seen as a key player in the work of Diocese. It is often well placed – being smaller than the Diocese yet bigger than a parish -to act in ways that help us take more a strategic path. We live in challenging times that demand fresh and creative thinking. The Deanery has a role to play in helping us create the church of the future and the Lay chair, working with his/her colleagues, is crucial in this work.

This document does not seek to prescribe all the tasks of a good Lay Chair but it does seek to provide some ground rules and a framework for working. More crucial than this will be the spirit and goodwill that Lay Chairs can engender as they work with colleagues throughout the Diocese, but most especially the Area Deans and the Bishop, to further God’s mission in this place.

## **1 THE LAY CHAIR**

### **1.1 Background**

The post of Lay Chairman came into being in the Church of England following the passing of the Synodical Government Measure 1969. Unlike the title Rural Dean, the name Lay Chairman has never been updated in the law of the Church. However, throughout this booklet reference is made to the Lay Chair of the Deanery Synod as in the Diocesan Directory and most local practice. In an episcopally led, synodically governed church the Area Dean reflects the first of these elements and the Lay Chair the second. This is reflected in the different method of appointment of these two posts and their basic tasks: The Area Dean is appointed and licensed by the Bishop; the Lay Chair is elected by the Lay Members the Deanery Synod. The Area Dean's duties are largely concerned with acting on behalf of the Bishop and his Archdeacon while the Lay Chair's only statutory duties are synodical.

### **1.2 Election**

The Church Representation Rule 28 (CRR28) requires the Diocesan Synod to make rules for Deanery Synods, which shall provide among other things "that the rural dean and a member of the house of laity elected by that house shall be joint chairman of the Deanery Synod." The election usually takes place at the first meeting after the triennial elections to the Deanery Synod, although a casual vacancy can be filled at any time. The Deanery Synod Members' Handbook published by the Diocesan Synod sets out the rules and also the Standing Orders.

Copies of this document are available from the Pastoral Secretary at the Diocesan Office.

### **2.5 Synodical Responsibilities**

#### **2.5.1 Lay Joint Chair of Deanery Synod**

The Lay Chair is to act as joint chair of the Deanery Synod with the Dean; "they shall agree between them who shall chair each meeting of the Synod or particular items of business on the agenda of the Synod" (CRR28(1)(a)), and to chair meetings of the Deanery house of laity.

The Lay Chair jointly with the Dean is to call meetings of Deanery Synod and to determine the date and places of such meetings with the Deanery Standing Committee.

#### **2.5.2 Chair of the Deanery House of Laity**

The Lay Chair is also the Chair of the Deanery House of Laity, and s/he may wish to convene occasional meetings of this House.

#### **2.5.3 Returning Officer at elections**

In some elections (notably those to Diocesan Synod) the Lay Chair may be asked to act as returning officer for the electorate of the Deanery House of Clergy. A full explanation of the duties is sent to Lay Chairs when they need to act in this capacity.

#### **2.5.4 Deanery Sub-Committees**

The Lay Chair is an ex-officio member of all Deanery committees.

#### **2.5.5 Further details**

Further details concerning Deanery Synod are set out below in section 3.

## **2 THE ROLE**

### **2.1 Role**

The Lay Chair provides joint leadership of the Deanery Synod with the Area Dean. Elected by the House of Laity of the Deanery Synod, the Lay Chair serves the Synod and its parishes.

### **2.2 Policy Making**

The Lay Chair should be actively involved in all aspects of the ministry and mission of the Deanery, formulating policy, setting Deanery aims and objectives, preparing agendas and planning meetings and establishing a budget appropriate to the agreed aims of the Deanery.

### **2.3 Encouraging participation**

The Lay Chair should encourage the Deanery laity to participate fully in the planning and running of the affairs of the Deanery.

### **2.4 The Area Dean**

The Lay Chair can only work effectively if s/he enjoys a good working relationship with the Area Dean. S/he should meet regularly with the Dean to ensure that Deanery matters are addressed carefully and efficiently. Further details of the Dean's role are set out in a separate document which is readily available. The Lay Chair may be in a unique position to offer pastoral care and support to the Area Dean, who should form part of their regular prayers.

### **2.6 Communication**

#### **2.6.1 Between the Deanery and the Diocese**

The Lay Chair can be an effective channel of communication, representing the lay concerns of the Deanery to the Diocese. S/he may be asked to suggest the names of appropriate people to represent the parishes and Deanery as the need arises. They may be asked to advise the bishop as and when required, and to attend such meetings as the bishop calls.

#### **2.6.2 Between the Deanery and the wider church**

The Lay Chair should facilitate a two-way channel of information between the Deanery laity and the wider Church. He or she should encourage lay people to recognise that they are members of a wider church beyond their own congregation and to seek to provide the opportunity for debate on matters of importance to the parishes, Deanery, Diocese and the whole Church. He or she may also be asked to act as a public lay representative of the Deanery at church events/ceremonies such as institutions, licensings, visitations, ecumenical gatherings as well as at secular events in the Deanery area.

#### **2.6.3 Between the Deanery and the Pastoral and Mission Committee**

In the terms of the Pastoral Measure 1983, the Lay Chair is to be consulted as an interested party on all matters of pastoral re-organisation. It is good, at an early stage in possible pastoral re-organisation, to attend meetings with PCCs for discussions and to hear their views.

#### **2.6.4 Between the Deanery and the parishes**

The Lay Chair should get to know and understand the needs of the people and parishes of the Deanery and to be available for consultation by parishes and clergy. It is good to visit and worship with parishes in the Deanery and to encourage lay people to bring matters of local concern to the attention of

the Deanery.

2.6.5 Between the parishes of the Deanery  
The Lay Chair should promote the active exchange of ideas between parishes.

## 2.7 Vacancies and New Appointments

### 2.7.1 Support

The major role of the Lay Chair in a parochial vacancy is to offer support and guidance to parishes as appropriate. This may perhaps, at the invitation of the Bishop or the PCC, include attendance at meetings to discuss a new appointment. Further information regarding vacancies is set out in a separate set of documents available when appropriate from the Archdeacons office.

### 2.7.2 Services to welcome new clergy

The Lay Chair is to attend institutions and licensings and to welcome new clergy on behalf of the laity and the Deanery.

### 2.7.3 Change of Area Dean

When the post of Dean is vacant the bishop will consult the Lay Chair and ask for recommendations regarding the nomination of a new Area Dean.

## 2.8 Stewardship and Finance

### 2.8.1 Development of Resources

The Lay Chair should encourage the development and sharing of resources within the Deanery (human, financial, buildings, skills) to further the ministry of the Church, bearing in mind the matters set out in the Deanery Framework and Parish Mission Action plans

## 2.8.2 The Parish Share

In conjunction with the Deanery Finance Officers (or their equivalent) and other Deanery officers the Lay Chair should ensure that parishes are informed about the finances of the wider Church, encourage the full payment of Parish Share, investigate the problems of non-payment and seek solutions to these problems.

## 2.9 Expenses

The expenses incurred by Lay Chairs in carrying out duties specified by the Bishop or Archdeacon, may be a claim on the Diocese in the same way as expenses incurred by the Area Dean. However, expenses incurred as the elected Chair of Deanery or pastoral duties remain a local (i.e. Deanery) responsibility.

## 2.10 Mentoring

New Lay Chairs may value having a colleague to whom they can refer during their first year of office. They should ask the Archdeacon to suggest the name of an experienced Lay Chair to act as mentor.

