



DIOCESAN SYNOD

REPORT FROM THE DEANERIES' ADVISORY GROUP

1. Adrian Greenwood, Chair of the Advisory Group, and members presented the Group's report to Synod and noted an Errata notice which was seated on chairs at the March 2018 meeting of the Diocesan Synod. Following discussion at this meeting it is brought back to the July Synod to integrate the errata and take into account comments made.
2. The March Synod was invited to begin group-work answering the following questions which would be presented to those who were to draft an implementation strategy:
 - What am I going to do to help my deanery focus more on Mission & Growth?
 - What is my deanery doing focus more on Mission & Growth?
 - What should our Diocese be doing to enable deaneries to focus on Mission & Growth?
3. Discussions in the debate included how the Diocese appointed to, and resourced, Deaneries; the need for greater links between archdeacons and Deaneries; and the need for a wide pool of people and experience of those chosen to be *Mission Accompaniers*.
4. There were a number of positive comments, however, other comments which included reference to paragraph 8 of the report which, was felt to negatively portray Deanery Synods. In addition there was, in paragraph 20 of the report, a need to clarify the role of the Leadership Teams in relation to the role of the Standing Committee (an elected body) which was required to fulfill certain roles. It was felt that elected members of the Deanery Synod needed to have a major role in the mission and ministry of the Deanery, and greater clarification was required on the appointment to and roles of the Leadership Teams.
5. Given the comments from members, Bishop Christopher, asked for Synod's permission to adjourn the item, following revision by the Diocesan Secretary and the Revd Canon Duncan Swan, the newly appointed Deaneries' Development Advisor. The motion to adjourn was carried overwhelmingly with three votes against and four abstentions.
6. The Report, attached to this note, now includes edits to paragraphs 8 and 20 to address those point and to reflect the recommendation to use Deanery Leadership Teams to adopt the language used in the Lay Leadership and Ministry Advisory Group Report. For new members of Diocesan Synod in the Autumn of 2018 we also include a map of the Diocese by Deaneries as Appendix II shows.
7. Adrian Greenwood will be asked to formally move:

"This Synod;

i. commends the Deanery Advisory Group's work and Report; and

ii. notes and receives the recommendations of the Report and requests the Diocesan Secretary to develop plans for implementation, reporting through to the Diocesan Council of Trustees and provide regular updates to Diocesan Synod."

Ruth Martin (Lay Canon)
Diocesan Secretary



DEANERIES ADVISORY GROUP 2015-2018

FINAL REPORT TO DIOCESAN SYNOD - July 2018

Introduction

1. The Deaneries Advisory Group (DAG) was established by the Diocesan Council of Trustees (DCT) during 2016. The work of DAG built on the foundations laid by the previous Deaneries Group which had served from 2012 - 2015. The brief approved for DAG by DCT and the Membership are attached as **Appendix 1**. The Group is accountable to the Diocesan Secretary and the Archdeacon of Lambeth and has reported periodically to both Policy & Finance Committee (P&FC) and DCT. The Group has been very well supported by Jackie Pontin and Charles Hudson-Beddows.
2. In a nutshell, the brief was to take forward the clear aspiration set out in the 2nd Strategy for Ministry Report and the Hearts on Fire Report for '**deaneries to become viable centres of mission and ministry**'. For the DAG, this reinforces the biblical call to Christians to be 'partners in the Gospel'.

Partners in the Gospel

3. Christians are called into a loving relationship with God through the redeeming sacrifice of Jesus Christ and the indwelling of the Holy Spirit. At the same time, Christians are called into membership of the Church, which is the Body and Bride of Christ, and thereby into loving relationship with one another in worship, discipleship and mission - Romans 12 vv 1 and 2. The Church is a sign of and an agent for God's Kingdom.
4. Christians are called to work together in God's mission as 'partners in the Gospel' - 1 Corinthians 3:9; Philemon 17; Romans 16: 1 - 16. And we are all to encourage one another to use our God given gifts and talents for the good of the whole Body of Christ and in the building of God's Kingdom through service to and mission in the world - the Church is 'a community of missionary disciples', to quote Pope Francis.
5. Adapting a phrase from Merton Deanery, we **commend** the strap-line - 'Rooted in my parish; connected in my Deanery; growing in our Diocese'.

