



Developing Our Deaneries

A Report to Diocesan Synod 11th March 2017

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Developing Our Deaneries: Introduction

This report recognises that deaneries play a significant part in the life of the Church of England and in our diocese. They provide an opportunity for parishes to come together and support one another in a more realistic and local way than is possible across the diocese as a whole. They can lift the horizon of clergy and lay people beyond the parochial into wider issues and opportunities. The extent to which this happens in practice is variable but that broad notion is one that has led to a desire that as a diocese we build on what is already working well to enhance our mutual support and engagement in God's mission.

Whilst the parish and benefice remain key for us, there are times when a wider vision, larger resources, broader perspectives and recognised local leadership are needed if we are to engage with the ever changing contexts and challenges around us. Our diocesan vision of 'Generous Churches: Making and Nurturing Disciples' cannot be fully delivered through parishes working alone. If the Church is to respond to the challenges and opportunities that surround us, and be resourced effectively to do this, then breathing fresh life and purpose into our deaneries is essential.

The deanery is able to provide a more varied range of resources and a sense of a 'critical mass' for wider initiatives, without being lost in a high-level diocesan strategy. Very few parishes have sufficient resources to engage with the larger issues in their area, hence the emphasis here on the intermediate structure that deaneries provide. As envisaged here, deaneries can encourage more effective mission and ministry in parishes by building supportive relationships. The intended ethos is about enabling parishes, not top down impositions.

A discussion in Diocesan Synod (October 2014) about the nature of deaneries led to the creation of a small working group, tasked to "develop a vision of what deaneries could be". This group - the Deaneries Working Party - set out a renewed vision and purpose for our deaneries which Synod passed on to each deanery for further discussion (May – October 2015). The Diocesan Synod of November 2015 supported the vision put forward and asked "the Deaneries Working Party to bring proposals for how this vision can be realised to the Synod in May 2016." This initial vision was endorsed by the Diocesan Synod in May 2016, so the Working Party was asked to continue, and to produce proposals for implementing the vision.

After an extensive consultation process, involving existing Rural Deans and Lay Chairs, over 100 submissions from Deanery Synods and PCCs, this final report and related material (Standing Orders) was approved by Diocesan Synod in March 2017. Hence, the 'we' in this report should be taken to mean Diocesan Synod, unless the context clearly means otherwise.

The place of our Deaneries within the wider strategy of the Diocese

The decision to adopt this new approach to deanery life coincides with the adoption of the three Diocesan Goals of:

1. Reaching those we do not reach
2. Moving to Growth
3. Establishing sustainable finances

It is part of the creation of a strategy to see these fulfilled. It is becoming clear that our deaneries have an important role in fulfilling these goals and linking up diocesan strategic goals and parish goals, especially as they are developing through Leading your Church into Growth. Indeed, it is becoming apparent that without these developments in our deaneries we would be unable to deliver the diocesan strategy effectively or in its entirety.

Executive Summary

Too often deaneries have been seen through the eyes of either their Synods, or the Clergy Chapter, and this can severely restrict our vision of what deaneries can contribute to the life of local churches and the wider diocese. This report, approved by Diocesan Synod, sees deaneries as “a local network of churches, inspiring, influencing and leading mission and ministry”. It is intended that this will enable deaneries to support the mission of local parishes and individuals better and play a more significant part in developing and delivering the vision and strategy of the diocese.

Our existing deaneries are very varied, in size, context and history but the intention to form Deanery Leadership Teams can be applied in all and will address the three key purposes offered for each deanery.

As members of the Body of Christ, we belong to the one holy, catholic and apostolic Church. God has called us to know him, not simply as individuals but in community. The Anglican way challenges any tendency for a congregation to isolate itself. Partnership is encouraged through belonging in parishes, benefices, deaneries and the diocese. The deanery has a vital place in the life of the diocese and there are aspects of mission and ministry which can only be expressed at deanery level.

Shared leadership

The sharing of leadership begins with the Archbishop and Suffragan Bishops. Each deanery is to form a Deanery Leadership Team (DLT), with clear responsibilities, and with role descriptions for the four required roles. The DLT is to be led by the re-named Area Dean and Lay Dean. The DLT shares with the bishop in the creating and implementation of their Deanery Plan for Mission and Ministry, encouraging partnership in mission, and fulfilling the existing statutory functions of the Deanery Standing Committee, and the Mission and Pastoral Committee.

The DLT of between 6 and 12 members will include the Area Dean, the Lay Dean, the Deanery Financial Adviser and the Deanery Secretary/Administrator. Other members may be included to represent the variety of ministries in the deanery. The Deanery Financial Partnership will continue to have a key role in supporting parishes in their Freewill Offers.

Three Purposes

Deaneries with this renewed vision will be characterised by three overlapping and complementary purposes. They are all significant but different deaneries will have varying needs over time, and so work on the purposes can be picked up in the order appropriate to each deanery:

Enabling Mission, Resourcing Ministry, Supporting Relationships

Deanery Synod, Deanery Plan and Gatherings of Ministers

The primary role of the Deanery Synod will be to work with the Deanery Leadership Team in fulfilling the vision and plan for the deanery. The Deanery Plan describes how mission and ministry will be developed in the deanery, beyond the level of benefices. Whilst the Deanery Leadership Team will facilitate its creation, the Deanery Synod will be responsible for it. In the future, deanery meetings will seek to engage those attending more fully, so that the majority make a contribution and there is something significant to feed back to PCCs.

Various Gatherings of Ministers should contribute towards the vision of the deanery, encouraging mutual support of members, learning and development, and opportunities for reflection on local and wider issues. Recognised Parish Assistants (RPAs), Readers, Clergy and ecumenical colleagues may all be involved in some way.

Resourcing

Each deanery would have £1,000 available per year for help with administrative tasks and the Archbishop's Mission Fund will be increased to ensure that at least £20,000 is available each year to fund deanery based mission initiatives.

Training material will be delivered at diocesan level for Area and Lay Deans, and locally delivered material made available for members of Deanery Leadership Teams, Deanery Synods and PCCs.

A Deaneries Development Group will be formed to see that this vision is implemented.

Models

To enliven the report there are three composite descriptions of how Deaneries might develop in response to the ideas set here. These may prove helpful in providing inspiration.

Membership of the Deaneries Working Party (2015-17)

Andy Broom (Chair) – Archdeacon of the East Riding

Ros Brewer - Lay Chair of Scarborough Deanery

Ian Houghton – Rural Dean of Mowbray Deanery

Mike Stallybrass - Former Lay Chair of Southern Ryedale Deanery

Keith Steven – Former Deanery Secretary of York Deanery (left the Working Party at the end of 2015)

Gavin Wakefield (Secretary) – Director of Training for Missional Ministry

Vision and Purpose

1. The Diocesan Vision for Developing Deaneries

We wish to encourage a creative and imaginative approach which sees our deaneries primarily as a network of relationships which enable shared mission and ministry, and not simply defined by the Deanery Synod or Clergy Chapter. Our diocesan vision, 'Generous Churches: Making and Nurturing Disciples', calls us to ensure that mission increasingly shapes our shared life and structures. We long to see deaneries that are shaped and informed by the imperative of mission and are contributing to the fulfilling of our diocesan vision, three goals and implementation strategy.

Therefore our vision for deaneries is that they become:

“a local network of churches, inspiring, influencing and leading mission and ministry.”

To fulfil this vision and develop the potential of deaneries is a demanding task. The Diocesan Synod is calling for changes in how we all work as deaneries and give permission to find new ways of working together.

Deaneries in the diocese of York are very varied, in size, context and history. The cry that 'one size does not fit all' has been made repeatedly and has been heard by Diocesan Synod. What follows therefore contains one key element, the creation of Deanery Leadership Teams, which will address the three key purposes of deanery life set out below.

For the other elements, such as the exact make-up of these Leadership Teams, deaneries should feel that they have permission to apply the general framework which is offered flexibly within their own context. There are no proposals to change Deanery boundaries, but if deaneries wish to ask questions of their boundaries and to suggest changes this would be consistent with the permission-giving set out here.