## 2.11 Meetings of Lay Chairs

Meetings with Area Deans and Lay Chairs are held throughout the Diocese, usually in Archdeaconries. In some places separate meetings are held for Lay Chairs only. They provide a useful point of contact for the sharing of good practice and the opportunity to influence the Diocesan strategy.

## 3 THE DEANERY SYNOD

### 3.1 The Role of Synod

Deanery Synods are governed by the Synodical Government Measure 1969 which sets out the following main functions:

- \* *To consider matters concerning the Church of England and to make provision for such matters in relation to the Deanery and to consider and express their opinion on any matters of religious or public interest.*
- \* *To bring together the views of the parishes of the Deanery; to formulate common policies and to promote in the Deanery the whole mission of the Church.*
- \* *To publicise and put into effect decisions of the Diocesan Synod.*
- \* *To consider matters referred to the Synod by the General and Diocesan Synod.*

### 3.2

For further information consult the Church Representation Rules and the Standing Orders of Deanery Synods or the Secretary of the Diocesan Pastoral and Mission Committee at Church House.

### 3.3 The Deanery Synod Standing Committee

This meets between Synods to do a variety of things. It is there principally to plan the agenda for the on-going meetings of the Deanery Synod and thus to try and make sure that over a period of time Synods are interesting through a variety of different topics.

## 3.4 Deanery Development Group

### 3.4.1 Formation

In this Diocese each Deanery Synod is asked to set up a Deanery Development Group to assist in the planning of the Church's pastoral strategy in their Deanery. In most Deaneries this committee is combined with the Standing Committee of the Deanery.

### 3.4.2 Role

The role of the Deanery Development Group is to work with Parishes, clusters and the Bishop and his staff and the Diocese to develop a more strategic approach to mission and ministry. This involves a strategic approach to the work of the Synod and of its pastoral responsibilities (Under the terms of the Pastoral Measure 1983, but Deaneries are also urged to take an active role in creating the future shape of the church in their area. This will mean assessing pastoral needs, suggesting possible pastoral re-organisation, having an eye on ministerial deployment and enabling the sharing of support and good practice. It will be vital for the Deanery to keep pastoral provision and re-organisation under regular review, assessing options to consider when an opportunity occurs, rather than having to react hurriedly to an immediate situation.

### 3.4.3 Using the Deanery Framework for planning

Each Deanery, through its Deanery Development Group, has been asked to use the Deanery Framework provided as a basis for holding meaningful planning conversations. It is vital these are recorded and that the Area Dean and the Lay Chair ensure these discussions are regularly reviewed and the resulting record revised.

#### 3.4.4 Facilitation

In order to enable the Deaneries and the Diocesan Pastoral and Mission Committee to work more coherently together, the Diocesan Strategic Development Group will offer facilitators to consult with each Deanery Standing Committee on a regular basis, on the Deanery Framework material.

#### 3.5 Finance

The Deanery also has the responsibility for allocating Parish Share contributions to the parishes of the Deanery and liaising with parishes to ensure timely payment. Advice on procedures in this area is available from the Archdeacon or the Director of Finance at the Diocesan Office. Practice varies between Deaneries as to respective roles played by the Area Dean and Deanery lay officers but the Area Dean and Lay Chair should ensure that the Deanery has an agreed and clear policy for sharing the Deanery Share between the parishes, a method of hastening slow payers, encouraging those who are struggling and examining those that are in default.

### 4 VACANCY DUTIES

#### 4.1 The Lay Chair's Role

#### 4.2 Supporting Churchwardens and other staff

During a vacancy the most important role for the Lay Chair is to support and encourage the Churchwardens Readers, other staff and members of the congregation as they await the appointment of their new priest. Regular informal contact with Churchwardens is a good way of establishing how best support and encouragement can be offered. Knowledge of some of the practical matters

Churchwardens have to deal with during the vacancy will assist you. Some more detailed matters are set out below.

#### 4.3 Vacancies and Appointments

As was outlined in 2.7 above the Area Dean has an important role during a vacancy of a benefice and in the appointment and installation of a new priest. These roles are more fully explored in the following documents available from the Archdeacon's PA:

- What to do during a Vacancy (June 2007)
- Filling the Vacancy (July 2007)
- Guidance Notes on Institutions
- Guidance Notes on Licensing
- Institution Master-copy
- Licensing Master -copy

#### 4.4 Other booklets

The Archdeacons' office tries to provide a whole range of useful booklets and contacts. The following are worthy of particular note:

- Churchwardens' Booklet
- Churchwardens' Duties
- Parish Inspection forms

### 5 OTHER CONSIDERATIONS

In addition to describing possible tasks which help forward the work of the Deanery and Diocese there are some other matters which are worth considering when thinking of the work of a Lay Chair.

#### 5.1 A working relationship

If the Area Dean/Lay Chair relationship is to reflect the interweaving of the Episcopal and Synodical elements within our church, a good personal relationship is crucial. At best the Area Dean and Lay Chair will offer each other mutual support, advice and encouragement.

#### 5.2 A confident laity

If lay involvement is to grow in effectiveness in the decision making processes of the Church, the Lay Chair will demonstrate imaginative sensitivity, diplomacy and leadership. S/he will demonstrate in person and in support of others a confidence not only in being a lay member of the Church, but also in the essential contributions the Laity can make.

#### 5.3 The conduct of meetings

The Deanery Synod is the public forum for the Lay Chair's particular contribution. Expertise in the effective conduct of meetings is a key part of the role.

### 6 CHECK LIST OF REGULAR DUTIES

#### Diary

Diocesan meetings of Area Deans and Lay Chairs  
Archdeaconry meetings of Area Deans and Lay Chairs  
Deanery Synod meetings  
Deanery Standing Committee/Development Group  
Other sub-groups of the Synod

#### Vacancies

Contact with Churchwardens soon after a vacancy is announced to offer support and advice during the vacancy.  
Plan how to keep in touch on a regular basis.  
General care for the parish.

#### Welcome and Induction of new clergy

Make contact with new clergy when the appointment is announced welcoming them to the Deanery  
Visit new clergy after they move into their new homes.

#### Deanery Synod

touch with the Area Dean about meetings of the Standing Committee/Deanery Development Group and the agenda/programme for the Deanery Synod for several meetings ahead

#### Pastoral Care

Keep Bishop and Archdeacon informed of any serious illness, death or bereavement in a Priest's or Reader's or Churchwarden's family and cases of financial difficulty which come to your notice.  
Offer care, encouragement and support to the Area Dean.

## 7 SOME AREAS OF SUPPORT FOR THE DEANERY

- The Area Dean's Expenses of Office are provided by the diocese, and may be claimed from the Accounts Department of Church House.
- A Deanery Development Allocation of £1,500 is available annually from the diocese to support and stimulate the work of the deanery.  
The allocation may be used to assist the Area Dean in managing the leadership role, as in administrative support, or in the provision of clergy 'cover' to enable the AD to attend Sunday worship in neighbouring parishes, or in support of mentoring for the AD, or for the gaining of any skills deemed helpful for the tasks.  
The allocation may be used for specific projects within the deanery, such as training, conferences, provision of useful equipment, and mission projects etc.
- The Deaneries Development Task Group has appointed skilled Facilitators to work with Deaneries to help make the process of development as effective as it may be.
- The Supporting Ministers of the diocese are available to give support and guidance on a wide range of skills and ministries.
- In larger Deaneries there may be a case for the Deanery to appoint an Assistant Area Dean, with specific areas of responsibility
- Induction Training for new Area Deans and Lay Chairs is available and can be accessed through Colin Gough, the CMD Advisor
- A year-long Diocesan leadership programme "Leading from the Future" is available to Lay Chairs and others in positions of leadership in the Deanery. Details available from the CMD advisor
- Skills Training for Lay Chairs and Area Deans, resourced from the Continuing Learning for Ministry (CMD) budget are available and can be accessed via Colin Gough, CMD Advisor, at Church House.
- The diocese has a "Work Consultancy" scheme that is available to those in leadership roles. Details available from Brian Hurst, Vicar of Bamburgh.