A vital distinction

6. From the outset of our work, the DAG has been clear about the distinction between 'Deaneries' and 'Deanery Synods' and it is essential that this vital distinction is maintained as these recommendations are taken forward. It is also important to recognise the diversity of the deaneries in our Diocese - in size of population and number of parishes; rural, suburban, inner city, metropolitan etc.; but also in the distance each has travelled in embracing the vision of enabling their deanery to become a viable centre of mission and ministry.
 - **Deaneries** are groups of parishes in a particular geographical location, whose congregations work in partnership with each other to celebrate the Good News of Jesus Christ and to share the Gospel with all people. Deaneries are places where Anglican Christians relate to each other; pray and worship with each other; meet and decide with each other; and work, serve and witness with each other. And the

clear hope from DAG is that Deaneries will become places where parishes collaborate in mission.

- **Deanery Synods** are but one manifestation of the life of Deaneries. They are co-chaired by the Area Dean and Deanery Lay Chair. They have particular remits and duties laid down in the Synodical Government Measure 1969, amplified in the Church Representation Rules 2017 - all as set out in the new Model Rules approved by Diocesan Synod in July 2017 - see below.
7. Deanery Synods are a key link in the chain of synodical governance in the Church of England and a key place for communication within our Diocese. Very importantly, members of Deanery Synods form the electorate for elections to Diocesan Synod (every 3 years) and General Synod (every 5 years) - and for by-elections in between. To strengthen this role in synodical governance is the reason why DAG has supported the re-introduction of the Deanery Links scheme - see below.
 8. Bishop Christopher has made it clear that mission activities in Deaneries should not be constrained by synodical structures and processes, but rather that we should all look to create space for the Holy Spirit to stir us with imagination and creativity towards the task of mission in our areas. DAG would encourage all involved to contribute to vibrant and effective Synod meetings, in aiding mission, and for new approaches to be adopted so that Deaneries can find ways to grow in mission and ministry.

Excellent communication

9. It is our view that Deaneries and Deanery Synods offer a vital opportunity for the free flow of information both between the parishes of a Deanery and from parish to Deanery to Diocese and back again. It is important that Deanery Synod members, lay and ordained, understand this important role of communication, are good at it and find effective ways of making this a reality.
10. The Group encourages a stronger emphasis on 'bottom up' i.e. between parishes, chaplaincies and schools etc. and from parish to Deanery to Diocese.

Brief overview of work carried out

11. The Group has met for 2 hours every 8 weeks or so, with longer gaps over holiday periods. It has liaised closely with the Chair of the Lay Leadership & Lay Ministry Advisory Group, Anne Deering. There is clear synergy between the two Groups - see below. We have also benefited from detailed reports produced in Manchester Diocese (on Mission Action Planning) and York Diocese (on Developing Deaneries). We considered advice from Church House on mission and ministry outside of parish boundaries - 'Ministry beyond a single parish' circulated in December 2016. We encouraged a strong attendance by Southwark Diocese at the National Deaneries Conference in October 2016 and seek to repeat this in October 2018. We are aware that some Deaneries organise training at deanery level and that both the Mission & Discipleship and Safeguarding Teams offer training at deanery level - we very much support this. In recent months, we have also engaged with Revd. Kerry Thorpe, formerly of Canterbury Diocese, who has pioneered the practice of Mission Accompaniers - see below. Kerry's book - 'A Guide to Mission Accompaniment' is to be published on 16 February 2018.