2. Theological Convictions: Our Shared Life and Mission

As members of the Body of Christ, we belong to the one holy, catholic and apostolic Church. God has called us to know him, not simply as individuals but in community, a shared life which is reflected within the Trinitarian life of God. Christ prayed that we might be one and that we might know and experience a deeper unity as his people which is expressed through "mutual support and resourcing". The Anglican way challenges any tendency for a congregation to isolate itself. Partnership is encouraged through belonging in parishes, benefices, deaneries and the diocese. As the Church of England, we have always understood each of these to involve relationships far beyond the gatherings of 'members' alone.

We are a missionary Church, called to share in the mission of God, with a self-understanding which assumes that at every level we will engage with our surrounding communities and contexts. This self-understanding, along with the challenges and opportunities of our present time, highlights the importance of mission shaping the life of our parishes, benefices, deaneries and diocese.

The deanery has a vital place in the life of the diocese and there are aspects of mission and ministry which can only be expressed at a deanery level. Where deaneries are not taking up these opportunities, nobody else is in a position to do so and the Church's life and mission is diminished.

The principle of subsidiarity is one that we uphold. We need to be clear about what is best decided and done at each of parish, benefice, deanery and diocesan levels. All parishes need to be engaging beyond their boundaries and the deanery is a natural place for this to occur. The deanery is able to provide wider resources and a sense of a 'critical mass' that is often missing in parishes. It enables and encourages wider initiatives where churches can contribute to something bigger. Often the deanery is the natural place for lay and ordained ministers to receive training and support. It is also the place where the wider local context can be particularly borne in mind, for instance in terms of deanery plans and engaging with local issues.

3. Realising the Vision : Leadership and Purposes of our Deaneries

Shared leadership

Our vision for deaneries a "a local network of churches, inspiring, influencing and leading mission and ministry" will need effective and well-resourced **shared leadership**. The sharing of leadership begins with the Archbishop and Suffragan Bishops who have responsibility for the life of the whole Church, including deaneries.

Each deanery will have a Deanery Leadership Team (DLT), with clear responsibilities, and with role descriptions for the four required roles. The DLT is to be led by the Area Dean (formerly known as the Rural Dean) and the Lay Dean (formerly known as the Lay Chair). The Area and Lay Deans will meet regularly with their bishops and archdeacons, building on existing patterns.

Key tasks for the Deanery Leadership Team are:

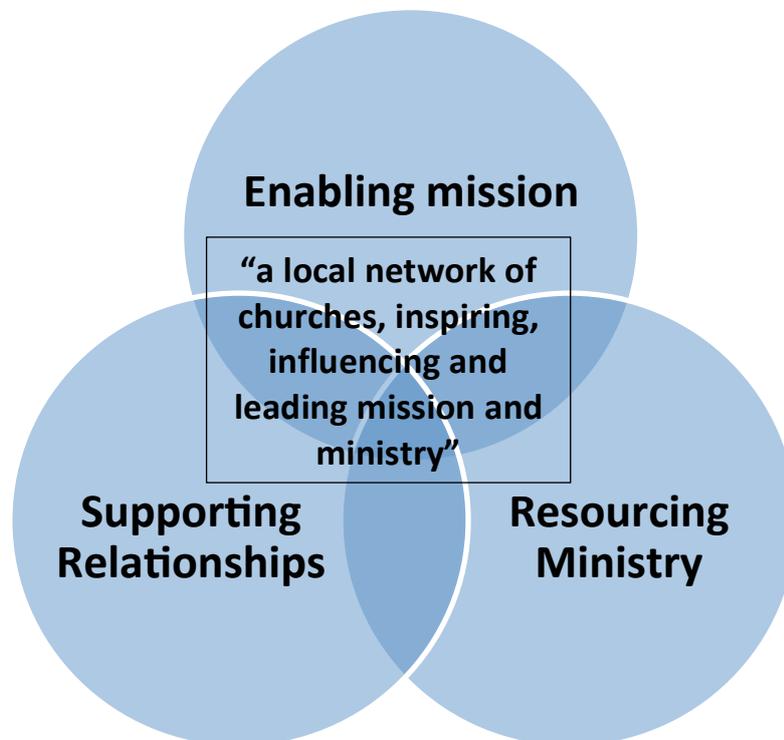
- Sharing in the creation, implementation and review of Deanery Plans with the Bishop and Archdeacon and in the light of diocesan strategies
- Identifying new projects and initiatives
- Identifying and encouraging partnership across parishes
- Functioning as the Deanery Standing Committee, and the Mission and Pastoral Committee

Shared leadership is primarily about sharing across the parishes of the deanery, but it also extends in other directions, with the details depending on context. Some of these links will be more formal partnerships than others. In addition to the partnership with their bishop and archdeacon, other partners are likely to include parishes, ecumenical partners, other faith communities, diocesan officers, schools, colleges and universities, local government, businesses of all kinds, voluntary groups, police and emergency services.

The purposes and make-up of the Deanery Leadership Team are set out more fully in section 4, pp.9-11.

Three Purposes

Deaneries with this renewed vision will be characterised by three overlapping and complementary purposes. They are all significant but different deaneries will have varying needs over time, and so work on the purposes can be picked up in the order appropriate to each deanery. We have identified **indicative** outcomes in each purpose :



Enabling Mission

- Engaging with groups and organisations which are wider than benefices, such as schools, chaplaincies in key church and secular bodies, and local councils.
- Connecting with people who relate to local networks and not to places
- Identifying and facilitating partnerships among churches
- Developing specific initiatives and projects – both one off events and ongoing commitments, including the formation of new worshipping communities
- Addressing social issues across the deanery
- Working ecumenically across larger local areas

Resourcing Ministry

- Encouraging locally accessible training events for laity and clergy
- Identifying people to enable mission initiatives and offer expertise
- Sharing stories and vision which encourage change
- Assisting the Freewill Offering process through the ‘Deanery Financial Partnerships’
- Finding the funds to enable deanery initiatives

Supporting Relationships

- Encouraging prayer, worship and other joint activities across the deanery
- Hosting healthy forums for different groups, including Clergy, Readers, RPAs, churchwardens, PCC treasurers and secretaries, and Parish Safeguarding Representatives

- Developing mutual support and encouragement for churches, ecumenically wherever possible. Mutual support is of particular importance during vacancies, and when significant changes or major events are being planned.
- Encouraging the sharing of expertise, including administrative support
- Encouraging benefices in making the most of the Leading your Church into Growth process.

Deanery Frameworks

4. Deanery Leadership Team

A collaborative style of leadership will be necessary to enable the widest use of the gifts and skills held amongst the laity and the clergy. Such a style will also act as a model to the wider deanery of how relationships can be shaped to enable an effective expression of mission and ministry across the deanery. This can be characterised as a move from a committee structure to team working, emphasising the desire to see talk turned into action.

Canon C23 reflects the Anglican expectation that an ordained person will hold the ultimate responsibility for oversight and leadership of the deanery. However, this responsibility is to be a shared one, which will be expressed with close colleagues, particularly the Lay Dean, but also with an Assistant Area Dean and others on the Deanery Leadership Team. How this sharing of responsibility is expressed will depend on the particular gifts and skills of the individuals concerned; the context of the deanery, and the amount of capacity for the roles that different individuals have at any point in time.

To serve as an example, it is envisaged that the following tasks could be shared between an Area Dean, Lay Dean or an Assistant Area Dean:

- Chairing of Deanery Synod
- Chairing of Deanery Leadership Meetings
- Representing the deanery on interview panels for parochial appointments
- Sharing in the task of conducting archidiaconal visitations

It will be important that this is discussed openly between colleagues and a clear understanding of how the different roles will be fulfilled is agreed. If it would help, it might be that a simple 'Working Agreement' is written to describe the approach being taken.

The Deanery Leadership Team

The Deanery Leadership Team is the primary vehicle for ensuring that the deanery is well led and, working with the bishop and archdeacon, they will inspire, influence and lead the deanery to collaboratively fulfil the vision for the deanery and see its deanery plan established and implemented.