## **8 THE APPOINTMENTS PROCESS**

### **Context**

The appointment of a new priest to a parish can be complicated and there are potentially quite a number of significant players. Attention needs to be paid to:

- The Episcopal nature of the Church. Any appointed person holds their license by appointment of the Bishop. He must reserve his right to make sure that he is content to make any appointment.
- The Bishop will normally take the lead in the appointment procedure.
- The nature of the appointment – for example Freehold, multiple-parishes, dual role, Priest in charge, team vicar for each will have a different set of stakeholders and possible procedures.
- The role of the Patron
- The appropriate appointment procedures in accordance with Patronage (Benefices) Measure 1986

### **The role of the Deanery Development Group**

The contribution of the DDG will be:

- To anticipate potential vacancies and new areas of co-operation and working
- To initiate discussions with key parties about possible ways forward
- To develop a range of options that are worth serious consideration
- To offer an assessment of the options that takes into account local opinions
- To place options within the evolving context and mission of the deanery

### **Protocol**

When it is known that a post is due to become vacant the parish, patron and deanery (DDG) will be in discussion with the Bishop and his staff as to the options that are possible for an appointment to the benefice. Taking into account the views represented by the various parties and the wider deployment issues the Bishop will make a decision as to the way forward with this particular vacancy. Once this decision is made the following actions will take place – many of these will happen concurrently:

**The Bishop** (or his representative) will:

- Speak with the Churchwardens to discuss how the vacancy will be considered.
- Invite the PCC to prepare the Parish Statement, elect representatives etc: see the Patronage (Benefices) Measure 1986
- Write to the Area Dean and the Lay Chair of Synod to ask the advice of the Deanery Development Group on the nature of the appointment.
- Agree an appointment procedure with the Parish Representatives and /or Patron and inform the Area Dean and the Lay Chair of the agreed procedure.
- Where possible keep the Area Dean and the Lay Chair informed of any developments.
- Invite the Area Dean and Lay Chair to be involved in any informal interview procedures.

- Offer the Deanery Development Group feedback when decisions about appointments diverge from deanery plans.
- Agree the announcement of any appointment and arrange dates for installation etc.

**The Area Dean and Lay Chair will**

- Consult with the Deanery Development Group to prepare a response to the Bishop's request to give comment on the vacancy. This should include any comments about the parish from a deanery perspective and especially the nature of any appointment within the deanery context and planning.
- Support the Parish in the preparation of the Parish Statement.
- Participate as appropriate in any informal proceedings prior to interviews.
- Be informed by the Bishop's Office of any announcement and installation date.

**The Parish will**

- Churchwardens will meet with Bishop to discuss the forthcoming vacancy
- Work with the Deanery Development Group to understand the deanery context of ministry and mission
- Prepare for the appointment according to the appropriate sections of the Patronage (Benefices) Measure 1986
- Parish representatives will meet with Bishop to agree the appointment procedure
- Prepare for informal interview procedure and include the Area Dean and the Lay Chair in the arrangements.
- Agree with Bishop and Patron any appointment
- Agree with Bishop relevant announcements and installation dates etc.

# SECTION 3

## DEANERY DEVELOPMENT



### Contents

- 9 The Deanery Development Group- Remit and Structure
- 10 A Framework for Development-Introduction
- 11 The Framework
- 12 How the Process Will Work - The Deanery Development Cycle
- 13 Interfaces and Connections
- 14 Suggested Annual Cycle for Deanery Development
- 15 Support During Implementation - The Facilitator Role
- 16 Responsibilities for Deanery Development

## **9 DEANERY DEVELOPMENT GROUP- REMIT AND STRUCTURE**

### **Purpose and Activities**

The Deanery Development Group plays a lead role in the planning of the future life of the church in the Deanery in the short term (1 year) and in the longer term (5 years).

The main activities of the group are:

- To understand the needs, issues and aspirations of each of the parishes in the Deanery through regular interaction and to explore how best these might be addressed given a Deanery perspective
- To anticipate likely changes in the life of the church in the Deanery and develop creative options about how best to sustain and grow local communities.
- Explore ways to make best use of available resources within the Deanery taking into account the wider needs of the Diocese.
- To maintain regular contact with the Bishop and Bishop's Staff to understand the wider priorities for the Diocese and to share options and ideas for future resourcing and development
- To work with the wider Diocesan resources to develop ideas for mission and ministry that might have long-term benefit and impact.
- To support any pastoral re-organisation within the Deanery and maintain effective connections with the Diocesan Mission and Pastoral Committee

### **Group Structure**

The Deanery Development Group is a sub group of Deanery Synod. The Deanery Development Group should report to Deanery Synod from time to time and at least once a year.

For simplicity, the Deanery Development Group could also act as the Deanery Standing Committee and Pastoral Committee. Some Deaneries may prefer to keep the two groups separate. Should they be combined the group will need to be clear about which 'hat it is wearing' on those occasions in which it is acting as the Standing Committee.

Deanery Standing Committees usually consist on the Area Dean, the Lay Chair, the Deanery Office bearers and an agreed number of elected members.

Additional members could be co-opted to join the Deanery Development Group as appropriate because they bring particular skills or represent particular interests. The Deanery Development Group should be kept to a manageable size.

A Deanery Development Group should meet at least 2/3 times each year.

A suitable facilitator will be agreed between the Diocesan Deaneries Development Task Group, Area Deans and Lay Chairs, for each Deanery Development Group to assist in the process of planning and effective communications.

## **10 A FRAMEWORK FOR DEANERY DEVELOPMENT - INTRODUCTION**

Every Deanery is different in relation to context, structures and the ways they interact with parishes and the diocese. Each will have a vision and priorities that are unique to that place and the people they serve. The purpose of developing a Deanery Framework for planning is to recognise those differences but still provide a coherent and congruent approach that will enable better interaction, sharing of information and engagement between Parish, Deanery, Diocese and Bishop. The framework should assist Deaneries to determine what their particular priorities are over the next 5 years and to record those priorities in a way that is helpful for everyone involved.

It is a document that can be used when planning and monitoring progress against the Deanery vision to bring about the mission and ministry of the Church in the particular context of that place. It should be useful for Parishes, Deanery Synods, Deanery Development Groups and for working with the Bishop and diocese.

These planning documents, which belong in the Deanery, will provide a snapshot of ongoing structured discussions of life in the Deanery and how it contributes to life in the diocese. They will change as people and priorities change. The plans are not for submitting to the Diocese, but rather the hope is that Deaneries will share their thinking with Parish, Diocese and Bishop regularly.

For each area there are a set of generic questions and some specific questions that might help decide the priorities within the framework.

