

Deanery Plans

Purpose of this Guidance

- 1.1 Deanery plans are not mandatory, recognising that not all Dioceses or deaneries would wish to use them, but this guidance aims to show how they can be used to enhance and support wider strategic planning. It has been drawn up for dioceses and deaneries considering incorporating potential reorganisation into their mission planning. It explains how deanery plans may assume a special status when such recommendations are taken forward and the implications of this for their preparation.
- 1.2 It is Guidance by the Commissioners to which DMPCs must “have regard”. It has five main aims
 - To identify the features and content of a robust deanery plan, to which the DMPC and Deanery Synod should have regard when deciding whether to formally approve it;
 - To advise on the roles of the diocese and deanery in producing plans and the process for drawing them up;
 - To offer models for producing deanery plans, based on the experience of different dioceses and advice on possibilities for reorganisation/extended use of church buildings;
 - To encourage a consistency of approach within dioceses;
 - To give advice on practical and other issues which may arise.

Background and Legislative Change

- 2.1 The Mission and Pastoral Measure 2011 supports the adoption of deanery plans by giving such plans legal recognition. These provisions
 - a) Allow DMPCs to omit the first formal consultation stage on reorganisation proposals arising from a deanery plan approved by the deanery synod and the DMPC and about which the interested parties for the reorganisation concerned have been consulted; and
 - b) Give added weight to such a plan when representations are being considered by the Church Commissioners – a presumption in favour of the proposals unless the Commissioners’ decide there are material considerations which indicate that a scheme or order should not be made.

Overall this has the potential to encourage strategic planning and speed up the process of reorganisation based on such plans.

- 2.2 Many DMPCs already use deanery plans in keeping pastoral reorganisation in the Diocese under review. The Commissioners encourage this: reorganisation proposals which stem from a considered deanery planning process are likely to command wider support and attract less opposition. This holds good even where the DMPC does not wish to use the powers outlined

in 2.1 a) and b), as wide consultation will always be a key part of successful deanery planning. Deanery planning is often best applied on a diocesan wide basis so that reorganisation is carried out in the diocesan strategic context, although these provisions also apply to a one-off deanery plan.

- 2.3 Some dioceses already undertake mission planning at deanery level. If it is intended that the deanery mission plan should also be the deanery pastoral plan, then the necessary consultations must take place and the pastoral element of the plan must be approved by the deanery synod and DMPC to take advantage of the provisions in 2.1 a) and b).
- 2.4 One advantage is reducing the subsequent consultation required on a specific set of proposals. Previously the lack of any statutory status for deanery plans meant that although in drawing up the plan there would often have been extensive consultation of those who would become statutory interested parties, the DMPC would nonetheless have to formally consult them again on any draft proposals which resulting from the plan. The interested parties would then also be sent a copy of the draft scheme or order to give effect to the proposals, when it was published, and they were notified of their right to make representations to the Commissioners. Provision 2.1 a) allows the second of these three stages to be omitted.
- 2.5 When they consider representations against a draft scheme or order an important factor for the Commissioners is often the extent to which the proposals fit in with a coherent diocesan or deanery plan rather than having been produced in isolation. The degree of support which the proposal has from the deanery as well as the diocese is another factor. The provision in 2.1 b) gives a formal weight to an approved deanery plan and puts the onus on objectors to demonstrate why reorganisation stemming from it should not proceed. In practice this would probably necessitate showing that the deanery plan itself was flawed (for example, through insufficient consultation or being based on an erroneous or incomplete evaluation of all the material factors) or had become outdated by significant changes in the factors on which it was based.
- 2.6 In many cases representations against a draft scheme are about the details of the proposed reorganisation such as the patronage arrangements, or clergy housing matters, rather than the reorganisation itself. These could be material considerations for the Commissioners. The Commissioners now have the power, when considering representations, to amend a draft scheme, with the agreement of the Bishop and after such further consultations as they think fit. This means that a draft scheme can be more easily and quickly amended if desirable in response to representations. Those preparing the deanery plan therefore need to consider the extent to which it includes detailed provisions to take full advantage of the presumption in favour or accept that a scheme may be amended or, potentially, rejected, in the light of representations. They also need to bear in mind that the degree of support for the deanery plan in the deanery synod and opposing views expressed by the interested parties during consultations on the deanery plan might also be regarded as a material consideration by the Commissioners.

Essential/desirable features of a Deanery Pastoral Plan

- 3.1 The Measure is intentionally not prescriptive about the contents of a deanery plan. This recognises that between dioceses there is a great variety of approaches to deanery and mission

planning in the wider sense and is intended to give individual DMPCs the greatest possible flexibility. However, the presumption in favour of a deanery plan applies only if the proposals to which a draft scheme or order gives effect are “to the same effect, or substantially to the same effect” as proposals included in the deanery plan. Therefore, a deanery plan should contain proposals covering all matters of substance likely to be included in any subsequent draft scheme or order.

A deanery plan should, in general, meet, the following requirements:

- Relate to the wider diocesan mission planning context
- Have regard to any diocesan-wide parameters set by the Bishop, Diocesan Synod and DMPC
- Be comprehensive in scope (covering deployment of clergy and lay workers, use of buildings, financial resources, potential for Fresh Expressions and ecumenical working)
- Be evidence based
- Fulfil the consultation requirements and have been approved by the deanery synod(s) concerned (as well as the DMPC).
- Have the widest possible engagement with and ownership by clergy and parishes and community bodies.

The DMPC when setting parameters for deanery plans will need to liaise with other diocesan bodies such as the DBF, the Diocesan Board of Education, Mission and Ministry or Social Justice teams to ensure its criteria are compatible with other aspects of the diocesan strategy.

3.2 As deanery plans now have a statutory basis, those preparing or approving them will need to take account of the general duty in section 1 of the 2011 Measure: to have regard to the furtherance of the mission of the Church of England. “Mission” here means “the whole mission of the Church of England, pastoral, evangelistic, social and ecumenical”. In practice this will usually mean that a deanery plan for pastoral reorganisation is not developed in isolation but is one element within a wider mission planning process. Where that is the case, and the mission plan is also to be the deanery pastoral plan, the requirements regarding consultation with interested parties and approval by the deanery synod and DMPC must be met. Where a deanery pastoral plan is being carried out as a separate exercise, those preparing and approving it should indicate how any reorganisation proposed will further the mission of the Church in the deanery.