Purpose of the Deanery Leadership Team

To work with the bishop and archdeacon to inspire, influence and lead the deanery to work together to fulfil the vision for the deanery and see its deanery plan established and

implemented.

- To have a vision for the future growth of the deanery, keeping in mind our emerging diocesan strategy, the five marks of growth and the three purposes of deaneries
- To facilitate the creation, implementation and review of Deanery Plans with the bishop and archdeacon, working collaboratively with the Deanery Synod.
- To identify resources among the laity and to encourage their use in deanery life
- To ensure deanery initiatives and events are resourced.
- To ensure good communications across the deanery
- To support the Deanery Financial Partnership in encouraging generosity
- To support and pray for one another and the deanery
- To encourage larger deanery worship, training and social events
- To set the agenda for the Deanery Synod
- To function as the Deanery Standing Committee
- To function as the Deanery Mission and Pastoral Committee
- To carry out the duties of the Deanery Finance Committee, where they exist.

To meet about six times a year, including at least once with the bishop and/or archdeacon

Membership

It is envisaged that the Deanery Leadership Team will have a minimum of six members and a maximum of twelve, depending on the size and context of the deanery.

Roles required to be included in each Deanery Leadership Team

The following roles are required by the Standing Orders approved by Diocesan Synod, March 2017. The Standing Orders can be found on the diocesan website:

<http://dioceseofyork.org.uk/deaneries> . (Note, this web address does not yet exist!)

- Area Dean *appointed by the Archbishop, following consultation with the Suffragan Bishop, Clergy and Lay Dean*
- Lay Dean *elected by Lay members of Deanery Synod*
- Deanery Secretary *elected or co-opted by Deanery Synod*
- DFA *appointed by the Archdeacon after recommendation by Area Dean and Lay Dean*
- An elected member of the laity elected from Deanery Synod
- An elected member of the clergy elected from Deanery Synod

Role descriptions for Area and Lay Deans, Deanery Secretaries and Deanery Financial Advisers can be found in Appendices 3 to 6, pp.24-31.

Additional roles to be considered in each Deanery Leadership Team

The Deanery Leadership Team (DLT) can co-opt other members, provided that such co-opted members shall not comprise a majority of the DLT. The Deanery Synod shall determine the maximum number of such co-options. Unless the deanery synod fixes a shorter period, co-opted members shall retire on the 31st May in the year of the triennial election.

Additional places could include any of the following:

- Assistant Area Dean *appointed by the Archbishop, following consultation with the Suffragan Bishop, Clergy and Lay Dean*
- A representative of the Readers, (possibly the Sub-Warden of Readers)
- Other roles that might be helpful include ecumenical representation, mission, children and youth, communications, training, vocations, safeguarding

Appointment Process

Stage 1: Deanery Synod Summer 2017

The personnel in the six required roles are already known, or will be elected at this Synod (and every 3 years thereafter)

Discussion by Synod of the other roles to be considered for the Deanery Leadership Team.

Stage 2: Deanery Synod reps can put forward names to the Area Dean and Lay Dean for consideration for co-option. The Area Dean and Lay Dean would consider these suggestions, and meet with some of these people to assess their gifts and suitability for the roles in the Deanery Leadership Team.

Stage 3: Deanery Synod autumn 2017

The initial Deanery Leadership Team brings proposals for additional co-opted roles.

When the additional roles are agreed the Deanery Synod co-opts appropriate individuals.

The Area and Lay Deans would be expected to encourage a good representation from across the benefices and between lay and ordained members of the Deanery Leadership Team.

5. Deanery Synod

Structure and Purpose

The primary role of the Deanery Synod is to work with the Deanery Leadership Team in fulfilling the vision of the deanery being “a local network of churches, inspiring, influencing and leading mission and ministry”. This will steer the life, agenda and shape of Synods as they are likely to:

- Prioritise reflection on the deanery vision and the three purposes of deaneries - offering direction and feedback to the Deanery Leadership Team
- Create and approve the Deanery Plan for Mission and Ministry and reflect on its progress and development
- Engage with wider local issues and consider how to respond to them
- Engage with diocesan-wide issues and concerns, relating them to their deanery perspective
- Understand themselves as a place of resourcing and support for those who attend
- Pray for one another and the life of the deanery
- Share good practice and good news stories

- Have meetings open to all, not just elected members, with a particular invitation being made to Wardens, Treasurers, Readers and RPAs when topics are pertinent to them

Deanery Synods will retain their statutory role and, on occasion, need to fulfil legal and representational expectations. The statutory requirement is two meetings a year. We encourage this to be the minimum with other gatherings added around this.

Details of the membership of Deanery Synod are found in the Standing Orders approved by Diocesan Synod in March 2017. They include advice on who might be co-opted on to the Deanery Synod, and on inviting other participants.

There are also two appointments which do not need to be part of the Deanery Leadership Team. The Deanery Synod will need to appoint a Deanery Treasurer (see the role description, Appendix 7, p.32). In addition, as detailed in the Standing Orders, the Synod must ensure that there is a Secretary in each house, on any occasion where there is formal business to be conducted by separate houses (as the Deanery Secretary can only act as the Secretary for one house).

In the future, deaneries are likely to have more meetings where:

- Speakers are expected to engage and interact
- The majority of people make a contribution in all meetings
- There is something significant to feed back to PCCs

Relationship between Synod and the Deanery Leadership Team

In formal terms, the Deanery Leadership Team (DLT) is the Standing Committee and the Mission and Pastoral Committee of the Deanery Synod and carries out those responsibilities. Less formally, the DLT exists to bring leadership to the deanery as a whole and to its gathering as a Synod without over-ruling the legal responsibilities of the Synod. Whilst the DLT will lead on the creation of the Deanery Plan, the Synod will be actively consulted and involved in its creation, approving the final version which in turn will set the direction and priorities for the deanery and work of the DLT.

Larger Deanery Gatherings

Deaneries will be encouraged to bear in mind when they would benefit from drawing together a larger number of people for purposes including:

- Training and Learning
- Worship
- Evangelism
- Prayer

6. Gatherings of Ministers

Gatherings of Ministers should contribute towards the vision of the deanery. Such Gatherings are to encourage :

- mutual support of members
- learning and development
- opportunities for reflection on local and wider issues

They are not to be places where deanery policy or significant decisions are made – this is the role of the Synod and the Leadership Team.

It is expected that the exact shape of these will vary significantly depending on the context and the number of Ministers (RPAs, Readers, Clergy and ecumenical colleagues) within a deanery. In larger ones, the number of clergy may make meetings for 'licensed clergy only' normative; in others, the scarcity of clergy means that 'clergy only' meetings will be occasional.

Increasingly, the deanery is to be a place where the mutual valuing of both lay and ordained Ministers and collaboration between them becomes the norm, and so meetings of both together will occur regularly in all deaneries.

Clergy Chapter Meetings

Each Chapter should consider:

- How prayer and mutual support can occur meaningfully
- In what ways they can be places of training and learning
- Whether to offer some element of 'sub-groups' which address the specific needs of stipendiary clergy, SSMs and those who are retired
- How to avoid them becoming places of decision-making for the deanery, which excludes the laity

Lay Minister Chapters

The Readers and RPAs in each deanery should consider how they best meet for mutual support and training, either together or as separate groups.

Larger Gatherings

When all of the Clergy and Lay Ministers gather this should be for a distinctly ministerial agenda, addressing topics which wouldn't be included within the life of the Synod or wider Deanery. Such meetings offer possibilities for training and development where a 'critical mass' is gathered but local issues still borne in mind. If desired, the members of the Diocesan Training Team and other advisers will be available to facilitate such gatherings, as already happens in some deaneries.