**YOU MAY WISH TO PHOTOCOPY THIS FRAMEWORK DOCUMENT AND A SEPARATE COPY IS ENCLOSED AT SECTION 5**

## 11 THE FRAMEWORK

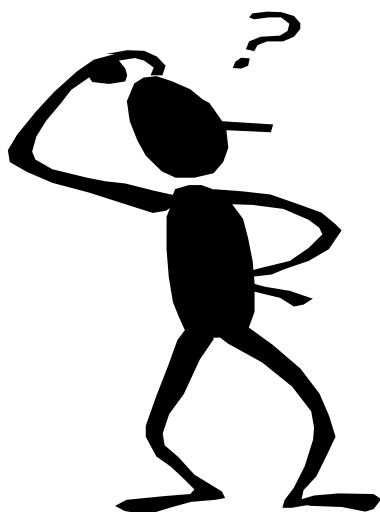
This framework should be the product of meaningful conversations between Parishes, Deanery Development Groups, Deanery Synod members, the Diocese and Bishop if appropriate. The plans belong to the Deanery and are owned by them rather than the Diocese. They should however be congruent with the mission and priorities of the Diocese and should reflect the hopes and aspirations of a generous, engaged and open church that is striving always to build Christian presence in our communities. The plans should encompass what the Deanery wants to achieve over the next 5 years. They can however only reflect a snapshot in time and should create options and possibilities that may need to change as Deanery priorities change and develop. We would hope that the priorities are reviewed regularly and will become a focus for Parish, Deanery and Diocesan conversations and actions.

We suggest that each Deanery Development Framework includes entries in the following areas

1. Ministry planning and development
2. Deanery Mission Actions
3. Finance
4. Structures and Groupings
5. Supporting parishes and people
6. Discipleship and Learning

You may wish to photocopy this Framework and an additional single sided copy of the Framework is attached at the end of Section 5 to make photocopying easy

Before beginning to develop priorities for each area, it might be good to ask



### Generic Questions

- What is our Deanery vision and how does this fit with the Diocesan vision?
- What is best done locally and what is best done together?
- What new options become possible when looked at from a Deanery perspective?
- How best can we use our resources across the Deanery for the benefit of the whole?
- How can we support each other to enable as many parishes as possible to be sustained?

# 1 MINISTRY PLANNING AND DEVELOPMENT



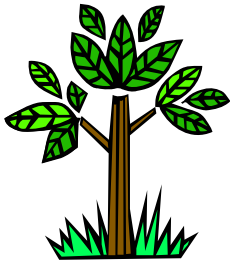
## *May include options for*

- Encouraging vocations
- Local Ministry Groups, Reader and other Accredited Ministers development and support
- Deployment of stipendiary clergy
- Succession planning
- Leadership
- Changes and transitions

## *1 Specific questions to explore*

- What people resources are needed over the next 5 years?
- What vacancies will arise in the next 5 years under normal circumstances?
- Are there Deanery wide roles that could be developed?
- How best do we deploy the available ministerial resources across the Deanery?
- What are the ministry development needs and what ministries are in development?
- Where do Diocesan Ministries fit in?

## 2 SUPPORTING MISSION ACTION PLANS



### *May include options for*

- Relationships with the Local Authority, Community Groups, Schools, Partnerships
- The Deanery role in enabling Parish Mission Action Plans to progress,
- Deanery projects on Mission

### 2 *Specific questions to explore*

- What is each parish hoping will happen in the next 5 years and how does this inform their Mission Action Plans?
- What are the mission priorities for the Deanery that emerge from the aggregated views of the Parish Mission Action Plans?
- What are some of the strategic issues that should be addressed as a Deanery, and how should they best relate to the community and civic authorities?

### 3 FINANCIAL PLANNING



#### *May include options for*

- Parish Share allocation and monitoring
- Deanery Treasurer's support and report mechanisms
- Supporting Parishes
- Budget planning for Deanery Projects

#### *3 Specific questions to explore*

- What are the financial challenges for the Deanery in the next 5 years?
- What are our plans for effective stewardship at a Deanery and Parish level?
- What will be the Deanery budget for the next 5 years?

## 4 STRUCTURES AND GROUPINGS PLANNING



### *May include options for*

- Working in clusters
- Sharing resources across parish boundaries
- Buildings

### 4 *Specific questions to explore*

- What are the natural groupings/clusters for parishes?
- How will these groupings and clusters develop mission?
- What is the optimal deployment and development of our buildings?
- Are the Parish and Deanery boundaries most appropriate?

## 5 SUPPORTING PARISHES AND PEOPLE



### *May include options for*

- Pastoral care of Church Wardens
- Ways of offering support through Clergy Chapter
- Consultancy work to help parishes look at issues
- Deanery parties, worship, events
- Team events
- Appreciative Inquiry methods
- Sharing resources

### 5 *Specific questions to explore*

- What can we do to improve communications between Parishes and Deanery and Deanery and Diocese?
- How and when should we involve the Diocesan Mission and Pastoral Committee?
- How could we work more collaboratively as a Deanery?