Some practical outcomes. To date the DAG has achieved the following:

12. **Deanery Synod Lay Representatives.** We updated of the leaflet and posters for Deanery Synod Lay Representatives ahead of the 2017 Deanery Synod elections. We **recommend** that this leaflet, updated as appropriate, is produced and widely circulated amongst lay people ahead of each round of Deanery Synod elections. We also **recommend** that a similar leaflet is produced ahead of Diocesan Synod elections, in which both clergy and lay people are elected.
13. **Model Rules and Constitution for Deanery Synods.** We produced new Model Rules and Constitution for Deanery Synods, together with some brief guidance notes which are available on the Diocesan website. The Model Rules were approved by Diocesan Synod in July 2017 for distribution to all Deanery Synods. Whilst we are very proud of this document (the previous version had not been reviewed for over 20 years), we **recommend** that it is reviewed by Diocesan Synod at least every 3 years, preferably at the July meeting before the next Deanery Synod elections, so that any changes can be made in time for the new triennium.
14. **Vision for Deaneries.** Within the model rules document, we have inserted our Vision for Deaneries, a summary of the key issues for Deaneries arising from the Strategy for Ministry and Hearts on Fire Reports.
15. **Deaneries Section of the Diocesan web-site.** We have worked with the Communications & Resources Department to establish a Deaneries Section of the Diocesan web-site. The aim is that this will become the go-to resource for all involved with Deaneries in Southwark Diocese. The link can be found just below the Hearts on Fire line on the front page of the website - bottom right corner 'For Deaneries'.
16. **Deaneries Toolkit.** Specifically within the Deaneries section of the Diocesan web-site, we are building up a Deaneries Toolkit of good advice and good practice, with a focus on 'How to'. These include items on particular topics and links to other sections of the Diocese and to external resources such as the National Deaneries Network, which organises a biennial conference (the next one is October 2018). To date nine topics covered by the Toolkit include: Deanery funeral administrator scheme; effective meetings & effective conversations; planning a deanery event; parish statistics, data & dashboards and Deanery funding.
17. **Deanery Links to General Synod.** We have revived this scheme so that every Deanery Synod has a link with an elected Diocesan representative of General Synod.
18. **Thy Kingdom Come 2018 (TKC).** We are working with the Mission & Evangelism Department to encourage Thy Kingdom Come 2018 to have a Deanery focus. This will be a really good place for Deaneries to focus on mission and in particular the First Mark of Mission. TKC is due to run until 2020 so deanery involvement can be built up from year to year.

Key recommendations within the context of the Southwark Vision

19. The Southwark Vision, which summarises the Strategy for Ministry and Hearts on Fire Reports, has a clear focus on **Mission and Growth** within the Diocese under the strapline of **Walking Welcoming Growing - with Hearts on Fire: Loving God, Walking with Jesus, Led by the Spirit**. There is a clear role for Deaneries within this Vision, as 'partners in the Gospel', so we make the following recommendations for enabling 'deaneries to become viable centres of mission and ministry.'