7. Encouraging Generosity and the Deanery Financial Adviser

The introduction of the Freewill Offer System has changed the way in which deaneries engage with financial matters but the deanery continues to have a significant role in encouraging generosity and supporting parishes with their financial processes. The 'Deanery Financial Partnership' of the Area Dean, Lay Dean and Deanery Financial Adviser (DFA) have a particularly important role in enabling Bishops, Archdeacons and the Board of Finance to interpret local situations and are usually best placed to have conversations with parishes about their Offers and issues which they may face. It is envisaged that whilst wider financial concerns may be addressed by the whole Deanery Leadership Team on occasions, the smaller Deanery Financial Partnership will carry a particular responsibility for this and meet separately to address specific financial matters amongst the parishes.

The Deanery Financial Adviser

This long established role continues to be significant and as a reflection of this, DFAs are members of their Deanery Leadership Team. Finance is clearly an instrument for mission and

vital for the fulfilment of both our diocesan vision and the healthy mission and ministry of individual churches. The DFAs are in a position to both offer informed advice and support to parishes and their treasurers, and to be advocates for generosity across the deanery.

8. Developing a Deanery Plan for Mission and Ministry

The prime purpose of a Deanery Plan should be to set out how the Deanery will fulfil the vision of being “a local network of churches, inspiring, influencing and leading mission and ministry”, and implement the 3 purposes of a Deanery (Encouraging Mission, Resourcing Ministry and Sustaining Relationships).

Engaging with the 90%+ of the local population who are not yet part of worshipping communities must be at the heart of the deanery vision, not just ministering to the small percentage that already are part of them. This means that there is a need to encourage and strengthen the mission already taking place in our parishes, together with a need to encourage and equip where mission opportunities are not yet being used. Such mission needs people who are growing as disciples and responding to God’s call in their lives. This will include, but is not limited to, those called to specific church-based ministries. There is a need to support lay discipleship as well as to encourage a vocational culture.

It is important that the deanery vision treats each parish as an integral part of the whole. Thus it should enable every parish to understand the individual challenges that they face, and to see that they are a part of the wider vision for their benefice and for the deanery. If individual parishes and benefices are not involved in the Deanery Plan, and do not identify with it, the Plan has no real benefit. The Deanery Leadership Team and the Deanery Synod will therefore need to consider how best to encourage parishes to benefit from and engage with the Deanery Plan.

It does not seem appropriate to provide a rigid template for Deanery Plans, as circumstances will vary widely. However, connecting with the emerging diocesan Strategy and learning from the experience of York Archdeaconry, it is expected that a Deanery Plan will include:

- A statement of the Diocesan vision for deaneries, and the three purposes of deaneries
- A summary of the current situation for the Deanery as a whole, especially noting good practice.
- A statement of specific aims for the next five years.
- A list of actions which need to be taken, with target dates, to ensure that the aims are achievable.
- A description of the ministerial resources (lay and ordained) available and how they are best deployed
- A brief note of the challenges which remain to be overcome.

The Deanery Plan should not be a long and complex document. It may perhaps be expressed using a few simple tables, with a short commentary giving the rationale behind what is contained in the plan.

The variety and deployment of ministerial resources is to be regularly reviewed by the bishop, archdeacon and the Deanery Leadership Team (probably via the Area and Lay Deans). This may well highlight a need to grow more ministry resources locally. If a benefice has a larger

number of Readers and RPAs it may be appropriate to explore how they might serve in other parishes.

Resourcing and Enabling

9. Resourcing Deaneries

We are conscious that for significant changes in the way deaneries operate to become possible there will be a need for support in various ways. Some of this will not incur any costs, some could occur through the redirection of existing resources and others would require new financial resources to be identified. Given this uncertainty, we are not in a position to offer detailed proposals but set out a variety of areas in which resourcing and enabling might occur.

Training Material

We foresee two kinds of training that will be needed to realise the vision:

1. Diocesan delivered training for Area Deans and Lay Deans. The content will focus on understanding the new vision for deaneries, the development of the Deanery Leadership Team, how Deanery Synods can best function in their own context.
2. Training delivered locally by Area Deans and Lay Deans for members of Deanery Leadership Teams, Deanery Synods, and possibly PCCs and other interested people. The content would include understanding the new vision for deaneries and working across parochial boundaries. We would also propose streamed events supporting different officeholders at parish and benefice level in due course.

Suitable material exists in part for both kinds of training and we have asked the Diocesan Training Team to oversee the development and implementation of this training. The locally delivered training would be delivered by those working within each deanery.

Financial Resources for Mission and Ministry

It is hoped that the new deanery structures will prompt fresh outcomes and initiatives for each of the three purposes of the deanery outlined above. Whilst some will not require new expenditure, others will do so. It is expected that some financial commitment would come from within the deanery (e.g. through a deanery levy), but further financial support could be applied for from central funding. The amount made available in the Archbishop's Mission Fund will be increased from 2017 and its terms and conditions revised so that 50% of money is protected for deanery bids each year.

Given the present stretch on diocesan resources, it is unlikely that full time deanery posts would be created from a deanery's allocation of clergy but part time roles could be explored. As the deanery will now have greater scope to propose how stipendiary clergy are deployed, it raises the possibility of some posts being created with an element of time being devoted to a wider deanery role.

Deaneries Development Group

As deaneries will have enhanced responsibilities a Deaneries Development Group will be formed, to ensure that the vision set out is implemented and developed. The Development Group will be set up for 3 years and then reviewed. The Group will initially be chaired by the Archdeacon of the East Riding.

10. Resourcing and Enabling the roles of Area and Lay Deans

The role of Area Dean is significant. The time commitment does vary from week to week but on average it is often equivalent to a day a week. We believe the most important issue is enabling Area Deans to find time for the role. The Working Party consulted with Rural Deans on this issue and offer the following approaches which might enable this to occur:

1. The Deanery Leadership Team, where colleagues have a clear Role Description which includes an expectation of them sharing the responsibilities of the Area Dean. This includes the development of the lay members, with a much enhanced Lay Dean and Deanery Secretary. The development of Assistant Area Dean in many places would also significantly help.
2. Licensed Ministerial Support. To have at least one SSM / Reader colleague in each Area Dean's benefice and if they are not in place, then we should explore the possibility of 'deploying' them from elsewhere in the deanery.
3. Administrative Support.
 - (i) An able Deanery Administrator might offer considerable support voluntarily
 - (ii) The deanery needs vary considerably over any period of time but someone might be employed on a sessional basis; or an existing parish administrator might be paid for these additional hours
 - (iii) Another expression of support might be for the Area Dean to be provided with administrative help to support them in their parish role
 - (iv) From September 2017 a diocesan grant of up to £1000 a year will be available to support administrative work in each Deanery, subject to approval by the relevant archdeacon.
4. When appointments are made there should be a willingness to consider clergy who are not Incumbents being Area Deans, as they might have more capacity for the role.

Valuing Area and Lay Deans

Our appreciation of our Area and Lay Deans will be shown in the following ways:

- Regular meetings with Bishops and Archdeacons. It is recognised that Lay Deans may have a less time available for these meetings and so it is appropriate that for each archdeaconry team to determine appropriate patterns of meetings, which value the contributions of Area and Lay Deans without overburdening them.

- Expenses being offered with a greater clarity about what is applicable, including the possibility of offering hospitality, and an explicit encouragement for expenses to be claimed

In addition for Area Deans,

- A month's funded study leave during every five years as Area Dean. This would be in addition to the ideal of 3 months every 10 years and would occur separately in the second half of their tenure. A small grant may be available from the training budget.

11. Mutual Resourcing across Deaneries

“Macedonia Teams”: Mutual support across Deaneries

Looking further ahead, we see the possibility of greater mutual support across deaneries, whether it is in sharing faith, developing worship, serving the local community or passing on good practice.

The Working Party coined the term “Macedonia Team” from the story in the Acts of the Apostles when St Paul had a vision of a man from Macedonia. In the vision the man was calling out “Come over to Macedonia and help us.” (Acts 16:9-10) In the spirit of the story from Acts we hope that one deanery might ask others to “come over and help us”. Each deanery would need to decide what that would mean for them and if the general idea is considered worthwhile the Deaneries Development Group would assist deaneries in the process. The Deanery missions led by the Archbishop can be seen as an expression of this concept.