## 6 DISCIPLESHIP AND LEARNING

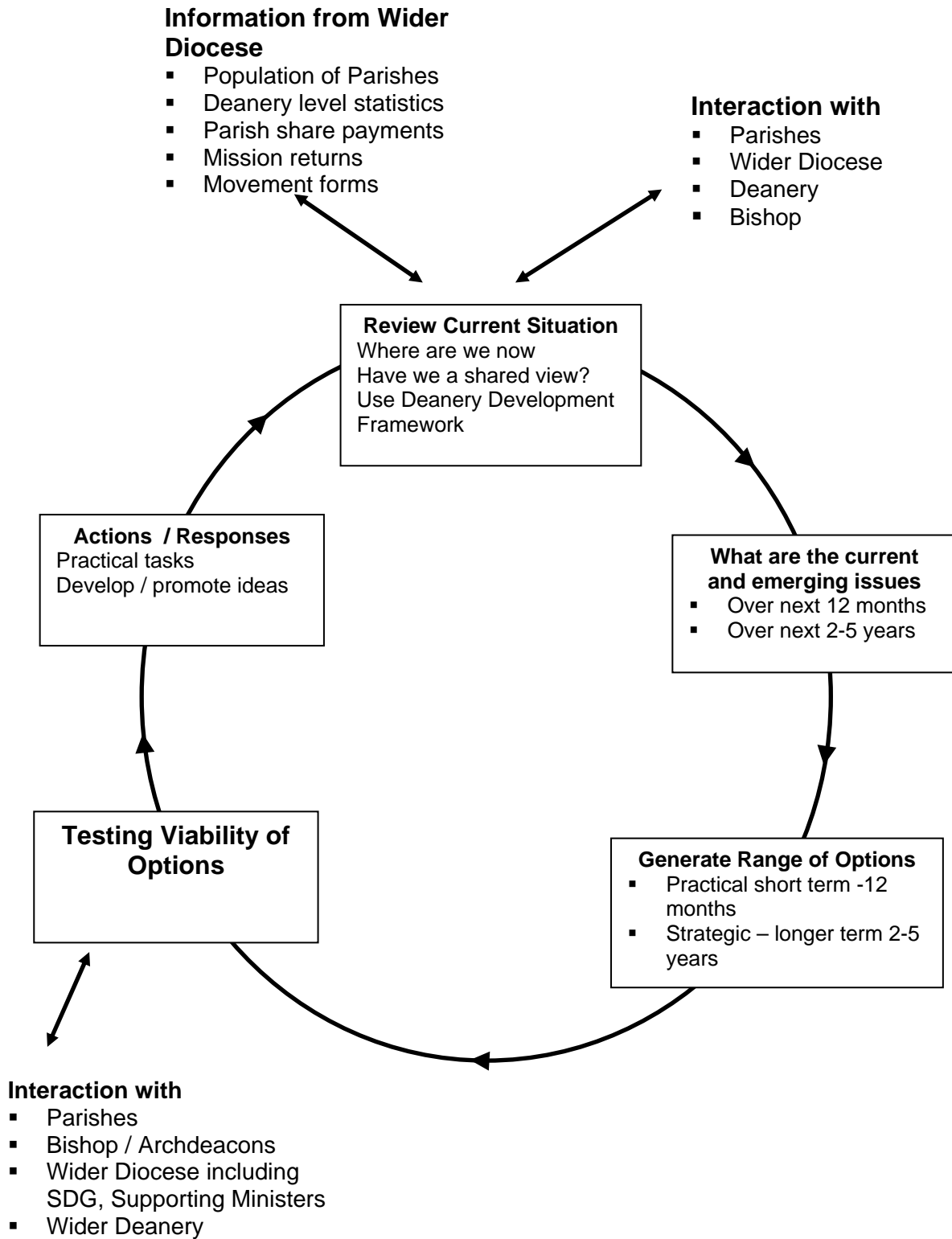


### *May include options for*

- Training needs identified from other areas and amalgamated into a plan
- Discipleship needs identified for the future of mission and ministry
- How to be a learning community

### 6 *Specific questions to explore*

- What are the learning needs for those involved in Deanery Planning?
- What are the learning priorities across the Deanery?
- What plans should be put into place to make the best use of all resources?
- How can we ensure that we continually review and learn from what is happening?



## **13 INTERFACES AND CONNECTIONS**

There are clearly many challenges to be addressed if the Deanery Development process is to make the contribution to the future of the life of the Church that is needed. The task can be complex and needs a great deal of patience.

Some of the issues and challenges that the Deanery Development Group might encounter are listed below with some suggestions about how the Deanery Development Group can be a source of positive energy, encouragement and development for the church.

Between the Deanery Development process and:

### **1 Parishes**

#### **Issues / Challenges:**

- Parishes may be reluctant to get involved in discussions and feel threatened
- Concerns that decisions about 'our' future are being made by someone else
- Reluctance to join up and work together with other parishes
- Unrealistic hopes / demands – 'we just want our own vicar'
- Congregations becoming unsustainable and in decline
- Buildings becoming unmanageable
- Financial problems
- Exhausted /dispirited lay leadership 'running on empty'

#### **How could Deanery Development process help:**

- Clearly shows that it understands the problems that parishes are facing
- Clarify that Deanery Development process is not decision making and ease anxieties
- Might enable the unspeakable to expressed and encourage issues to be addressed in a spirit of reality
- Encourage parishes to think about the longer term
- Encourage parishes to express their real interests and concern and not get dug into unrealistic positions
- Encourage assertive responses to the future rather than passive or backward looking
- Find creative ways to put parishes in touch with resources they need to become more sustainable
- Could broker discussion between different parishes
- Look for creative ways to share resources between parishes

## **2 The Wider Diocese**

### **Issues / Challenges:**

- Wider Diocese doesn't really value the Deanery Development process
- Support is not aligned towards deaneries
- Doesn't give practical help and guidance to Deanery Development process
- Fails to work collaboratively with Deaneries on strategic developments

### **How could Deanery Development process help:**

- Deanery Development group could be proactive in making suggestions for areas of development and working with wider Diocesan resources
- Help to shape mission priorities from a deanery perspective
- Involve Diocesan resources in discussions at an early stage

## **3 The Deanery**

### **Issues /Challenges:**

- Representation on Deanery synod can be low priority for parishes and talented individuals are reluctant to get involved
- Lack of Deanery identity
- Perceived value of the Deanery and its purpose is misunderstood and questioned/undermined
- The Deanery is too big/small to engage with the topic effectively
- The clergy are divided
- New Area Dean /Lay Chair
- Agenda of Deanery Synod is not aligned to priorities

### **How could the Deanery Development process help:**

- Encourage Deanery wide activities and a Deanery identify
- Encourage Deanery approaches to learning and discipleship development
- Encourage Deanery wide mission priorities
- Shape the agenda for Deanery Synod
- Demonstrate to Synod how interesting and relevant the work of Deanery Development planning actually is
- Recruit /cop-opt the best people to be involved
- Make the task more manageable in large Deaneries
- Encourage clusters and groups

## **4 The Bishop and Staff**

### **Issues /Challenges:**

- Appointments to key posts are made without any apparent reference to the Deanery Development process discussion
- The Bishop has a wider picture which is not always obvious at the local level
- There are a number of voices acting on behalf of the Bishop
- Difficult to get access to test ideas at the most critical times

### **How could the Deanery Development process help:**

- Ensure ideas / options are tested ahead of decisions
- Regular discussions between Deanery Development Group and Bishop's staff
- Active involvement with the annual meeting with Bishop and staff
- Invite Bishop to visit Deanery from time and ensure Deanery Development Group is involved in discussions and seen as critical

## **14 SUGGESTED ANNUAL CYCLE FOR DEANERY DEVELOPMENT**

### **From Advent 2009 – Easter 2010**

1. Establish / re-establish the Deanery Development Group
  - Co-opt new members as appropriate
  - Facilitator appointed to support Deanery Development Group
  - Clarify the purpose and key activities of the Group
  - Induct the Deanery Development Group into the Deanery Development process and content of the Deanery Development Guide.
2. Review current situation in Deanery / Reality Check
  - Map where are we starting
  - What have we done already
  - What options are currently being considered
  - Establish effective links with each parish
3. Identify what are the current issues and opportunities /challenges for the next few years

### **Post Easter 2010**

4. Annual meeting with Bishop, Senior staff, Area Deans, Lay Chair and Facilitators
  - Understand Diocesan priorities
  - Explore common issues from Deaneries
  - Review Deanery Development process

### **Post Easter 2010 –Advent 2010**

5. Anticipate likely changes in next 12 months and develop options for testing
  - Anticipate likely changes in the next 2-5 years and generate ideas for further testing
  - Engage in open discussion with key stakeholder groups
  - Test /discern best options
  - Test viability of options – levels of support, where the energy is for change
  - Test options with Bishop and Staff
  - Communicate with Synod
6. Identify possible areas for action and collaboration

### **2011**

7. Cycle begins again with meeting with Bishop post Easter each year

## **15 SUPPORT DURING IMPLEMENTATION –THE DIOCESAN TASK GROUP**

The Strategic Development Group has set up a Task Group which consists of a group of Deanery Development facilitators who will support the Deaneries and help build confidence, interest and capacity in the Deaneries from Advent 2009.

**The role** of the Deaneries Development Task Group is to enable and assist Deaneries to introduce new ways of working by

- Strengthening the recognition that the Deanery is an important organisational entity in planning for the future life of the Church with a Mission led focus
- Developing the extent to which parishes see deaneries as having a valid and important role in helping to shape the future life of the whole church in the deanery
- Introducing new ways in which the Bishop and Diocese will engage with the Deanery Development process through an open and collaborative approach and participation in the long term planning of the deanery
- Enhancing the extent to which Deaneries are able and willing to participate and share responsibility for shaping the future.