20. We encourage each Deanery to have a **Deanery Leadership Team (DLT)**. The DLT will comprise the Area Dean, Deanery Lay Chair and other suitable people with vision and energy who will be both elected members of Synod and others. For example we would expect the Deanery Leadership Team to embrace fresh expressions of Church and, where there is a Bishop's Mission Order (BMO) which contributes directly to the Parish Support Fund, to include both a clerical (where a clerk in holy orders holds PTO in the diocese and leads the BMO) and a lay representative. The DLT is a mechanism for sharing the workload and bringing greater energy to the work of enabling mission in the Deanery. The DLT would be established under Rule 19 of the Model Rules and would also serve as the **Standing Committee** of the Deanery Synod (Rules 15 - 18),
21. The DLT would have the primary task of leading mission activity across the Deanery through planning, co-ordinating, implementing and reviewing. Dulwich Deanery has already decided to go down this route, with Bishop Christopher's blessing; as has Tandridge Deanery. The **next step** would be for some Terms of Reference and Guidance on setting up and operating DLT to be prepared and published as part of the Deaneries Toolkit. This piece of work could start as soon as the principle is approved and be completed by the Synod in July 2018.
22. The DLT would take over the role of the **Deanery Mission & Pastoral Working Groups**. The original remit of DM&PWGs has come to an end and we see DLT as the best mechanism for taking forward the next phase of their work, which should be to look pro-actively at deployment issues within the Deanery, with a view to focussing resources on mission and growth.
23. For each Deanery that wants to, to have a **Mission Accompanier (MA)**, who will act as a 'constructive friend' to the DLT so that planning for mission is at the heart of all they and the Deanery does. This is the idea pioneered and practised by Kerry Thorpe in Canterbury Diocese, which seems to have had a great impact. The DAG has been impressed by what Kerry has told us and we consider that this relatively light touch approach could be transformational to the mission and ministry of our Deaneries. But, clearly, we recognise that the Canterbury model cannot be simply transplanted wholesale into Southwark, which, in any event, is a much larger Diocese. We **recommend** that we await the arrival into post of the new Director of Mission & Evangelism, Revd James (Jay) Colwill. We understand that the Mission & Evangelism Department has funds which could support a feasibility study later in 2018, so our **recommendation** is that, if Jay, is supportive of the idea and willing to put the resources of the M&E Dept. into the project, that a feasibility study is commissioned as to how Mission Accompaniment could be developed and implemented in Southwark Diocese. Key issues include defining the remit of the MAs and how they are selected and supported.
24. It is DAG's view that these two strategies together, Deanery Leadership/Mission Teams and Mission Accompaniers for every Deanery that wants them, could enable each and every Deanery to develop an **over-riding focus on Mission and Growth** in their areas, which is called for in the Southwark Vision. This will include encouraging Deanery Synods or other regular Deanery meetings to have some aspects of Mission (say, one of the Five Marks) on every agenda of every meeting; supporting and encouraging the role of Lay People serving God in wider society in line with the recommendations of **Setting God's People Free**; supporting and encouraging every parish with progress with **Mission Action Planning**; and, where this is helpful, developing and implementing a process of **Deanery Mission Planning**, which will be the subject of another part of the Toolkit.

Setting God's People Free and the Lay Leadership & Lay Ministry Advisory Group

25. It has been clear to some of us for some time that Deaneries offer great potential as places for lay people to grow in confidence in areas of vocational discernment, ministerial training, local commissioning and in collaboration in a variety of mission activities.
26. Recent attendance at the first ever national event for Discipleship Learning Communities designed to take forward the implementation of the recommendations in the Setting God's People Free report served to confirm this.
27. Therefore, we are alerting everyone now that the recommendations of the Lay Leadership and Lay Ministry Advisory Group (LL&LMAG), which are due to be presented to Diocesan Synod in July 2018, are very likely to emphasise a key role for Deaneries. Watch this space!

Other Recommendations

28. **Recruitment, Appointment and Training of Area Deans** - Area Deans are appointed by the Bishop, normally for a 5 year term of office. Area Deans have a key role in liaising with colleagues through Chapter. A Role Description already exists and is available in the Joint Handbook for Area Deans and Deanery Lay Chairs, published in 2014. The Role Description is currently under review, together with a review of the support that is available for Area Deans. All we can say at this stage is that it is important for this review to be concluded as soon as possible - we hope by July 2018. Thereafter, Area Deans should be recruited and appointed, trained and supported so that they, with others, can fulfil the aspiration of **'enabling deaneries to become viable centres of mission and ministry'**. If the idea of Deanery Leadership/Mission Teams is embraced by Diocesan Synod, then, clearly, Area Deans (and Deanery Lay Chairs) will need to have experience of and commitment to effective team-working and be happy to work in that way.
29. **Ditto Deanery Lay Chairs (DLCs)** - Deanery Lay Chairs (DLCs) are 'Lay Leaders' within the ministry of the gathered Church. DLCs are elected by their peers in the House of Laity at the start of each triennium to serve as Co-chairs of the Deanery Synod. They will normally serve the whole term of 3 years. Starting from June 2017, in accordance with new Rule 14(f) a Deanery Lay Chair may serve two consecutive terms, exceptionally three, before being ineligible for re-election. A role description already exists and is available in the Joint Handbook for Area Deans and Deanery Lay Chairs, published in 2014. This role description will be reviewed in the light of the updated Role Description for Area Deans and in the light of the Southwark Vision and the key recommendations of this Report, if adopted - focus on Mission and Growth, assisted by Mission Accompaniers and led by a Deanery Leadership/Mission Team. It goes without saying that DLCs need to be suitably equipped and supported to make an effective contribution to their Deanery. Existing support mechanisms include two meetings for DLCs each year, plus opportunities to meet with the Bishop, Archdeacons and Area Deans at Area level on a planned basis. We **recommend** that those considering standing for election as DLCs should first undergo a period of preparation so that they are fully aware of what is required and expected and have access to mentoring support. Membership of the DLT will undoubtedly assist. Some additional bespoke training and support for DLCs may need to be developed. DLCs are 'lay leaders' and