We do not envisage this being a call on the general diocesan budget: it would be for the deanery requesting help to find the finance. This would not preclude them from applying to the Deaneries Mission Fund.

Models of Deanery Life

12. A Month in the Life of three Deaneries

While these three deaneries are fictitious, the events shown all have real equivalents in a deanery somewhere in England. These have been brought together to give a flavour of the wide range of activities that deaneries engage in, as they show the reality of being local networks of churches, inspiring, influencing and leading mission and ministry, in ways which would not be possible for the individual parishes within those deaneries.

Amchester

This deanery comprises the parishes in the ancient University City and immediate urban hinterland. There are 35 parishes in 25 Benefices, 4 of which are held in plurality, all in an area of about 40 square miles. Average total Sunday congregation in each benefice is 120, about 1% of the total population. About 5% of the services taken are lay led, although there is lay involvement in leadership of many of the services. It can take between 15 and 45 minutes to drive from one edge of the deanery to the other, depending upon the time of day. There are many other denominational churches, and other faith groups in the city. Within the deanery itself, a very broad spread of churchmanship is to be found. Many of the parishes have a very distinctive style, and draw their congregations from across the deanery (and beyond).

The deanery functions best as the Anglican voice relating to local government and the community, and has a Deanery Blog (run by the Lay Dean) which is very widely read. The parishes tend to be individually minded and do not really draw together as parishes for deanery events, nor do they use shared administrative support. However, a number of training events are sponsored by the deanery, aimed at specific groups of people within the church, such as new PCC members. These training events are generally advertised more widely, and do draw participants from other deaneries. In addition, the deanery, at the instigation of the University Chaplain, has just forged a link with the Lutheran Evangelical equivalent in Altdorf, Switzerland (part of the Diocese of Nuremberg).

Deanery activity during the month

Monday, Wednesday and Friday Afternoons: The Hospital visiting and chaplaincy team are at work in Amchester General Hospital. The team are drawn from many of the churches in the Deanery, and are organised and trained through a sub-committee of the Deanery Synod.

Tuesday Afternoons: The Amchester Foodbank, which is run by volunteers drawn from across the Deanery, sorts the items collected from churches across the deanery every week.

Wednesday and Friday Mornings: The Foodbank distribution point is open.

Friday and Saturday Nights: Two police and emergency services chaplains, sponsored by the deanery, are out with the services.

Wednesday Evening May 4th: Final Hustings for the forthcoming local elections are held in St Sunniva's Church in the City, organised by the Deanery Secretary.

Saturday Morning, May 7th: Saturday Thoughts at St Oswald's in the city centre – "*Do we need Monks and Nuns*". This series of monthly, thought provoking meetings, is organised through the Deanery Chapter, and widely advertised across the parishes of the deanery.

Tuesday Afternoon, May 10th: Planning meeting for the Winter Night Shelter program 2016. In previous years, the deanery has organised a Night Shelter scheme focused on the

City Centre churches, which provided some food, clothing, and shelter to the growing numbers of homeless people to be found sleeping rough in the City.

Thursday Evening, May 12th: Annual Churchwardens Dinner, at which dates for visitations are booked. Visitations are conducted by the Archdeacon (one in 3), the Area Dean, the Lay Dean, or the Area Dean and Lay Dean jointly.

Saturday, May 14th: A Treasurer's Training Day at St Sunniva's Church, for treasurers across the Deanery, with an open invitation to treasurers from the other Deaneries in the Archdeaconry. Special emphasis is given to the changes in GASDS which came into effect in April this year.

Friday Evening, May 20th: Deanery training event for Website and Facebook page administrators is being run.

Tuesday Evening, May 24th: AGM of the House Renovation Social Project. This is a separate Charitable Incorporated Organisation, set up and staffed by the Deanery.

Saturday Evening, May 28th: A concert in St Michael's Chapel (part of the University) to mark the Bank Holiday visit to Amchester by the Kantorei Schwazenbruck, as part of the Deanery Link with Altdorf.

Sunday Evening, May 29th: A Deanery Celebration of Praise and Prayer, ending with a faith supper, together with the visitors from Altdorf, at St Oswald's.

Barport

This deanery is principally a suburban and industrial area centred on Barport, but it has some rural hinterland. There are 22 churches in 20 parishes in 12 Benefices, 4 of which are held in plurality, in an area of about 100 square miles. Average total Sunday congregation in each benefice is 60, about 1.5% of the total population. About 15% of the services taken are lay led. It takes no more than 30 minutes to drive from one edge of the deanery to the other. There are three Methodist chapels, a Salvation Army citadel, a Baptist, a Roman Catholic, and a Pentecostal church scattered across the deanery. There is also a recently built mosque in Barport.

Within the individual parishes there is a fairly strong awareness of the deanery, as it provides some shared administration for all the parishes. There are regular deanery services and various other events at the deanery level. There is a job-share part time administrator, and a deanery office located in Barport. From here, pew sheets for most of the parishes are printed, a monthly Deanery magazine and Prayer Diary is produced, arrangements for Occasional Offices across the deanery are managed, and a general help-network for all the churchwardens and other parish officers is maintained. In addition, because of a shortage of willing volunteers as treasurer, the accounts for 8 of the parishes are also managed from the office. For legal reasons, the job-share administrators are actually employed by the diocese, but paid for by specific contributions from each parish. The monthly Prayer Diary is used by a number of Prayer Groups in individual parishes, who all contribute to its content.

Deanery activity during the month

Every Weekday: The Deanery Office is staffed from 9:30am to 2:30pm. The practical arrangements for funerals across the deanery are all managed from here, with a good working relationship with all three funeral directors in the area and the two organists who can manage mid-week services. The Deanery Office also tracks weddings, and wedding preparation sessions for couples being married anywhere in the deanery are run twice a year, together with a small 'Deanery Wedding Fair and Market'. Every Tuesday morning, the

volunteer accountant who manages the accounts of 8 parishes is at work for a couple of hours.

Monday, Wednesday and Friday Mornings: Two Ecumenical *Open-the-Book* teams are working in primary schools across the deanery. Both teams are supported, funded as necessary, and directed through the deanery. Each month, twelve schools receive a visit from one of the teams.

Friday Evenings: Lectio Divina, followed by Compline, at St Mary's Barport. Every week, the Gospel reading for the main service on the following Sunday is read, meditated upon, and prayed about. At the end of about an hour, Compline is said – and occasionally (roughly one a month) sung. This is organised and led by the Readers in the Deanery. Attendance fluctuates between 5 and 20.

Wednesday Afternoons: The volunteer who manages the deanery website updates the calendar of events, the prayer diary, and other relevant information. The weekly timed postings on the Facebook Pages is also set by her.

Friday Afternoons: Deanery Office 'Cake day' sees someone from most of the parishes popping in – ostensibly to collect printed material for the Sunday services – but an awful lot of cake is consumed while chats take place in the office.

Tuesday May 3rd: Those involved in the deanery sponsored Chaplaincy to Travellers are out and about.

Friday, May 6th: Barport Besom, the local branch of the Christian network which aims to 'sweep away suffering', delivers a wardrobe to a struggling single mother in Barport. Barport Besom is coordinated by the Deanery Secretary and largely run by volunteers from various parts of the deanery and the Pentecostal Church. Most weeks, there is some activity by Barport Besom, in response to requests for help which come principally through the local Social Services and the Barport Foodbank (which was started by the Salvation Army citadel).

Monday afternoon May 9th: Following the successful 'Desert Island Hymns' on Holy Tuesday, the two RPAs from Barbridge who organised it have a planning meeting with the Chapter for further outreach events in pubs.

Thursday Evening, May 12th: Ruth, who is part of the deanery sponsored Missionary and Support link to Northern Ghana is giving a slide show and talk about her last visit. Various trade goods are sold to raise funds for more equipment in the hospital at Nkwame.

Monday Evening, May 16th: The Area Dean, Deanery Financial Adviser, and five treasurers from across the Deanery, together with an advisers from the Campaign for Community Banking Services, and the Association of British Credit Unions have a meeting to discuss how a community bank or credit union could function in the area.