### **The Facilitators**

Facilitators have been chosen for their experience, knowledge and ability to work collaboratively with people. They have all undertaken training to familiarise themselves with the task and approach to Deaneries Development.

### **Their task**

The Facilitator, in agreement with the Area Dean and Deanery Lay Chair, may assist in organisational issues in the following

- Meet with respective Area Deans and Lay Chairs
- Agree an outline transition plan with Area Dean and Lay Chair
- Meet with Deanery Development Group and ensure future role is clarified
- Help group to decide future size and composition and basis of membership
- Ensure communication to Deanery Synod about role of Deanery Development Group
- Ensure communication to each Parish about role of the Deanery Development Group
- Advise on getting new group established
- Identify transition change issues and advise on appropriate action
- Identify learning needs and agree a plan to address them
- Clarify protocols and working approaches
- Advise on meetings with Parishes
- Advise on reporting links with Synod
- Be involved in the formal commission of the Group at a Deanery Evensong or suitable gathering

## **On-going support and guidance**

- Attend meetings of the Deanery Development Group as appropriate
- Attend annual meeting with the Bishop
- Advise on operational issues
- Enable the group to review its processes from time to time and amend as appropriate

## **16 RESPONSIBILITIES FOR DEANERY DEVELOPMENT PLANNING**

The suggested approach to Deanery Development Planning is that of a Compact between Bishop, Archdeacons, Area Deans, Lay Chairs, Deanery Synods, Deanery Development Groups, Task Group, Parishes, PCC's, The Diocesan Mission and Pastoral Committee and Supporting Ministers. It is therefore complex!. An outline which shows the Compact arrangements is available in the Resources Section of this Guide.

# SECTION 4

## THE DIOCESAN PERSPECTIVES



### Contents

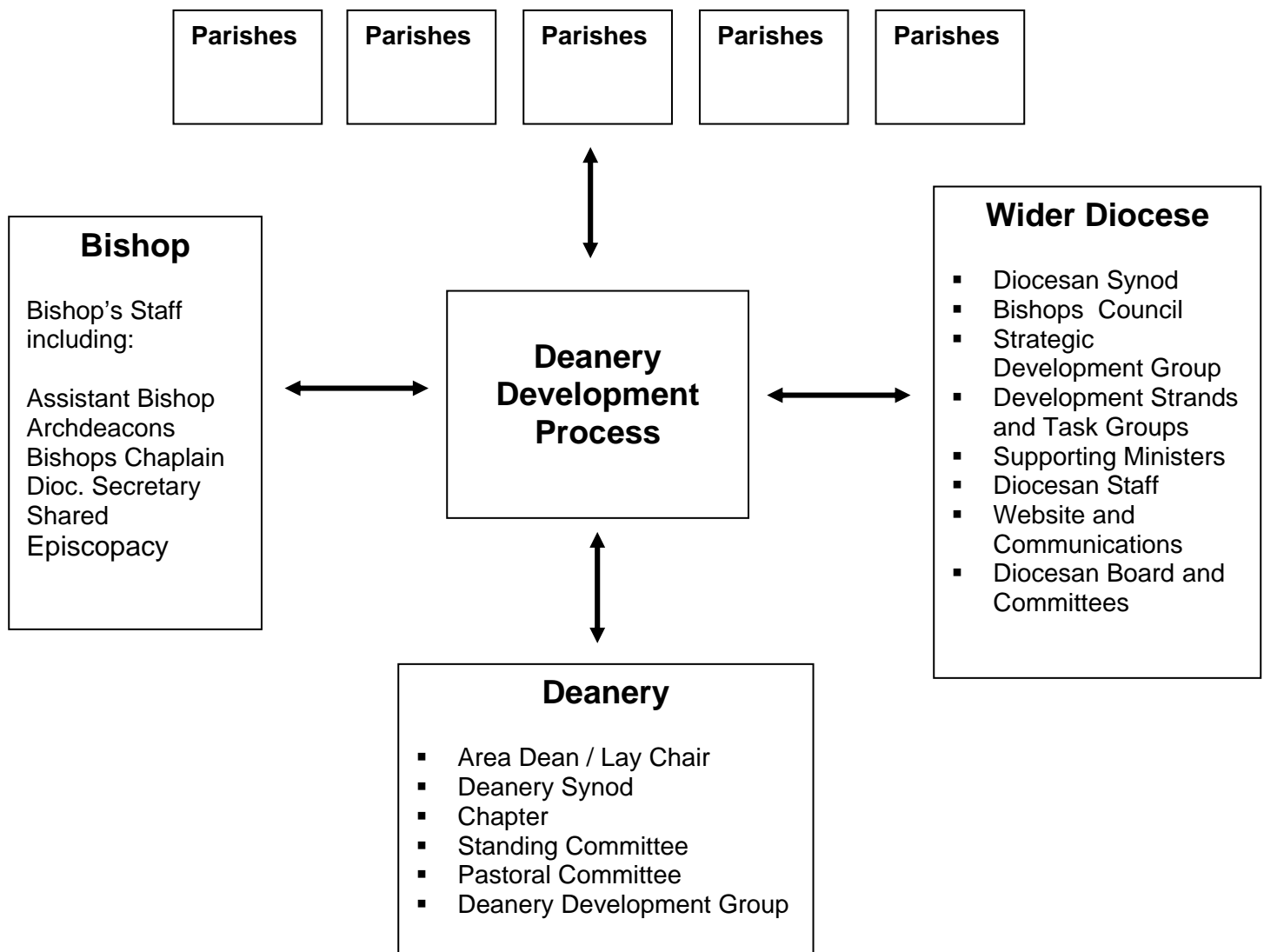
17	How the Process Relates to the Diocese – The Connections
18	The Diocesan Priorities
19	Communications
20	The Role of the Diocesan Mission and Pastoral Committee

## 17 HOW THE PROCESS RELATES TO THE DIOCESE - THE CONNECTIONS

The Deanery Development process does not exist in isolation and is an integral part of how the mission and ministry of the Church moves forward. The Deaneries Development process encourages effective connections to be made between a number of differing interest groups to explore, in creative ways, how local Christian communities might best be sustained and enabled to flourish across the Diocese.

The Deanery Development process is centred around an ongoing series of conversations and explorations, which takes into account the needs, priorities and aspirations of all the key groups and seeks to find common ground and creative possibilities for the good of the church and God's mission.

The following partners are involved in these conversations



**Be****Generous:***Engaged:***Open****Sustaining Local Christian Presence**

In recent years the Diocese has embarked upon a risky path of discerning the way forward: New lighter structures, greater participation, joint action, learning together, trying to free people to 'get on with it', living with creative 'chaos', have all been mantras in what some would call a whole system approach that has sought to help us renew our vision. What has emerged is a Diocesan Programme in which all can find a place and share a bigger purpose. The Strategic Development Group, working on behalf of Bishop's Council, has responsibility for progressing the programme. At its heart is a vision for the church that we want to work together to co-create in this our place and our time.

This is a vision that seeks to ensure there is a vibrant, authentic and sustaining Christian presence in every community in the Diocese.

Even more we have come to believe that the Church of England – with all its tensions, inadequacies and shortcomings - has a distinct contribution to offer in its desire to be vitally present.

A desire to be generous, engaged and open in the way we follow Christ and invite others to join our pilgrimage of faith.