theirs is a vital ministry, both within the life and growth of the Deanery, in particular, and in the context of implementing Setting God's People Free, in general.

30. **Joint Handbook for Area Deans and Deanery Lay Chairs** - we recommend that this is updated as soon as possible after the conclusion of the review of Area Deans, see above.
31. **Parish Profiles** - as previously recommended in the first Strategy for Ministry Report (SfM1), we recommend that all Parish Profiles contain a positive section on the mission priorities of the Deanery in which the parish is located, so that all are aware of the wider context.
32. **Role Descriptions for Stipendiary Ministers** - as previously recommended in SfM1, we recommend (a) that a duty to work in partnership within the Deanery is included with the Role Description for all stipendiary posts within a Deanery and (b) that consideration is given on a regular basis to licensed ministers (lay and ordained) being given a Deanery remit.
33. **Chaplaincies & Schools/Colleges etc.** - it is important that licensed ministers attached to institutions within a deanery are well connected with their colleagues in the Deanery and feel supported by the parishes of the Deanery.
34. **Links with CofE Secondary Schools & FE Colleges etc.** - unlike with CofE Primary Schools, the catchment areas of CofE Secondary Schools and Further Education Colleges often span parish boundaries. The DAG considers that Deaneries offer an important platform for engagement with such institutions and, in the first instance, would recommend that Southwark Diocesan Board of Education) SDBE is requested to prepare some guidance and encouragement as to how Deaneries might engage effectively with them. In due course, this advice and practice could be extended to all secondary schools and colleges in the area. If SDBE is unable to, we suggest someone else is approached to carry out this important piece of work.
35. **Fresh Expressions of Church** - it is important that the licensed ministers/recognised leaders ministers of Fresh Expressions of Church within a deanery are well connected with their colleagues in the Deanery and feel supported by the parishes of the Deanery.
36. A summary list of all specific recommendations with names and timescales identified is attached. **Appendix 2** -

APPROVED BY THE DEANERIES ADVISORY GROUP 12th FEBRUARY 2018

Revised for the Diocesan Synod on 04 July 2018 by the Chair of the Group and the Diocesan Secretary



Policy & Finance Committee - 9 March 2016
PFC 11/16 CONFIDENTIAL

THE DEANERIES ADVISORY GROUP

Introduction

The Strategy for Ministry Report was approved by Diocesan Synod on 7 November 2015 and at the subsequent meeting of the Diocesan Council of Trustees on 28 November 2015 a number of the outcomes listed in the Executive Summary of the report were identified as Diocesan priorities.

One of the prioritised outcomes was: **'Deaneries becoming viable centres for mission and ministry'**.

Proposal

The Policy and Finance Committee is asked to endorse the proposal that a new body be established, the Deaneries Advisory Group, to oversee work in relation to this outcome.