3.3 DMPCs when approving deanery plans will do so in the context of any diocesan-wide policies or priorities set by the Committee itself, the Bishop or Diocesan Synod and will also have regard to the opportunities or limitations presented by other factors such as

- the number of clergy (stipendiary or self-supporting), pioneer ministers and lay workers available and any limitations on their deployment;
- financial viability of proposals and support within the deanery for the proposed deployment of resources
- the support which the diocese can offer in the way of financial or other resources;
- opportunities presented by the provision of strategic development funding nationally;
- diocesan wide planning and development issues;
- ecumenical considerations.

Those preparing and approving deanery plans will also need to be aware of such opportunities and limitations if they are to produce plans which are robust and realistic, and which are likely to be approved by the DMPC.

3.4 Where the Bishop's Council acts as the DMPC and may have limited time to devote to the consideration of deanery plans it may wish to delegate the approving role to area or archdeaconry sub-committees or provide that the plans are reviewed by them before being recommended for approval by the DMPC itself.

3.5 The focus of some deanery plans has been determined by a single or limited number of factors, such as the number of stipendiary clergy available or the ability of PCCs to repair and maintain church buildings. While these may impose constraints on what is realistically possible, it is also important that they should not have an unintentionally negative impact by unduly limiting the scope of a deanery plan. It is therefore recommended that DMPCs encourage deanery plans to be as wide-ranging, creative and imaginative as possible and to focus on providing the best framework for promoting mission and growth.

3.6 Considerations may include:

- The deanery's vision and overall strategy for mission
- The scope for developing lay ministry alongside that of the clergy and licensed lay workers
- Opportunities for working ecumenically through Local Ecumenical Partnerships
- An audit of churches and other church property including the scope for extending or optimising their use?
- Possibilities for sharing church buildings with other denominations
- Possibilities for making greater use of church schools
- Opportunities for church plants or the establishment of Fresh Expressions
- Possibilities for grant funding or other resources from Church or secular bodies for particular buildings or projects
- Scope for working in co-operation with community bodies such as local charities or local authority sponsored bodies promoting regeneration
- Identification of initiatives better carried out at deanery rather than parochial level
- Scope for simplifying administration through joint councils.

3.7 Such issues may affect what is or might be required in terms of reorganisation and deaneries should be encouraged to consider them as part of their deanery planning. It is also important for deaneries to be made aware of the resources detailing different options available: pastoral reorganisation; ecumenical working; sharing church buildings or their extended use; fresh expressions; and under the Church Representation Rules so that they do not limit themselves unduly.

3.8 Bearing in mind the presumption in favour of reorganisation stemming from an approved deanery plan, there should be full and accurate factual evidence to back up any recommendations made. If a representor against a draft scheme or order could show that there was no, or inadequate, evidence to support a recommendation or that it was based on inaccurate information, that would be a material consideration for the Commissioners.

3.9 Examples of the sort of evidence to take into account are

- population of the deanery by parish/benefice
- potential housing growth including an examination of planning policies
- weekly attendance (at services and other activities)
- parish share records
- projected repair costs for churches based on the latest QIRs
- deprivation statistics
- student populations
- information about the presence of other denominations and faiths in the area
- number of C of E church schools and availability of their premises

3.10 When the deanery submits a deanery plan to the DMPC for approval it will need to provide evidence of its approval by the deanery synod (as recorded in its minutes) and that those who would be interested parties under the Mission and Pastoral Measure process have been consulted (see also paragraphs 4.6, 5.2, 7.4 and 7.5). The latter should include the date of the consultation, who was consulted, what they were consulted on and a summary of their responses. The outcome of such consultations should also be provided to the deanery synod when it considers the plan.

3.11 Although the consultation requirements in the 2011 Measure apply only to the statutory interested parties, it is desirable to undertake wide consultation to secure ownership of the plan among the clergy, laity and local community, including any additional persons or bodies the DMPC specify should be treated as interested parties for the purposes of such consultation. For example, the DMPC should normally require formal ecumenical partners in an LEP or the other party in a formal sharing agreement for a church building to be consulted. The DMPC should also ensure that those being consulted about a deanery plan are made aware of the presumption in favour of an approved plan and, therefore, of the importance of making their views known before the plan is approved.

Role of the DMPC/Diocese

4.0 Either the diocese (through the DMPC) or the deanery may take the initiative in consulting on and drafting a plan. In practice, however, it is likely that this will be a collaborative process between diocese and deanery, an approach encouraged in this guidance. In that context the main roles for the diocese/DMPC would normally be

- Setting the context/parameters/timeframe for deanery plans
- Providing appropriate leadership and support/developing local leadership capacity
- Encouraging consistency of approach
- Ensuring that those carrying out consultations on the deanery plan are aware of who all the interested parties are
- Providing information (e.g. statistics or planning policies) for an evidence based plan
- Approving and monitoring plans

4.1 As indicated above the DMPC will be considering deanery plans for approval in the context of furthering mission in the diocese as a whole. It will therefore be taking a view on how far a particular deanery's plan fits in with or takes account of diocesan policies and priorities and the wider picture in terms of resources, opportunities and ecumenical co-operation. It is therefore

important that where the responsibility for producing plans lies primarily with the deanery, those preparing the plan are made aware of the wider considerations which will affect the DMPC's view of it.

4.2 Deaneries should also be reminded of the five guiding principles outlined in the House of Bishop's Declaration on the Ministry of Bishops and Priests and of the guidance in the Code of Practice on this issue (paragraphs 4.10, 6.30-6.32, 7.1 and 11.3-11.5) and advised of ways in which any proposed reorganisation can achieve the 'mutual flourishing' the Declaration envisages including any particular policies of the bishop or diocesan synod on the matter.

4.3 Where the DMPC is encouraging a diocesan wide deanery planning process it will wish to set a timeframe both for the time within which plans should be produced and for the period which they should cover. Approaches to this might vary: for example, one DMPC may want all deaneries to produce plans within a given timescale in order to consider them all together to formulate a diocesan wide strategy, whereas another might promote a rolling cycle of plans for different deaneries.

4.4 If a DMPC is concerned about a possible lack of capacity in some deaneries to produce good quality deanery plans, it should offer the necessary support to enable them to achieve this. This may take the form of providing training for those undertaking the task identifying individuals who can support a deanery in formulating and drafting a plan.

4.5 For many dioceses a process of deanery planning will be undertaken within a wider review or mission plan for the whole diocese. Where this is the case there are clear advantages in all deaneries producing plans based on a common methodology and format. It will still be helpful to DMPCs which may consider plans only on an occasional basis to ensure that plans include essential or desirable features. This is likely to involve the DMPC in setting criteria for matters to be considered, consultations to be undertaken and what is required in terms of supporting evidence for recommendations.