The seven strands of work that will help us work towards our vision are as follows

## **1 Priority Development Areas**

We have promoted a process of Mission Action Plan development to help parishes co-ordinate their work locally. If every parish church could be enthusiastic and dynamic in the following six areas – ***Bold evangelism; useful buildings; developing disciples; lively worship; finding vocations; engaging young people*** we believe we would be well on our way to reaching our vision. Dave Elkington, as the Canon Missioner, is leading a team of volunteers and Supporting Ministers to help parishes put their plans into action.

## **2 Developing Deaneries**

We have recognised that the parish cannot do everything on its own. The Deanery is a key unit of support, encouragement and collaboration. We have set about developing the Deanery role in a clearer way and Carol Wolstenholme, the Chair of the Diocesan Mission and Pastoral Committee, has co-ordinated this stream of work.

## **3 Task Groups**

We have realised that to reach our vision we need to unleash the energy of people who carry a passion and a skill for key areas of our life together. So we have encouraged the development of a managed network of Task Groups that are constantly responding to needs and issues in a 'can do' culture. Christine Brown is leading in this area.

## **4 Financial Planning**

We know that the way we manage our finances will be a key ingredient to the success of our plans. Too often it feels like our finances dictate the work we are about. Our Diocesan programme has begun to see the management of finance more as a servant to our plans. Kevin Scott, as Director of Finance, leads this strand.

## **5 Working with Partners**

We are not alone and we would be foolish to think we could (or should) achieve our vision working in isolation. Working in partnership with others is a crucial way in which we seek to work and we believe that it will help us be more efficient and effective. Our partners are many and varied: We have sought to work more closely with our neighbouring diocese of Durham, we have key ecumenical partners throughout the region as well as colleagues in other faith communities. We also work alongside Civic authorities and other agencies in the Voluntary and Community sectors. Our link dioceses of Botswana, More in Norway and Winchester have helped us share in a more global agenda. Geoff Miller is convening the group who seek to help us make sense of all this work.

## **6 Developing and Sharing Ministry**

The work of the development and sharing of ministry, both lay and ordained, has been focussed in recent months in the formation of the Regional Training Partnership (called 'Lindisfarne') which will bring together all of the training needs of the Church in our Diocese. Peter Robinson

has taken a lead in this area. As well as a Diocesan leadership course 'Leading from the Future' key appointments in education for discipleship, local ministry development and Initial Ministerial Development have been made.

## **7 Communication**

We know that communication will be crucial to all that we do. That is why it is the foundation linked to every work strand we have identified. Sue Scott, along with the Communication Group has the lead for this Strand.

### **But there is still much to do!**

We recognise the importance of a co-ordinated approach to all this work. A small working group, consisting of members from the Bishop's Council together with the Strand Leaders, has been established and we have high hopes that this collaborative working will improve in the coming months and years. We hope that you will be able to play your part.

## **19 COMMUNICATIONS**

It will be important that everyone in the diocese is aware of how the deanery development process will affect them. It is proposed that a number of communication methods are used to tell everyone of the changes. Some of the methods that will be used are as follows:

### **1. Letter from Bishop**

Following the presentation to the Diocesan Synod at end October 2009, the Bishop will write to each member of Deanery Synod, to each PCC Secretary and Parish Clergy.

The purpose of the letter is to affirm the process of Deanery Development explaining that this is not a new process but is being strengthened and given more significance.

Parishes will be asked to support this process and to recognise that the Deanery Development Group is not a decision-making body but seeks to develop creative options for the future.

### **2. Presentation to Deanery Synods**

A presentation, similar to that used for Diocesan Synod, will be made available for Area Deans / Lay Chairs to share with Deanery Synods early in 2010.

### **3. Archdeacons visit to Deanery Synods**

If practicable, the Archdeacons to attend their respective Deanery Synods during 2010 to reinforce the process of Deanery Development .

### **4. Church Wardens Visitation**

Archdeacons may include reference to Deanery Development in their charge to Church Wardens visitations in 2010.

### **5. Website**

Suitable reference to Deanery Development process and supporting material will be made available on the Diocesan website.

## 20 THE FUTURE ROLE OF THE DIOCESAN MISSION AND PASTORAL COMMITTEE.

### **The future role of the DMPC in relation to Deaneries.**

For some years members of the DMPC have regularly visited Deanery Pastoral Committees with an Archdeacon. The purpose of the visits has been

*“To enable a dialogue to take place between parishes, deaneries and diocese in relation to the development of Ministry and Mission, and how Deanery and Diocesan plans are congruent”.*

These meetings have provided the opportunity for members of the two groups to talk at first hand, to hear the issues facing the Deanery, to explore how best to support the Deanery in pursuing its own strategy for the future (in the context of the diocese as a whole) and for the meetings to be a space for creative thinking about the future. Certainly the Diocesan Pastoral Committee has appreciated the value of these meetings.

In the new proposals for Deanery Development the **‘Diocesan Deaneries Development Task Group’** will have the remit of visiting Deaneries to encourage and assist Deaneries develop their own frameworks for priorities over the next 5 years. This group will *not* be a part of the DMPC but may give an overview of their work to the DMPC on an annual basis.

The DMPC visits and relationship with Deaneries will change as a result of the new proposals and from **Advent 2010** the DMPC visits to Deaneries will be focussed on Mission and Pastoral Committee matters only. These visits of the DMPC to Deanery Pastoral Committees will be on an ad hoc basis when either a Deanery wishes to discuss a pastoral scheme or issue with them or the Archdeacons and DMPC wish to meet to learn more about proposed pastoral re organisation.

# SECTION 5

## RESOURCES



### Contents

21	Useful Websites
22	Facts and Figures Available to Determine Priorities
23	Other Detailed Guidance Notes for Area Deans
24	Compact of Responsibilities for Deanery Development
25	Powerpoint Presentation for Deanery Synods
26	The Framework for Planning

## 21 USEFUL WEBSITES

- [www.newcastleanglican.org/](http://www.newcastleanglican.org/)  
/Mission & Ministry  
/Continuing Learning for Ministry  
/Diocesan Handbook  
/IME4-7/Phase II Training  
/Local Ministry & OLM  
/Deaneries Development
- [www.cofe.anglican.org](http://www.cofe.anglican.org)
- [www.ccpastoral.org](http://www.ccpastoral.org)
- [www.readers.cofe.anglican.org](http://www.readers.cofe.anglican.org)

## 22 FACTS AND FIGURES AVAILABLE TO DETERMINE PRIORITIES

The Diocesan Mission and Pastoral Committee (DMPC) issue statistical information each year to Area Deans to assist the planning process.

The information issued is a summary of the information collected from the “statistics for mission forms” submitted by each parish for the national church.

Church House also has access to the national data base of census information that can be broken down and analysed by Deanery and parish. For example, population, ethnic mix, unemployment etc. Requests for information from the database should be sent to Alison Campbell at [a.campbell@newcastle.anglican.org](mailto:a.campbell@newcastle.anglican.org) or tel: 0191 270 4100.

Please note at the time of publication the latest information from this source is based on the 2001 census. In 2012 the new census data will be available, based on the 2011 census.