Rationale

The Strategy for Ministry process is based around the three priorities Bishop Christopher identified for his episcopate:

- to value and empower the laity.
- to renew our vocation and deepen our discipleship.
- to breathe new life into deaneries, developing them for strategy, deployment of resources and mission.

The first two of these have natural 'homes' within departments at Trinity House, but there is no institutional hub for the development of Deaneries. This proposal is for a group to be established that will ensure that the development of deaneries as 'viable centres for mission and ministry' continues and remains a focus for activity.

Membership:

Chair: Adrian Greenwood 2 Lay Chairs

2 Area Deans

2 members of DCT

2 members of Diocesan Synod

It is envisaged that some members may occupy more than one of these roles.

Members to be nominated by Bishop Jonathan, the Diocesan Secretary and Adrian Greenwood jointly for appointment by Bishop Christopher.

Support

Jackie Pontin will be the principal officer supporting the group.

Representing each of the three departments in Trinity House which will take most action in these areas, in attendance will be Nick Shepherd, Louise Ellis and Vanessa Elston.

Duration

The group's term of office will be co-terminous with that of the Diocesan Synod.

Reporting

To Bishop Jonathan and Ruth Martin

Remit

1. To ensure that streams of work across different parts of the diocese are working together to develop deaneries to become 'viable centres for mission and ministry'
2. To recommend possible initiatives to develop the competence and skills of those with responsibilities at Deanery level
3. To recommend possible initiatives to develop Deaneries as places where discipleship, vocation for all and ministerial training can flourish
4. To act as a conduit for national initiatives and resources for deaneries
5. To seek to bring about a culture change to attitudes towards Deanery Synod membership in time for the 2017 elections.

Recommendations

1. We recommend that the Deanery Synod elections leaflet, updated as appropriate, is produced and widely circulated amongst lay people ahead of each round of Deanery Synod elections. Next time spring 2020.
2. We **recommend** that a similar leaflet is produced ahead of Diocesan Synod elections, in which both clergy and lay people are elected. Urgent.
3. We **recommend** that the Model Rules & Guidance document is reviewed by Diocesan Synod at least every 3 years, preferably at the July meeting before the next Deanery Synod elections, so that any changes can be made in time for the new triennium.
4. For each Deanery to have a **Deanery Leadership Team (DLT)**. The **next step** would be for some Terms of Reference and Guidance on setting up and operating DLT to be prepared and published as part of the Deaneries Toolkit. This piece of work could start as soon as the principle is approved and be completed by the Synod in July 2018.
5. For each Deanery that wants to, to have a Mission Accompanier (MA), who will act as a 'constructive friend' to the DLT so that planning for mission is at the heart of all they and the Deanery does. We recommend that we await the arrival into post of the new Director of Mission & Evangelism, Revd James (Jay) Colwill. We understand that the Mission & Evangelism Department has funds which could support a feasibility study later in 2018, so our recommendation is that, if Jay, is supportive of the idea and willing to put the resources of the M&E Dept. into the project, that a feasibility study is commissioned as to how Mission Accompaniment could be developed and implemented in Southwark Diocese. Key issues include defining the remit of the MAs and how they are selected and supported.
6. We **recommend** that those considering standing for election as DLCs should first undergo a period of preparation so that they are fully aware of what is required and expected and have access to mentoring support.
7. We **recommend** that the Joint handbook for Area Deans and Lay Chairs is updated as soon as possible after the conclusion of the review of Area Deans, see above.
8. We **recommend** (a) that a duty to work in partnership within the Deanery is included with the Role Description for all stipendiary posts within a Deanery and (b) that consideration is given on a regular basis to licensed ministers (lay and ordained) being given a Deanery remit.
9. We **recommend** that SDBE is requested to prepare some guidance and encouragement as to how Deaneries might engage effectively with CofE Secondary Schools and Colleges. In due course, this advice and practice could be extended to all secondary schools and colleges in the area. If SDBE is unable to, we suggest someone else is approached to carry out this important piece of work.