4.6 The DMPC secretary should ensure that those carrying out consultations about a deanery plan undertaking it are informed of :-

- who the relevant parties are;
- the need to make them aware when the formal consultation is taking place; and
- that a record is kept of when the consultation took place, who was consulted and the views which were expressed.

Consultation could take the form of asking the interested parties for their views and suggestions prior to drafting the plan or seeking their views on a draft plan that has already been produced. Those undertaking the review may wish to do both.

4.7 Much of the statistical information which deaneries will need to produce an evidence-based plan will be more readily available at diocesan or national level. DMPCs will need to provide it to deaneries or indicate where they can find it. The following link provides access to nationally held statistics on church attendance and parish finances and census and deprivation data.

<https://www.churchofengland.org/more/policy-and-thinking/research-and-statistics/resources-publications-and-data>. Dioceses will often also be better placed to provide information on local authority plans which they will be monitoring on their own behalf. Providing information from central sources increases the likelihood that it is used consistently in a way in which the DMPC can have confidence.

4.8 DMPCs must approve deanery plans where they wish to take advantage of the presumption in favour of reorganisation stemming from them and the omission of the first formal consultation stage. If the recommendations in the deanery plan would result in the dispossession of any incumbents or common tenure office holders who are receiving remuneration (including housing) the DMPC should offer them an opportunity to meet the Committee and hold any such meetings before approving the deanery plan. In practice they will also generally wish to monitor the implementation of approved plans (which will often include reviewing progress on recommendations other than pastoral reorganisation).

Role of the Deanery

5.1 It is recommended that preparing deanery plans is a collaborative exercise between the diocese and deanery to ensure that such plans take account of diocesan policies and are therefore likely to be approved by the DMPC. Where that is the case, the main roles for the deanery will be

- Providing local leadership
- Encouraging participation in formulation of the plan
- Providing locally held information
- Formally approving the plan

5.2 The process for formulating a deanery plan can either be locally led or led by a member of the DMPC or facilitated by a member of the diocesan staff. In order to promote engagement in the process by parishes and community organisations deanery representatives should be involved. Similarly, significant local input into the process is likely to produce a greater level of support for the resulting recommendations and mean that the deanery synod is more likely to approve the plan. The area dean and deanery lay chair are likely to play a major role in the process but they or the deanery synod should also identify others who have the appropriate skills to take part and consider whether they might better lead the process. As suggested in 4.4, the diocese can advise further on this.

If the deanery itself is undertaking the consultations with the interested parties, the person doing so will need to ask the DMPC Secretary for a current list of statutory interested parties at the point they are ready to do so. .

5.3 An important role for those leading the process locally is to encourage formal interested parties and others to participate in the development of the plan. One of the hoped-for benefits of giving an enhanced status to deanery plans is that parishes will feel that they have more meaningful input in the development of recommendations for pastoral reorganisation at an early stage and a better understanding of the wider picture and how reorganisation can help promote mission. Such participation is key and should be encouraged by the deanery leadership team, which should also emphasise that the furtherance of mission is at the heart of the process.

5.4 While much of the statistical information which will help to underpin recommendations in a deanery plan will come from national or diocesan sources there will also be information which is only available locally, particularly in respect of parish-owned buildings and specific local considerations such as churchmanship.

5.5 Formal approval by the deanery synod is an absolute requirement to give a deanery plan legal status. It is recommended that when a draft deanery plan is presented to the deanery synod

for approval it is circulated with the backing evidence and comments by those consulted and a presentation is made to the synod by those who have drafted it. A formal vote should be taken to approve the plan and should be minuted. If necessary, the vote might be taken at a subsequent meeting to give synod members time to reflect on the presentation and raise any further questions. The deanery when seeking approval to a deanery plan from the DMPC should make the Committee aware of views of any consultees who opposed the recommendations in the plan and of the views of any deanery synod members who voted against the plan approved by the majority. If a significant minority on the deanery synod votes against the plan the DMPC may be reluctant to endorse it and the Commissioners may also regard this as a material consideration when considering representations against a draft scheme or order arising from the plan. However, approval by a deanery synod on a narrow majority is still sufficient for the plan to qualify as an approved deanery plan if also approved by the DMPC.

Models and Advice on options for reorganisation/use of buildings

6.1 Dioceses may wish to produce their own guidance or templates for deanery plans. The guidance produced by the Diocese of Bath and Wells and the template in use in the Diocese of Leicester are attached as Appendix I to this Guidance and dioceses which do not already have such documents of their own may wish to use these as models.

6.2 Dioceses and deaneries may also find the following links useful in making themselves aware of the options available for pastoral reorganisation and for the use of church buildings

- Link to updated presentation on options when on the website <http://www.churchcare.co.uk/churches/open-sustainable/diocesan-strategic-reviews-of-church-buildings>

Practical and other issues

Scope of a deanery plan

7.1.1 An approved plan can cover more than one deanery. Thus, a plan could be developed as an archdeaconry or even a diocesan-wide review or plan provided that each deanery which would be affected by its implementation has approved the plan as a whole, or has approved the relevant part as its deanery plan. One of the issues covered by such a plan could be the appropriateness of the existing archdeaconry or deanery structures and a plan could include recommendation for amending the archdeaconries or deaneries themselves, again subject to each deanery that would be affected by implementation approving the plan or the relevant part(s). A deanery plan could relate to only part of a deanery.

Who should carry out the review/consultation and produce the plan?

7.1.2 This can be decided locally. As recommended above the usual model is likely to be that a deanery review is carried out either by a locally led team with support from the DMPC or by members of the DMPC with local input. Alternatively, there might be a diocesan deanery-planning team or DMPC sub-committee where a deanery lacks capacity, provided that the plan itself is approved by the Deanery Synod. It is likely that there would be greater input from the diocesan level if a plan was to cover several deaneries.

Can the Deanery Synod delegate its approval to a deanery pastoral committee or standing committee?

- 7.1.3 This will depend on the rules that the diocesan synod has made for its deanery synods under rule 28 of the Church Representation Rules. Such rules made by the diocesan synod must provide for the deanery synod to have a standing committee with such functions as the diocesan synod's rules provide. However, it is strongly recommended that this function of the deanery synod should not be delegated in this way even if the rules made by the diocesan synod would allow it. As stated in 3.1 it is desirable that a deanery plan should have the widest possible ownership in the deanery and delegating approval of the plan to a body with a more limited membership would be at odds with this principle. Delegation of approval to a deanery mission and pastoral committee is also not recommended, as where there is such a committee it is likely to have been closely involved in formulating the plan and its approval of what is in effect its own plan could result in the appearance of bias or prejudgement of the issues.

What is it that the interested parties must be consulted on?