Wednesday Evening May 18th: Small group planning a 'Deanery Pilgrimage' in August – a coach journey, with a walk across the North York Moors, ending with a Service in the Saxon crypt at Lastingham and refreshments in the new Pilgrimage Centre nearby.

Thursday Evening, May 19th: Deanery Choir practice, in anticipation of Sunday's service.

Sunday, May 22nd: Monthly Deanery Evensong (4th Sunday), which is hosted by a different benefice each month.

Thursday Morning, May 26th: Greater Chapter – quarterly services planning and prayer/bible study

Saturday, May 28th: Pop-up Café, run by the deanery, at Ashburton Village Hall, raising funds for educating street children in Manilla.

Cardingmoor

This deanery is largely remote rural, with a small market town on one edge of the deanery. There are 55 churches in 45 parishes in 10 Benefices, 4 of which are held in plurality, in an area of about 500 square miles. Average total Sunday congregation in each benefice is 40,

about 4% of the total population. Just over 50% of the services taken are lay led. It can take over an hour to drive from one edge of the deanery to the other.

In the small market town of Cardingford there is a Roman Catholic church, and a Methodist chapel.

The individual parishes are strongly aware of the benefices that they belong to, but the deanery is also seen as relevant, because of the way that it supports the strong lay participation in parish life. However, there is some (volunteer) administrative support which gives help to all the clergy in the deanery, and also supports the deanery, benefice, and some individual parish websites. A quarterly Deanery Prayer Card is circulated.

Deanery activity during the month

Wednesday Evenings: Deanery House group with Bible Study, Prayer and Praise. This is a weekly lay run event, open to all, but it does have a core committed membership. Over the last year, numbers have fluctuated between 4 and 22, but the average attendance is about 10. One week in two it is in Cardingford, every other week it is hosted by one of the outlying benefices.

Friday Evenings: The clergy (and others) meet at St Gregory's, Cardingford, for a weekly service of Compline. On Friday May 20th, 'Deanery Doings', the June issue of Quarterly News-sheet has been printed by the volunteer admin support, and is collected for distribution to all the parishes.

Every Sunday: The Deanery Bookstall sets up in a different parish across the Deanery. Over the course of the year, every parish receives a visit from this travelling bookstall. During Advent and Lent, the bookstall purchases study guides in bulk for use in every parish.

Tuesday Evening, May 3rd: Feedback from the recent Deanery Lent course, and forward planning for the next Advent course, with the Area Dean and the two Readers.

Monday Evening, May 9th: A 'Deanery Service of Prayer, Praise, and Thanksgiving', led by the Archdeacon, during which thanks are given for the way that so many lay people have contributed to the lives of their parishes in the previous year. Prayers and thanks are given for those across the deanery who have committed themselves to the life of the church over the coming year. During the service, Churchwardens, Treasurers, PCC Secretaries, Stewards, Lesson Readers, Musicians, and others have the opportunity to receive a laying on of hands, as part of a public commissioning for the coming year.

Saturday Morning, May 14th: Monthly 'Service Ideas and Bible Study' meeting, attended by most clergy, Readers, and RPAs, and other worship leaders looking at the services scheduled over the next two months, the lectionary for the month ahead, and sharing ideas about the different services. This month a particular emphasis is being placed on Rogation – and some forward thoughts about Lammastide. This is seen as an important way in which the deanery is able to support and encourage all the lay people involved in keeping services going.

Monday Evening, May 23rd: Farming Community Network – quarterly liaison meeting.

Thursday, May 26th: The Area Dean's volunteer assistant e-mails out the Quarterly Deanery Prayer Diary (July-September). The Diary is compiled by one of the Readers in the Deanery, using material supplied by all the incumbents, and also from some of the Churchwardens.

Sunday, May 29th: Deanery Fun Day, at the remote chapel in Kirkby Burnside, with Cheese rolling and a sheepdog trial, the day ending with Evensong (with a scratch come-and-sing choir).

Appendix 1 Connecting to the Five Marks of Growing Churches

The diocesan vision is assessed via Five Marks of Growing Churches, and as a diocese we acknowledge that growth is a complex and multi-faceted concept. The Vision for Developing Deaneries is connected to the Five Marks, as explained briefly below.

Christlikeness

The Vision for Developing Deaneries seeks to develop Christlikeness by creating and developing communities of faith with deep prayer lives, engaging worship, a passion for justice and a renewal of Christian love. The use of resources – human, financial and buildings – is ideally assessed by the extent to which those resources contribute to the development of Christlikeness for individuals, congregations and Deaneries.

Commitment

The Vision for Developing Deaneries seeks to develop Commitment by offering opportunities for people to respond to the love of God in Christ, to grow as disciples and to develop as ministers, making good use of the opportunities provided by the Deanery. The goal is to see increased commitment in churches expressed through increased service of the local community, including schools, involvement in study groups, increased numbers of ministers of all kinds, inspiring gatherings of ministers and increased financial giving.

Partnership

The Vision for Developing Deaneries seeks to develop Partnership by encouraging Christians to find ways to partner in mission with other denominations, and to engage in mission, ministry and training across parish, benefice and Deanery boundaries as appropriate. In some places this partnership will be expressed through having shared ministers and making effective use of shared buildings. Other partnerships with schools and local agencies will be encouraged.

Influence

The Vision for Developing Deaneries seeks to develop Influence by building confidence in lay and ordained people in making a co-ordinated Christian response to social needs and issues. It is best done in conversation with civic leaders, and with ecumenical partners, making use of expertise across the deanery. Similarly the Vision seeks to encourage confidence in sharing the Christian faith in our communities.

Numbers

The Vision for Developing Deaneries seeks to develop the numbers of disciples, lay and ordained ministers, and new congregations where needed. Churches will be encouraged to develop a sense of direction with clear goals for mission, encouraging one another in mission, and linking up with the diocesan *Leading your Church into Growth* process. Deaneries may encourage evangelistic events, across a whole deanery or between clusters of benefices.

Appendix 2: Timetable for Consultation on Developing our Deaneries

The Deaneries Working Party was created after the Diocesan Synod meeting in October 2014, to consider ways of developing our deaneries. It began meeting in early 2015, and since then it has met over a dozen times, as it has continued to oversee the process.

| Date | Event | Outcomes |
|----------------------|--|--|
| Oct 2014 | Diocesan Synod | <ul style="list-style-type: none"> • Deaneries Working Group set up |
| Jan 2015 | Deanery Working Group | <ul style="list-style-type: none"> • Initial reflections |
| May 2015 | Diocesan Synod | <ul style="list-style-type: none"> • First draft of ideas presented |
| Autumn 2015 | Deanery Synods | <ul style="list-style-type: none"> • Feedback on the initial proposals |
| 22 Feb 2016 | Archbishop's Staff | <ul style="list-style-type: none"> • Commitment to the shape and direction of the proposals |
| 7 April 2016 | ABY Council | <ul style="list-style-type: none"> • Inform, envision, invite comment |
| 14 May 2016 | Diocesan Synod | <ul style="list-style-type: none"> • Present proposals • Invite discussion • Gain formal support |
| June & July 2016 | Consult RDs & LCs in joint meetings in Archdeaconries | <ul style="list-style-type: none"> • Explain vision & proposals • Receive honest responses • Consult over details of RD / LC role description |
| Sept – Dec 2016 | Deanery Synods | <ul style="list-style-type: none"> • Explain vision & proposals • Receive honest responses • Led by Bishop / Archdeacon |
| March 2017 | Diocesan Synod | <ul style="list-style-type: none"> • Final approval for changes • Agreement over resource implications • Standing Orders agreed |
| By end of April 2017 | Elections in parishes at APCMs for Deanery Synod representatives | <ul style="list-style-type: none"> • New Deanery Synods |
| May 2017 | Training events for ADs and LDs | <ul style="list-style-type: none"> • better equipped ADs & LDs |
| May – June 2017 | Deanery Synods discuss possible co-opted DLT roles | <ul style="list-style-type: none"> • New Deanery Leadership Teams |
| July 2017 | Training Events for ADs and LDs | <ul style="list-style-type: none"> • better equipped ADs & LDs |
| Autumn 2017 | Any additional members of DLTs co-opted by Deanery Synods | <ul style="list-style-type: none"> • New Deanery Leadership Teams |
| 23 September 2017 | 4pm Commissioning Service at York Minster | <ul style="list-style-type: none"> • celebration of and prayer for new members of Synods and DLTs |