## 23 OTHER DETAILED GUIDANCE NOTES FOR AREA DEANS

The following documents are available from the Archdeacons' PA:

- What to do during a Vacancy (June 2007)
- Filling the Vacancy (July 2007)
- Guidance Notes on Institutions
- Guidance Notes on Licensing
- Institution Master Copy
- Licensing Master Copy

The Archdeacons' office tries to provide a whole range of useful booklets and contacts. The following are worthy of particular note:

- Churchwardens' Booklet
- Churchwardens' Duties
- Parish Inspection forms and checklist

## 24 COMPACT OF RESPONSIBILITIES FOR DEANERY DEVELOPMENT

<b>Activity</b> <b>R = Responsible</b>	<b>Bishop</b>	<b>Archdeacon</b>	<b>Area Dean/ Lay Chairs</b>	<b>Deanery Development Planning Group</b>	<b>PCC</b>	<b>Deanery Development Task Group</b>
Annual meeting of Bishop, Archdeacons, Area Deans, Lay Chairs, Deanery Development Task Group and other key Supporting Ministers.	<b>R</b>	<b>R</b>				
Establish and maintain an appropriate and committed Deanery Development Group			<b>R</b>			
Set up an annual schedule of meetings of Deanery Development Group			<b>R</b>			
On-going consultation between Deanery Development Group and each PCC			<b>R</b>		<b>R</b>	
Provide relevant information from Parishes including current MAPs to Deanery Development Group					<b>R</b>	
Archdeacon to attend Deanery Development Group meetings at least annually		<b>R</b>				
Report to Deanery Synod from the Deanery Development Group			<b>R</b>	<b>R</b>		
Maintaining a current view of: <ul style="list-style-type: none"> <li>• A range of possible options for the future</li> <li>• Latest view of preferred way forward</li> <li>• Implementation issues and challenge</li> </ul>				<b>R</b>		
Arrange to meet with the Diocesan Mission and Pastoral Committee as and when appropriate				<b>R</b>		
Support and encourage the Deanery Development process						<b>R</b>
Identify common themes that have a strategic significance for the Diocese						<b>R</b>
Maintaining a current written record of: <ul style="list-style-type: none"> <li>• Relevant background information</li> <li>• Information about Parish MAPs</li> <li>• Financial status and plans</li> <li>• A range of possible options for the future</li> <li>• Latest view of preferred way forward</li> <li>• Implementation issues and challenge</li> </ul>				<b>R</b>		
Arrange to meet with the Diocesan Mission and Pastoral Committee as and when appropriate				<b>R</b>		

## **25 POWERPOINT PRESENTATION**

A PowerPoint presentation to introduce Deanery Synod members to the new process can be viewed on the Diocesan website. Copies are available from Church House.

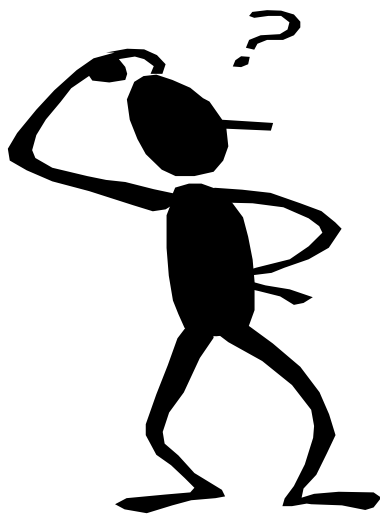
## 26 THE FRAMEWORK FOR PLANNING

This framework should be the product of meaningful conversations between Parishes, Deanery Development Groups, Deanery Synod members, the Diocese and Bishop if appropriate. The plans belong to the Deanery and are owned by them rather than the Diocese. They should however be congruent with the mission and priorities of the Diocese and should reflect the hopes and aspirations of a generous, engaged and open church that is striving always to build Christian presence in our communities. The plans should encompass what the Deanery wants to achieve over the next 5 years. They can however only reflect a snapshot in time and should create options and possibilities that may need to change as Deanery priorities change and develop. We would hope that the priorities are reviewed regularly and will become a focus for Parish, Deanery and Diocesan conversations and actions.

We suggest that each Deanery Development Framework includes entries in the following areas

- 1 Ministry planning and development
- 2 Deanery Mission Actions
- 3 Finance
- 4 Structures and Groupings
- 5 Supporting parishes and people
- 6 Discipleship and Learning

Before beginning to develop priorities for each area, it might be good to ask



### Generic Questions

- What is our Deanery vision and how does this fit with the Diocesan vision?
- What is best done locally and what is best done together?
- What new options become possible when looked at from a Deanery perspective?
- How best can we use our resources across the Deanery for the benefit of the whole?
- How can we support each other to enable as many parishes as possible to be sustained?

## 1 MINISTRY PLANNING AND DEVELOPMENT



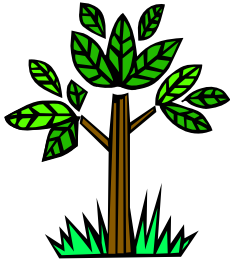
### *May include options for*

- Encouraging vocations
- Local Ministry Groups, Reader and other Accredited Ministers development and support
- Deployment of stipendiary clergy
- Succession planning
- Leadership
- Changes and transitions

### *1 Specific questions to explore*

- What people resources are needed over the next 5 years?
- What vacancies will arise in the next 5 years under normal circumstances?
- Are there Deanery wide roles that could be developed?
- How best do we deploy the available ministerial resources across the Deanery?
- What are the ministry development needs and what ministries are in development?
- Where do Diocesan Ministries fit in?

## 2 SUPPORTING MISSION ACTION PLANS



### *May include options for*

- Relationships with the Local Authority, Community Groups, Schools, Partnerships
- The Deanery role in enabling Parish Mission Action Plans to progress,
- Deanery projects on Mission

### 2 *Specific questions to explore*

- What is each parish hoping will happen in the next 5 years and how does this inform their Parish Mission Action Plans?
- What are the mission priorities for the Deanery that emerge from the aggregated views of the Parish Mission Action Plans?
- What are some of the strategic issues that should be addressed as a Deanery, and how should they best relate to the community and civic authorities?

### 3 FINANCIAL PLANNING



#### *May include options for*

- Parish Share allocation and monitoring
- Deanery Treasurer's support and report mechanisms
- Supporting Parishes
- Budget planning for Deanery Projects

#### *3 Specific questions to explore*

- What are the financial challenges for the Deanery in the next 5 years?
- What are our plans for effective stewardship at a Deanery and Parish level?
- What will be the Deanery budget for the next 5 years?

## 4 STRUCTURES AND GROUPINGS PLANNING



### *May include options for*

- Working in clusters
- Sharing resources across parish boundaries
- Buildings

### 4 *Specific questions to explore*

- What are the natural groupings/clusters for parishes?
- How will these groupings and clusters develop mission?
- What is the optimal deployment and development of our buildings?
- Are the Parish and Deanery boundaries most appropriate?

## 5 SUPPORTING PARISHES AND PEOPLE



### *May include options for*

- Pastoral care of Church Wardens
- Ways of offering support through Clergy Chapter
- Consultancy work to help parishes look at issues
- Deanery parties, worship, events
- Team events
- Appreciative Inquiry methods
- Sharing resources

### 5 *Specific questions to explore*

- What can we do to improve communications between Parishes and Deanery and Deanery and Diocese?
- How and when should we involve the Diocesan Mission and Pastoral Committee?
- How could we work more collaboratively as a Deanery?

## 6 DISCIPLESHIP AND LEARNING



### *May include options for*

- Training needs identified from other areas and amalgamated into a plan
- Discipleship needs identified for the future of mission and ministry
- How to be a learning community

### 6 *Specific questions to explore*

- What are the learning needs for those involved in Deanery Planning?
- What are the learning priorities across the Deanery?
- What plans should be put into place to make the best use of all resources?
- How can we ensure that we continually review and learn from what is happening?