- 7.4 In order for a plan to qualify as a deanery plan under the 2011 Measure, the interested parties must have been 'consulted on the plan'. Precisely how to conduct the consultation is for those responsible for formulating the plan and seeking its approval by the deanery synod to determine. However, at the very least, the interested parties must have been provided with a description of the substance of the proposals being considered for inclusion in the plan and afforded a reasonable opportunity to respond, and have their responses taken into account, while those proposals were still at a formative stage. (See also Paragraph 2.33 of the Code of Practice [\[link\]](#))

How should the consultations be carried out?

- 7.5 The measure does not specify the form of consultation. It could be by correspondence or through meetings with the interested parties. If several interested parties are invited to give their views at one meeting, care should be taken to record their individual responses.

How detailed should the plan be?

- 7.6 It does not need to cover all the details which would go into a scheme or order but could be on a "Heads of Terms" basis. However, as stated in paragraph 1.6 above the presumption in favour of a deanery plan applies only if the proposals to which a draft scheme or order gives effect are "to the same effect, or substantially to the same effect" as proposals included in the deanery plan. Therefore, a deanery plan should contain proposals that cover all matters of substance that are likely to be included in any subsequent draft scheme or order.

What about reorganisation proposals which arise other than in the context of the plan?

- 7.7 There will be circumstances in which urgent proposals for reorganisation arise during the process of developing a deanery plan or after the plan is in place and fall outside its terms of reference or recommendations, for example, the plan's terms of reference might have specifically excluded consideration of closing any churches for regular public worship but such a proposal might arise because of unexpected problems relating to the structural

condition of a building, or a request or proposal may arise to dispose of an area of consecrated churchyard. In such cases the normal procedure under the Measure would apply including the first consultation stage.

- 7.8 However, in some cases such a proposal might have an impact on the recommendations in the deanery plan sufficient to be a material consideration; e.g. closing or replacing one church for unforeseen reasons might affect a recommendation to close or replace a different church. In those circumstances the advantages of formally revising the deanery plan to take account of the changed circumstances would have to be weighed against the urgency of the unforeseen proposal.

What about consultees who won't engage, deaneries which don't produce plans or where the plan is not approved?

- 7.9 As with all consultations under the Measure, those who are entitled to be consulted about a deanery plan cannot be compelled to respond. A plan remains valid if they do not. However, mission in the deanery area is likely to be better promoted by a plan which has a high level of local engagement. Interested parties should be made aware that the likelihood of successfully objecting to proposals which later stem from an approved deanery plan, is reduced, given the presumption in favour of such proposals. Contributing to the deanery plan process is therefore likely to be their best opportunity to influence the shape of any reorganisation in the deanery.

- 7.10 As indicated in 7.2 where a deanery doesn't produce a plan because it lacks the capacity to do so there are options for the DMPC to assist in producing a plan, which the deanery synod can then approve. However, if it is not possible to arrive at a plan which both the deanery synod and the DMPC are willing to endorse then all reorganisation proposals in the deanery will have to be progressed under the default process, fulfilling all the consultation stages and with no presumption in favour.

What if the interested parties change between approval of the deanery plan and when reorganisation proposals are brought forward?

- 7.11 So far as clergy are concerned, the requirement is to consult the person who holds a relevant office at the time the consultation is carried out. Such consultation is therefore not invalidated by a subsequent change of office holder. The same applies if there is a change of patron between the approval of a deanery plan and the bringing forward of a draft scheme or order. A new office holder or patron may of course object to a draft pastoral scheme or order arising from a deanery plan but the presumption in favour would not be affected by the change. It is possible however that the views of the new office holder or patron might be a material consideration for the Commissioners. Consultation with a PCC is not affected by a subsequent change in its membership as the requirement is for consultation with the PCC as a corporate body. But again, a subsequent change of position by a PCC could be a material consideration to be taken into account by the Commissioners.



**DIOCESE OF
BATH & WELLS**

**GUIDANCE NOTES
FOR
DEANERY MISSION PLANNING**

Guidance Notes for Deanery Mission Planning

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The following notes are intended to provide helpful guidelines as you consider the process of Deanery Mission Planning in your DMPG.

Part One

Introduction

Our diocesan strategy aims to equip all God’s people in our churches to live and tell the story of Jesus. We want to be as intentional as possible in shaping all our energy to this aim, and deaneries have a key part to play in this. The Deanery Mission Plan (DMP) is a tool to enable deaneries to take a strategic overview of mission and ministry, and to enable change and development within the deanery. Prayer needs to be continually part of the process of developing the DMP.

Emphasis

The DMP is not a conventional exercise in dividing up ministry resources and moving parish boundaries. The emphasis needs to be on mission and discipleship, not primarily on roles, responsibilities and boundaries. In the past, the rationale for deanery plans has often been the need to reduce stipendiary clergy posts and the resultant demands for parish

reorganisation. Whilst there was often an attempt to introduce mission planning to the process, this is very difficult to achieve alongside a process of cutting resources.

This Diocese is committed to maintaining the current level of stipendiary posts and therefore the pressure on deaneries to reduce staffing has been removed. However, historic patterns can be difficult to change and we need to communicate very clearly that the DMP is not primarily about pastoral re-organisation. Instead it is about mission and discipleship – how the churches of the deanery can work together to effectively live out our common faith in Christ and to share his love in our communities.

Of course it is right and proper for deaneries to take an overview of parochial ministry and deployment. The point is that it is best not to begin with that. Instead the DMP should start by considering the future priorities for mission in the area, and then consider whether to make any recommendations for pastoral reorganisation or deployment of posts in the light of those priorities.

Aims and Outcomes

As a Diocese, we are not setting a prescriptive shape for the character of DMPs. The specific details of the aims and outcomes of the DMP will need to be determined by each deanery individually. This is important because plans will only be successful if they reflect local needs and priorities. Across the Diocese there is significant diversity in the contexts that churches operate in, a diversity which has several dimensions. The urban-rural spectrum is perhaps the most obvious of these dimensions, but it is by no means the only significant one. This means that there is no standard model that will work in all deaneries – each will need to find a model that works in their context.

However, the DMP should reflect the Diocese's three strategic priorities:

1. To place mission and evangelism at the heart of all we do
2. To re-align our ministry resources towards mission
3. To identify, develop and use the gifts of all our people

In addition, there is a checklist for deaneries to use during the DMP process. You will find this on [pages 15-17](#). This checklist will serve as a helpful reminder of the principal areas to consider and the issues to address. An optional full DMP template is available as a separate document.

The following points may also be helpful:

Spot mission opportunities

Taking an overview of a whole deanery can help to identify where the potential is for new missional activity. The most obvious case is where there is significant new housing development. However this is not the only opportunity that we have – there are other groups or places where the church is not currently making an impact. There are also communities on the margins of mainstream society where the church has a chance to show God's love in action.