Appendix 3: Area Dean Role Description

The Purpose of the Role

- To share with the Archbishop and Suffragan Bishop in their ministry of oversight across the deanery
- To lead the deanery, working collaboratively with the Lay Dean and Deanery Leadership Team, to fulfil the vision of the deanery as “a local network of churches, inspiring, influencing and leading mission and ministry”
- To fulfil the canonical expectations of being Area Dean

Primary Responsibilities

- Lead and co-ordinate the Deanery Leadership Team, in conjunction with the Lay Dean.
- Ensure a Deanery Plan for Mission & Ministry is created and implemented, working closely with the Deanery Leadership Team and Deanery Synod.
- Chair the Deanery Synod jointly with the Lay Dean
- Exercise the canonical responsibilities of an Area Dean (see C23 of the Canons) and those expected during Parish Vacancies
- Ensure that an appropriate structure for Gatherings of Ministers is established, and take a leading role in those which involve Ordained colleagues

Key Tasks

Working collaboratively with the Lay Dean and the Deanery Leadership Team, you will ensure:

- a) The Deanery Leadership Team meets regularly and has a membership which is appropriate for the deanery
- b) A Deanery Plan for Mission & Ministry is created with the full involvement of the Deanery Synod and following consultation with PCC's; the Plan will have engaged with the three stated purposes of a deanery: 'Enabling Mission', 'Resourcing Ministry' and 'Supportive Relationships'
- c) The Deanery Synod has an engaging agenda and develops a pattern of meetings which encourages involvement, creativity and meaningful outcomes; ordinarily sharing in the chairing of these meetings with the Lay Dean.
- d) The administrative needs of the Deanery Synod, Area Dean and Lay Dean are identified and appropriate support is put in place
- e) Participation in the mission and life of the deanery is encouraged amongst the laity and the clergy, and that training is made available where appropriate

The following tasks are specific to the Area Dean, and may be shared with an Assistant Area Dean :

- f) Be aware of the general well-being of the clergy; informing the Bishop of any particular causes for rejoicing or concern

- g) Inform the Bishop and Archdeacon of any legal or practical concerns arising from the parishes
- h) On occasions, to act as the 'local' representative for the Bishop and/or Archdeacon where issues at (h) and (i) arise
- i) Ensure that the Clergy Chapter, and/or any other Gatherings which involve the Clergy, is shaped and led in a manner which serves its membership and encourages an active participation
- j) Support parishes through times of vacancy which includes : the formal shared responsibility, with the Church Wardens , for the day to day oversight of the parish; attending the PCC's Pre-Vacancy meeting; advising on issues as they arise; handling applications for churchyard memorials and playing an active role on the interview day.
- k) Oversee arrangements for Services of Licensing, Institution or Collation and acts as a focus for the deanery's initial support of new Incumbents and their families
- l) Support the Archdeacon in his/her Parish Visitations
- m) Be aware of the Freewill Offers within the deanery and, as a member of the Deanery Partnership, actively seek to encourage financial generosity and commitment
- n) Be the local link, where appropriate, with Civic, Ecumenical and Inter-Faith partners
- o) Attend regular meetings with the Bishop and Archdeacon

Key Relationships

- The Archbishop, Suffragan Bishop and Archdeacon
- The Lay Dean
- The Deanery Leadership Team and Deanery Synod
- The Gatherings of Ministers, especially the Clergy
- Churchwardens, especially of parishes in vacancy

Commitment, Resourcing and Support

The role of Area Dean is stimulating and stretching; it develops clergy and gives them a wider perspective on ministry. It can also be very demanding, especially when a deanery has a number of vacancies or particular issues arise. The time commitment varies from week to week but is likely to average around 1 day a week, depending on the size and complexity of the deanery. It is recognised that resources are required and, whilst different contexts will be able to express this in different ways, the following are being explored and considered during this period of consultation :

1. **Ministerial Support.** On the assumption that the Area Dean is an Incumbent, it is envisaged that if their benefice does not already have a team of Ministers (RPAs, Readers, self-supporting or stipendiary Clergy) to share the demands of authorized and licensed ministry, then an attempt would be made to identify colleagues who could minister in the benefice.

2. Administrative Support. Being Area Dean brings extra administrative demands, though these are not regular or predictable in nature. Support may be provided by various means, including the following:

- a) An administrator might offer time voluntarily
- b) An administrator might be employed on a sessional basis; or an existing parish administrator might be paid for these additional hours
- c) An alternative, would be to explore if the Area Dean could be provided with administrative help to support them in their parish role.

Each deanery will have up to £1000 a year available to offer support to the deanery and/or the Area Dean. It might be that deaneries are in a position to contribute further to this..

3. Expenses. Guidelines for expenses will be provided, with an explicit encouragement for expenses to be claimed

4. Study Leave. A month's funded study leave during every five years as Area Dean (this would be separate from the ideal of clergy taking 3 months every 10 years)

5. Training. Diocesan delivered training for Area Deans and Lay Deans will be provided. The diocesan Deanery Development Group also exists to offer support and advice.

6. Collegiality and Collaboration. It is hoped that Area Deans will benefit from the shared ministry with the Lay Dean, the Deanery Leadership Team, and through regular meetings with the Bishop and Archdeacon.

Appendix 4: Lay Dean Role Description

The Purpose of the Role

- To share in the leadership of the deanery, working collaboratively with the Area Dean and Deanery Leadership Team, to fulfil the vision of the deanery as “a local network of churches, inspiring, influencing and leading mission and ministry.”

Primary Responsibilities

- Share in the leadership of the Deanery and Deanery Leadership Team, working collaboratively with the Area Dean.
- Ensure a Deanery Plan for Mission & Ministry is created and implemented, working closely with the Deanery Leadership Team and Deanery Synod.
- Chair the Deanery Synod jointly with the Area Dean
- Take the lead jointly with the Area Dean in ensuring that the deanery synod is active in carrying out the functions set out the Synodical Government Measure 1969 section 5, and in carrying out functions and responsibilities assigned to the deanery synod by diocesan synod
- Convene and chair any meetings of the deanery House of Laity

Key Tasks

Working collaboratively with the Area Dean and Deanery Leadership Team, you will ensure:

- a) The Deanery Leadership Team meets regularly and has a membership which is appropriate for the deanery
- b) A Deanery Plan for Mission & Ministry is created with the full involvement of the Deanery Synod and following consultation with PCC's; the Plan will have engaged with the three stated purposes of a deanery : 'Enabling Mission', 'Resourcing Ministry' and 'Supportive Relationships'
- c) The Deanery Synod has an engaging agenda and develops a pattern of meetings which encourages involvement, creativity and meaningful outcomes; sharing in the chairing of these meetings with the Area Dean.
- d) The administrative needs of the Deanery Synod, Area Dean and Lay Dean are identified and appropriate support is put in place
- e) Participation in the mission and life of the deanery is encouraged amongst the laity and the clergy, and that training is made available where appropriate

The following tasks are specific to the Lay Dean:

- f) Support parishes through times of vacancy, in particular by attending the PCC's Pre-Vacancy meeting, playing an active role on the interview days and representing the laity at Institutions and Licensings
- g) Inform the Bishop and Archdeacon of any legal or practical concerns arising from the parishes
- h) Respond to requests made by the Bishop or by other appointing bodies, for information and advice on deanery appointments, including a new Area Dean
- i) Be aware of the Freewill Offers within the deanery and, as a member of the Deanery Financial Partnership, actively seek to encourage financial generosity and commitment
- j) Attend regular meetings with the Bishop and Archdeacon

Key Relationships

- The Archbishop, Suffragan Bishop and Archdeacon
- The Area Dean
- The Deanery Leadership Team and Deanery Synod
- The Laity in the deanery
- The Gatherings of Ministers
- Churchwardens, especially of parishes in vacancy

Commitment, Resourcing and Support

The role of Lay Dean is a significant lay role in the life of the deanery and the wider diocese. The time commitment varies significantly from week to week and it must always be borne in mind that the role is being fulfilled voluntarily and that there may be occasions when circumstances restrict how much time and energy can be devoted to it.