Add value

One of the challenges facing deaneries is how to create a plan which takes account of all the activity at parish level. A realistic solution to this is, rather than attempting to own everything that is already happening, to look at what is not happening. The deanery is often well placed to initiate things that involve churches working together to increase their impact. So, for

example, where are the gaps in our ministry that we need to fill? Or, what could we do together that we are not able to do on our own?

Dream dreams

The DMP is an opportunity for the deanery to exercise leadership at a local level. This implies that there is a vision for the future, with possibilities that people in the churches will find exciting and will want to support. A good DMP will show imagination and creativity. In particular, the DMP process should not be constrained by resources. Obviously at a later stage there needs to be some consideration of how ambitious plans could be resourced, but we do not want the mission of God's church to be limited by the question, "can we afford this?"

Method

Since the nature of the DMP needs to be determined locally, the exact process will also reflect the local situation. Among the deaneries that already have an agreed plan, there is huge variety in the way in which they carried out their planning. However there are two principles which will work well across all contexts.

Firstly, good plans emerge from building relationships and collegiality between parishes. A DMP which emerges fully formed from a small group meeting in isolation is unlikely to gain much traction. Similarly, something which is not rooted in a common understanding and vision will fail because churches will have no interest in it. Time spent in talking and planning together will not be wasted. The clergy are particularly important here, because of their leadership responsibility, and sadly because deanery plans sometimes founder on poor relationships between neighbouring parishes.

Secondly, consider the principles of Mission Action Planning (MAP). Although the DMP is broader than purely a deanery MAP, a good DMP is likely to have all the elements of a MAP. The principles of discerning, planning, acting and reviewing are essential to the kind of exercise that is called for to produce the DMP.

Accompaniment

Each Deanery will have an accompanier throughout the first two years of the process. The exact nature of accompaniment will vary between deaneries but in principle will include:

- Advice and facilitation if requested
- Positive critical reflection – asking questions about the emerging plan
- Supporting progress – accompaniers will return after the initial planning process to enquire about progress

Accompaniers will be members of Ministry for Mission staff or other suitably experienced people from around the Diocese. The accompanier will be chosen in consultation with the Deanery to match their needs.

Part Two: Process

A) Preparation

In order for the Deanery Mission Plan to be effective, relevant, exciting and creative preparation is important. Those who will be involved in making it happen need to own and catch the vision. It is not just a question of the 'how' but also the 'why'. Asking the question 'what is the point of this/us?' sounds rude, but it also provides a really helpful springboard for reflection and a chance to articulate the 'why' for ourselves. The preparation time could be done in various groups: in chapters, in Local Ministry Groups (LMGs), in parishes. As well as providing a space for prayerful reflection before embarking on a plan of action, this time could be an opportunity to deepen relationships and enjoy exploring and learning together.

In line with the third Diocesan priority "to identify, develop and use the gifts of all our people" it is hoped that lay people will be fully involved as equal partners in the Mission planning process. This is particularly in the light of the recent findings from the national "Renewal and Reform" process regarding the need to shift culture and practice in the involvement of lay people in Mission and Evangelism.

This report identifies the need for two shifts in culture and practice that we see as critical to the flourishing of the Church and the evangelisation of the nation.

1. Until, together, ordained and lay, we form and equip lay people to follow Jesus confidently in every sphere of life in ways that demonstrate the Gospel we will never set God's people free to evangelise the nation.
2. Until laity and clergy are convinced, based on their baptismal mutuality, that they are equal in worth and status, complementary in gifting and vocation, mutually accountable in discipleship, and equal partners in mission, we will never form Christian communities that can evangelise the nation.

We believe that these two shifts would represent a seismic revolution in the culture of the Church. The first is about the focus of our activity and the scope of our mission, the second is about the nature of the relationship between clergy and lay. They are both vital. And they are both rare. *Cf Renewal and Reform: "Setting God's People Free"*

B) Exploring

You may like to consider what Mission and Evangelism means to you: in parishes, or LMGs, in Chapters or at Deanery level. Every deanery and every parish will have a slightly different context. Where is God already at work and where do you join in? How do you live and tell the story? What is the story you tell? Where are the missed or the future opportunities? What holds you back?

There are various resources to help explore Mission and Evangelism. A list of these will soon be available. The Diocese has also compiled an index of useful websites which offer discipleship resources for a variety of contexts.

You will be able to access the list from the Bath/Wells website:

<http://www.bathandwells.org.uk/>

Or by emailing:

Veronica.elks@bathwells.anglican.org or Caroline.bruce@bathwells.anglican.org

Below are three examples of some of the resources on offer:

- The London Institute for Contemporary Christianity (LICC) have produced Fruitfulness on the Frontline <http://www.licc.org.uk/splash/index.html>
- The Arthur Rank Centre have a rural evangelism course <http://www.arthurrankcentre.org.uk/publications-and-resources/rural-evangelism>
- The Church Army have a 'one step at a time' resource http://www.faithpictures.org/Groups/268222/Church_Army/ms/Faith_Pictures/Session_s_Preview/Session_1/Session_1.aspx

C) Deanery Audit of Community

The DMP will work best when it emerges from a deanery which has a clear understanding of itself and its community. Taking stock of your community shows where the real needs are.

A community audit is best done as the first part, or foundation, of the Mission Planning process. Churches tend to be good at talking about themselves and this can lead to plans which can be delivered but which may not necessarily be relevant to the wider community. The community audit means that the planning begins outside the Church, giving an outward-looking focus.

The aim of the audit is gain an accurate picture of our community. This will shape our mission in various ways. In particular, it will help the deanery to run its activities in ways that are appropriate to the demographics and lifestyle of the people in its community. It will also identify the areas of social need that the Church should take notice of.

There are several ways in which a community audit can be built, including:

Mapping

Literally producing a map of the deanery can be very helpful. It can be used to mark significant "hubs" such as schools, shopping areas, community facilities, etc. It can help to identify the various residential areas in the parish; the smaller communities within the larger area.

Statistics

Use of data such as the 2011 census or government statistics

<http://www.neighbourhood.statistics.gov.uk/dissemination/> ensures that the audit reflects the reality of the local situation.

There are various sources which provide a ready-made analysis of the data. The following have the advantage that they have plotted the numbers to ecclesiastical parishes.

- The most obvious are the “parish spotlights” published by the Church of England statistics unit in 2013.
<https://www.bathandwells.org.uk/supportingparishes/finances/parish-spotlights/>
- The Church Urban Fund’s “poverty look-up” tool <http://www2.cuf.org.uk/lookup-tool> also provides a useful guide to levels of deprivation

You may also consider checking any planning for new houses on your local government website.

Local survey

At parish level taking a survey or questionnaire out into the community adds another dimension to the audit which could be fed back into the DMPG. As well as gathering the opinions of real people in the community, it has a missional value, showing that the church cares about what its neighbours think. The survey will need to be carefully planned. It is worth asking some questions about what people’s perceptions of the church are, and what they would like from the church, but it shouldn’t be just about church. What do people feel about life in their area and what are the issues that matter locally?

Church connections with the community

What are the strong links that parishes and/or deanery have? For example, links to secular partnerships and networks; particular relationships with parish/district/county authorities, companies or voluntary bodies?

Schools

The Deanery Mission Plans offer a unique opportunity for developing the key role of education in mission and evangelism at local level. The diocese has a strong education department with great experience and expertise to advise, guide and facilitate for all those whose are called to serve in this way. The team will be undertaking visits to every deanery over the coming months to look at the new CofE Vision for Education and how this can express the Diocesan Strategic Priorities through deanery mission plans. Expertise in engaging with Children and Young People outside of school is also based in the DBE.

D) Deanery profile

The aim of this process is to get a sense of where the deanery is now, before we think about moving on. At one level this can be a simple assessment of strengths and weaknesses, to identify the areas that need developing. However it is also an opportunity to identify, develop and use the gifts of all.

Some deaneries are changing the way they use Deanery Synods and Chapters to support engagement with developing a Mission Plan. Case Studies will be available from your accompanier.

Some possible ways to build the deanery profile could include:

Survey of parishes/LMGs

A brief questionnaire to parishes to get a feel of what the parishes believe is needed. These could cover general questions such as in the example that follows, and also include an audit of the all the resources.

Example of questions that might be used:

- What is a deanery for?
- What might prevent it fulfilling this purpose?
- How might being part of the deanery support the ministry and the mission of your parish?
- What are the obstacles for this?
- Are there any significant changes or developments within the wider community that you can tell us about? Do these offer opportunity or threat for your Christian presence in that place?
- What two priorities for mission would each church in your parish or benefice like to set over the coming year?
- How might others across the deanery help with these?
- Is there anything you would like to see us commit to together across the deanery?

Audit of existing resources (physical – buildings, places)

- Number of parishes
- Number of benefices
- Number of functioning LMGs
- Number of ecclesiastical buildings
- Number of other buildings (e.g. parish halls, youth centres)

Audit of resources (people)

Audit of resources (People, one of the Diocesan priorities is to identify, develop and use the gifts of all our people. In this part of the audit we have an opportunity to consider and re-evaluate all the ministries that we have. As with all lists the following is not comprehensive but encourages us to look beyond the ordained clergy to the whole Laos (People) of God . Who are the people that sustain the ministry of the whole Church in our deanery? Are there opportunities here to release the gifts of more?

People

- Stipendiary clergy
- Self-supporting clergy
- Clergy with PTO
- Active lay readers
- Chaplains
- Lay Pastoral Assistants
- Lay Worship Assistants
- Healing prayer ministry □ Spiritual companions

- Youth workers
- Deanery Mission enablers
- Deanery Training facilitators
- Churchwardens
- Administrators □ Who else?

SWOT-type analysis

The SWOT model can be a useful tool to help map the picture of the Deanery. It could be carried out by the DMPG after receiving completed questionnaires and in conjunction with the data gathered about the demographics.

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. If the language doesn't seem appropriate, the titles can be changed to fit the context. For example, SWOB, where B stands for barriers.

Strengths – things we are good at or gifts that God has given us or things that are going well

Weaknesses – things that need improvement, things that have gone not so well, things we are not doing that we feel should be done, things that are missing

Opportunities – things that seem to be waiting to be done and would be in an ideal world, dreams/hopes that might come to fruition, ways that God seems to be leading us and paths that are beginning to become open to us

Threats – barriers that might be standing in our way to achieving God's work, outside forces that are preventing us from going forward



When the 4 areas have been completed, discuss what is significant about what you have read on the sheets – is anything controversial in terms of its accuracy? – has the group missed anything that needs adding? – is there any disagreement about what is on each sheet? – This is a point where there needs to be a reasonable amount of agreement to the accuracy of the analysis

Identifying mission opportunities

Mission is defined here by the five marks of Mission:

1. To proclaim the Good News of the Kingdom
2. To teach, baptise and nurture new believers
3. To respond to human need by loving service

4. To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation
5. To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

Reflecting on each of these aspects of mission, in conjunction with the overview of the whole deanery from the community audit, should help to identify where new missional activity is needed. The most obvious example is where there is significant new housing development.

However this is not the only opportunity– there are many other groups or places where the Church is not currently making an impact. There are also communities on the margins of mainstream society where the Church has a chance to show God’s love in action. It’s also useful to ask what is already going on that we could join in with? For example: A Community Transport Scheme or a secular youth group or a project started by other Christians. For more information visit: <https://do-it.org/>

To help with the process of identifying mission opportunities there is a Checklist at the end of this document ([pages 15-17](#)) for those using their own plan outline and the same information appears in the optional Template which accompanies the Guidance Notes.

Part Three: Resource Implications

As has been noted earlier, the DMP process should not be constrained by resources. However there will come a point where ideas need to be planned and costed. The process, especially the community audits and looking for mission opportunities among different groups and contexts will hopefully reveal several possibilities for new engagement. At this point the deanery needs to consider how, realistically, these can be resourced.

Resourcing does not necessarily involve heavy financial commitment. In many cases the best way to begin a missional initiative is with voluntary, lay leadership. If this path is taken then the main resource implications for the deanery are the provision of suitable training and oversight for the leaders and volunteers.

Where the creation of a new missional post is desired, the following factors should be considered:

- New mission initiatives do not need to be seen necessarily as permanent fixtures – many things may be short term, others may be developmental situations that might require say 15 years support.
- If the new post is a priority for the deanery, the implication is that other things are less high on the priority list. Deaneries should consider re-allocating stipendiary resources in order to create missional posts, in line with our second strategic priority (“to realign our ministry resources towards mission”).
- If the deanery leadership feel that a case can be made for additional diocesan funding, this can be put into the DMP and will be taken seriously by the Archdeaconry Missional Pastoral Committee and the Bishop’s Council. However it needs to be understood that this also would involve realignment of resources that are currently committed elsewhere.
- There are kinds of mission which work on the assumption of financial sustainability in the long term. Examples include church planting, where planned giving will be expected from members of the new church, and some fresh expressions which are based around the operation of a social enterprise, generating income. In these cases a simple financial plan needs to be produced, to show the expected balance of income and costs over the first few years.