- 1. Expenses.** Guidelines for expenses will be provided, with an explicit encouragement for expenses to be claimed
- 2. Training.** Diocesan delivered training for Lay Deans and Area Deans will be provided. The diocesan Deanery Development Group also exists to offer support and advice.
- 3. Collegiality and Collaboration.** It is hoped that Lay Deans will benefit from the shared ministry with the Area Dean, the Deanery Leadership Team, and through regular meetings with the Bishop and Archdeacon.

Appendix 5: Deanery Secretary Role Description

The Purpose of the Role

- To enable the smooth running of the Deanery Synod and the Deanery Leadership Team through efficient administrative support

Primary Responsibilities

- As a member of the Deanery Leadership Team, to share in the leadership of the Deanery
- Ensure that the Deanery Synod and Deanery Leadership Team have the necessary administrative support, which may be shared / delegated to a Deanery Administrator
- Ensure that the Deanery Synod and Deanery Leadership Team operate in accordance with the Deanery Standing Orders and the Church Representational Rules

Key Tasks

- Circulate an agenda to every member at least two weeks before a meeting of the Deanery Synod
- Prepare minutes of every meeting of the synod and circulate them to members of the synod. It is not envisaged that minutes are verbatim records. They should include a note of the following: those present; of decisions made (including where necessary, the wording of resolutions passed and the results of any votes taken); of the outcome of discussions; and of important facts brought up at the meeting
- Keep a roll of the members of the Synod constantly up-to-date, including the name, address and parish of each person and inform the Diocesan Office of any changes
- Ensure that at least two meetings of the deanery synod are held each year
- Support the Area Dean and Lay Dean in the administration of the Deanery Leadership Team
- Ensure that the election of diocesan officers occurs at the appropriate time
- When it is necessary for a meeting or vote to be taken by the separate houses of the synod, to record the outcome of the meeting of their own house. Note that on such occasions, it will be necessary to ensure that there is an Assistant Secretary present in the other house to separately record the outcome in that house of the synod.

Key Relationships

- The Area and Lay Dean
- The Deanery Leadership Team and Deanery Synod
- The Deanery Administrator, if one is appointed

Resourcing and Support

- **Expenses**
Guidelines for expenses will be provided, with an explicit encouragement for expenses to be claimed
- **Deanery Administrator**
Deaneries may choose to appoint an administrator to support the work of the deanery and, particularly the Area Dean. There will need to be clarity as to how these roles relate; it is possible that in some deaneries the roles will be combined.

Term of Office

- The Deanery Secretary is appointed from within the membership of the Deanery Synod. They are appointed for three years.

Appendix 6: Deanery Financial Adviser Role Description

The Purpose of the Role

- To support the parishes in the Diocese of York in managing their finances and facilitating the role of money as an instrument for mission.
- To act as a bridge between parish, deanery and diocese.

Primary Responsibilities

- Take an active role within the Deanery Leadership Team and the Deanery Financial Partnerships, working closely with the Archdeacon
- Develop the vision of generous churches, making and nurturing disciples, whilst working closely with colleagues in the Deanery Financial Partnership
- Advocate for parishes in their dealings with the Diocese and disseminate information as appropriate on the finances of the Diocese and the National Church
- Provide help, support and guidance to Parochial Church Council Treasurers in the deanery (individually and collectively)
- Offer general advice, guidance and support to parishes on any matters relating to Church Finance

Key Tasks

- a) To provide help, support and guidance on:
 - the making of appropriate free will offerings
 - the promotion of standing orders
 - the preparation of annual budgets
 - the understanding of cash flows
 - financial decision making and best practice for PCCs - including the preparation of annual accounts which comply with the Statement of Recommended Practice (SORP) for charities
 - Gift Aid and the Gift Aid Small Donations Scheme (qualifying donations, Gift Aid declarations and claims to HMRC, including Charities Online)
- b) To monitor contributions to the Diocesan Common Fund – against pledged free will offerings with a view to supporting parishes in meeting their pledges
- c) To help parishes address any concerns identified by the Diocesan Finance team
- d) To support PCC Treasurers on an ad hoc basis with the preparation and submission of the annual Return of Parish Finance and review returns which have been submitted, highlighting any anomalies to the PCC Treasurer and Diocesan Finance Team as appropriate – this will include encouraging parishes in the use of the web based filing system
- e) To support parishes in their fundraising and stewardship activities
- f) To attend Deanery Synod meetings and present up to date financial information

Key Relationships

Primary Contacts

- Archdeacon
- Area Dean and Lay Dean and other members of the Deanery Leadership Team

- Representatives from PCCs within the Deanery; including Treasurers, Gift Aid Secretaries and Parish Giving Officers
- Deanery Synod members

Other contacts

- DFA peer group (in archdeaconry and across Diocese)
- Finance Team at Diocesan House
- Chairman of the Diocesan Board of Finance and its members
- Archdeacon for Generous Giving and Stewardship

Commitment

The role of Deanery Finance Adviser (DFA) is a voluntary role but there will be a certain time commitment. This will include:

- Regular meetings with the Archdeacon, Deanery Financial Partnerships and their fellow DFAs
- Meetings of the Deanery Leadership Team
- Deanery Synod meetings
- Attending training events as appropriate

The Diocesan Board of Finance (DBF) is grateful to all DFAs for the time, energy and commitment that they devote to this important ministry.

Terms of Appointment

The appointment is made by the Archdeacon following a selection process that is led by the Area Dean and Lay Dean. The term of office, which may be renewed after consultation, is normally for five years. It is expected that the DFA will be an important member of Deanery Synod and the Deanery Synod Standing Committee.

Person Specification

Essential

DFAs all need to have strong and empathetic communication skills and a good understanding of the financial principles that are applicable to parish finances. They should be committed to the Christian principles of Stewardship and Giving and be willing and able to discuss these with PCCs. DFAs do not need to be accountants, but do need to be numerate. As IT plays an increasingly large part in the role of PCC Treasurer, DFAs will need a basic level of computer literacy so that they can support Treasurers in maintaining their records and preparing and submitting their Annual Returns.

Desirable

It is helpful, but not essential, for DFAs to have first-hand experience of the role of a PCC Treasurer (i.e. to be or have been a PCC Treasurer).

Appendix 7: Deanery Treasurer Role Description

The Purpose of the Role

- To keep the Deanery accounts and offer advice to the Deanery Synod and Deanery Leadership Team on the financial matters when required.

Primary Responsibilities & Key Tasks

- Keep the Synod's accounts and present independently audited accounts annually to the Synod
- Ensure that the Area Dean and Lay Dean have 3 monthly updates on the accounts, and that the Deanery Leadership Team is informed of any concerns.
- Collect contributions from parishes in deaneries which have a 'deanery levy'
- Pay agreed deanery expenses, where applicable
- Offer advice to the Deanery Synod and Leadership Team on financial aspects of future plans and initiatives
- Ensure any deanery initiatives requiring funding are supported appropriately
- Contribute to the financial element of any application to the Archbishop's Mission Fund

Key Relationships

- The Area and Lay Dean
- The Deanery Leadership Team and Deanery Synod
- The Parish Treasurers

Resourcing and Support

- Expenses. Guidelines for deanery expenses will be provided, with an explicit encouragement for expenses to be claimed

Term of Office

- The Deanery Treasurer is appointed from within the membership of the Deanery Synod, or co-opted by them. They are appointed for three years.
- They are encouraged to attend all meetings of the Deanery Synod but will not be ex-officio members of the Deanery Leadership Team; they will only be asked to attend when their advice is requested.