There are many trusts that support Christian activity. When starting initiatives that are in part providing a community service, and using volunteer resources or creating partnership opportunities, projects may attract secular funding. Andrew Rainsford, Andrew.rainsford@bathwells.anglican.org, the Stewardship Adviser in the Diocese can advise of the opportunities that exist in these areas.

Part Four: Action Plan

Mission opportunities and vision

Having consulted as widely as appropriate and completed the audit, what should emerge is a sense of what is really needed in your deanery. This will naturally lead you through a prayerful process of discernment to a genuine vision (What God is calling us to) and Mission (where God is calling us to).

Planning

Writing a DMP should be straightforward if there has been a good process of vision and discernment, as suggested in phases 1 and 2. The challenge is to produce something which can help you to make real changes in the deanery.

SMART

The acronym SMART can be helpful in remembering what's important in a plan. The letters of SMART stand for:

Specific & Measurable: The plan is about concrete actions and targets, rather than vague aspirations. So, "start a group for junior age children on Tuesday evenings", not "do more activities with children". 'Measurable' refers to the question of how you will know whether you have succeeded in your aim. This may be as simple as saying "yes, we did it", but it is important to include some way of reviewing the effectiveness of the plan. It is about being clear about what you aim to achieve.

Achievable & Realistic: The goals you set for yourselves need to have a good chance of actually happening. This doesn't mean you should limit your ambition, but rather that you should have a clear plan of how you are going to get there. So grand aspirations such as "we aim to double the size of the congregation in 5 years" are best avoided. Instead, go for things like "take part in Back to Church Sunday and invite at least 20 people", or "invite all newcomers to a welcome tea every 6 months". Plans are incremental. They change and grow as we see God's spirit at work among us.

Timed: Timescales are vital in order to keep the plan moving. The exact timing varies depending on the nature of the goal, but in general a MAP shouldn't contain things that take longer than 2 years. If there is further development envisaged after the initial phase, that can be written into future plans.

Other planning tips

High levels of accountability – Involve a Wide Number of People both Lay and Ordained. Make things visible (writing up plans and displaying them) seems to increase attainment and energy – reporting back is important.

Invite a Critical Friend– The outcomes are better when there is an objective and fearless facilitator who is able to help challenge you. This could be your accompanier. Have a critical friend who is both with people at the start and at the review period.

Could your deanery offer something of the peer mentoring ethos to one another or across deaneries, as you learn and grow as disciples and plan for mission? There are time and resource implications for this, as for all things, but there is a huge well of skill and experience and wisdom in the DMPG's and it would be good to use it, as well as drawing on external resources.

'Do a few things and do them well'- Having a few priorities and being clear about what they are and why you have chosen them is vital for success. Having no more than three main priorities helps to let go of others (meaning you don't get burnt out) and strengthens the focus and impact of what you plan to do. It also helps you to articulate to others what the plan is and why you are doing it. These priorities are then expressed and developed through specific plans and goals.

Pray, pray, pray – Ensure that prayer undergirds and underlies all you are doing,

Essential elements

The final plan should include a list of specific projects or objectives, including the following information:

- What? – Exactly what is to be done
- How? – What are the key steps to be taken? Also the resource implications, i.e. costs, work required, etc.
- When? – The timescale
- Who? – The people responsible for making it happen

Part Five: Checklist to Support Planning

Deanery Mission Plan Checklist

Please note: A full plan template document is available as a separate attachment

Deanery name:

Lead contact:

Date signed off by DMPG:

Summary of deanery vision (the 'why' of our deanery)	
Deanery audit of community	
Results of community audit	
Results of any mapping exercise carried out	
Local statistics which give a picture of the deanery	
Results of any local survey carried out	
Summary of key connections with community	
Results of survey of parishes/benefices/LMGs	
Audit of existing resources (physical things such as buildings and places)	
Number of parishes	
Number of parishes included above that are in the top 20% for deprivation	
Number of benefices	
Number of (functioning) LMGs	
Number of ecclesiastical buildings	
Number of other buildings (e.g. parish halls, youth centres)	
Audit of existing resources (people)	
Stipendiary clergy	

Self-supporting clergy	
Clergy with PTO	
Pioneer ministers (no. of Lay /Ordained– including those counted above)	
Active lay readers	
Chaplains (both Anglican and ecumenical appointments)	
Ministers in secular employment	
Lay pastoral assistants	
Lay worship assistants	
Healing prayer ministry	
Spiritual accompaniers	
Youth workers	
Special ministry posts (e.g. seniors)	
Deanery mission enablers	
Deanery training facilitators	
Churchwardens	
Number of parishes with administrators	
Others (please list)	
Mission opportunities (some suggested areas to consider)	
New housing planned in the deanery	
Other under-churched areas where church planting may be appropriate	
Parts of existing communities where the church has little connection <u>e.g.</u> <u>areas of deprivation</u>	
Support for marginal groups	
Support for people with specific needs (e.g. mental health, ex-prisoners)	
Support for those who are lonely and/or isolated	
Outreach and Integration of people with disabilities	
Gaps in contact with and provision for children (aged 0-11)	
Gaps in contact with and provision for youth (aged 11-18)	

Gaps in contact with and provision for young adults (aged 19-35)	
Gaps in contact with and provision for older adults (aged 55+)	
Gaps in contact with and provision for men/women	
Contact with key institutions	
Contact with work places	
Contact with schools without a church engagement or where it could be increased	
Opportunities for prayer ministry	
Opportunities for chaplaincy	
Developing Interest in world mission	
Use of "Eco Church" tool to develop care for creation <u>(or similar)</u>	
Other things already going on that we could join in with	
What dreams do we have as a deanery?	
What are the priorities we identify based on our prayer, analysis, discernment, mission opportunities and dreams?	
1.	
2.	
3.	
4.	
5.	

To meet each of these priorities we plan

WHAT	HOW	WHEN	WHO
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<p>Exactly WHAT is to be done. With objectives and indicators of progress.</p>	<p>HOW will the key steps to be taken? What are the resource implications, e.g. costs, work required, etc.</p>	<p>Provide a timeline of WHEN key milestones will be done (detailed time plan to the right)</p>	<p>WHO are the people responsible for making the plan happen.</p>
<p>Plans for review and evaluation: (dates, people involved etc.)</p>			
<p>Date for new planning process</p>			

Appendix II Diocese of Leicester template for deanery reviews



2020 Proposed deanery plan for XYZ Deanery

Created: July 2011

Guiding Principles: (e.g. taken from a part of Canterbury diocese)

- Our primary purpose is to bring the good news of the Gospel to our communities, to make and nurture disciples and to worship the living God. We are also called to work for justice locally and globally, and to care for the integrity of Creation.
- Each parish, whatever its size, has a unique contribution to make to the Deanery. We will continue to seek to identify, affirm, use and resource that contribution.
- Effective parochial ministry always involves clergy and lay people working creatively together; the best rural ministry rests on 'focal ministers' in each community, who may be lay or ordained. The resulting 'deanery college' of ministers needs to work collaboratively to resource and encourage all its members.
- Our ministry is to everyone in our communities, whether or not they are regular worshippers. We know the importance of the occasional offices, and work together to ensure that everyone who seeks our ministry can receive it.
- We will encourage appropriate social action in our local communities, and, through mission links, with the global community.

- Our church buildings belong to the whole community, and should be accessible to all, whenever practicable. We will encourage appropriate community use of our buildings (eg concerts).
- Church buildings are also a major channel of outreach: we know that many more people enter open parish churches as casual visitors during the week than come to services on Sundays. We need to provide appropriate literature to meet the spiritual needs of visitors and to explain the Christian faith - as well as the more conventional guidebooks describing the building and its history.
- We are committed to regular work with children and young people.
- We are willing to resource and support 'fresh expressions' ministries, for instance to young people, the elderly, children and their families.
- We believe that God is calling us to new patterns of ministry in our villages, as we seek to respond to the pastoral and spiritual needs of all those who live, work and study there. We will only discern how these new patterns are to be developed through prayer and careful listening to God and to each other. We need to be flexible and open-minded in our planning for the future.

Deanery vision and Mission Priorities

- Our vision is to ...
- Our mission priorities are.....

Context:

(include outline maps of the deanery (present and proposed) and a description of key factors (present and future) that impact on the deanery)

Deanery maps are available from Lesley Whitwell in St Martins House. She will create modified maps on request.

Describe the important factors in your context:

Key factors which impact on the deanery e.g.

- Planned housing and other developments Likely changes in demographics Etc.

Overall growth of the deanery:

How does this plan contribute to the growth of the church in your deanery?

Strategy focus areas

1. Whole church ministry

The primary vocation of the clergy is in the envisioning, shaping and enabling of the whole church for mission and ministry

Key question: How does your plan encourage and develop the ministry of all the baptized people of God, including licensed lay ministries – readers, pastoral assistants, evangelists - stipendiary lay ministries – eg youth workers, administrators etc., other office holders eg churchwardens, treasurers etc.

2. Clergy

“There comes a point when the clergy can be stretched no more.”

Key question: How do you plan to use the clergy to maximize their gifts and creativity but also enable their wellbeing? What is the balance of stipendiary/non-stipendiary? What about other categories – eg House for duty, some form of locally ordained ministry?

3. Christian presence

We are committed to keeping “a vibrant Christian presence at the heart of each and every community” but “we should understand and develop the Church of England tradition of presence in new ways.”

Key question: How does your plan maintain Christian presence in your communities, and what new understandings of presence does it reflect eg the importance of networks, working with other churches, schools etc.. ?

4. Buildings

Buildings are a wonderful servant of mission, but a burdensome master.

Key question: How does your plan address the burden of buildings in your area and help realize their potential for mission?

5. Working across boundaries

Shaped by God is our diocesan mission strategy and envisages mission partnerships as “an alliance of local churches working across traditional boundaries sharing gifts, resources and ministries in the service of God’s mission”, both to encourage mission in each church and work together in mission.

Key questions: To what extent have you owned this vision of ‘working across traditional boundaries’? How in your plan will ‘the parish’ relate to mission partnerships and deaneries for the deployment of clergy and financial resourcing of ministry?

6. Service to the poor, marginalised and vulnerable

‘In the service of God’s mission’ it is important to recognize and resource growth potential and be committed to the poor.

Key question: How does your plan discern where God is active in your community, encourage growth where it is happening, and also express a commitment to the poor, vulnerable and marginalized?

Details of plan

Benefice	Information	Current provision (people and housing)	2020 proposal	Transition plan & comments
St Athanasius	<p>City Centre historic church</p> <p>Liberal catholic tradition</p> <p>Strong social ministry</p> <p>Messy Church once a month</p> <p>In ABC mission partnership</p> <p>Strong ecumenical links</p>	<p>1 FT stipendiary priest</p> <p>1 associate priest (SSM)</p> <p>1 curate</p> <p>1 youth worker</p> <p>2 readers</p> <p>1 church</p> <p>2 houses</p> <p>1 church hall</p>	<p>1 associate priest (SSM)</p> <p>1 youth worker</p> <p>2 readers</p> <p>1 PA</p> <p>1 Church</p> <p>1 house</p> <p>1 church hall</p>	<p>Focus on developing vocations and a strong lay leadership team for messy church.</p>

St Ethelburgas	<p>Currently in Team ministry of 4 parishes</p> <p>Suburban in a changing area with increasing numbers from other faiths. Very small congregation mostly gathered from other parishes In DEF mission partnership</p> <p>Good links to school</p>	<p>0.5 stipendiary priest</p> <p>1 reader</p> <p>1 church</p> <p>1 house</p>	<p>Close church</p> <p>Move congregation to St Boniface (within the same MP) and focus on mission through afterschool club</p>	<p>Start consultation in 2012 with a view to completing in 2013.</p>
Benefice	Information	Current provision (people and housing)	2020 proposal	Transition plan & comments
Ambridge housing development	<p>This development is in the early stages of development. It will be completed in 2014</p> <p>There will be a community centre, a large shopping mall and a primary school</p>	None	<p>Establish a café church in the community centre jointly with the Methodist church in X. Lay led by Fred who is currently an evangelist in St David's benefice</p> <p>0.5 youth worker doing detached work shared with St Ruth's</p>	

TOTALS	<p>1.5 FT stipendiary priests</p> <p>1 associate priest (SSM)</p> <p>1 curate</p> <p>1 youth worker</p> <p>3 readers</p> <p>2 churches</p>	<p>1 associate priest (SSM)</p> <p>1.5 youth workers</p> <p>2 readers</p> <p>1 PA</p> <p>0.5 evangelist</p>	
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	<p>3 houses</p> <p>1 church hall</p>	<p>1 Church</p> <p>1 house</p> <p>1 church hall</p>	
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A process of strategic mission planning and change inevitably will have involved some conflict. What have been the conflicts you have encountered and how have they been negotiated?

What unresolved issues still remain?

Approved by Deanery Synod on :

Area Dean:

Lay Chair:

Appendix III: Flowchart

