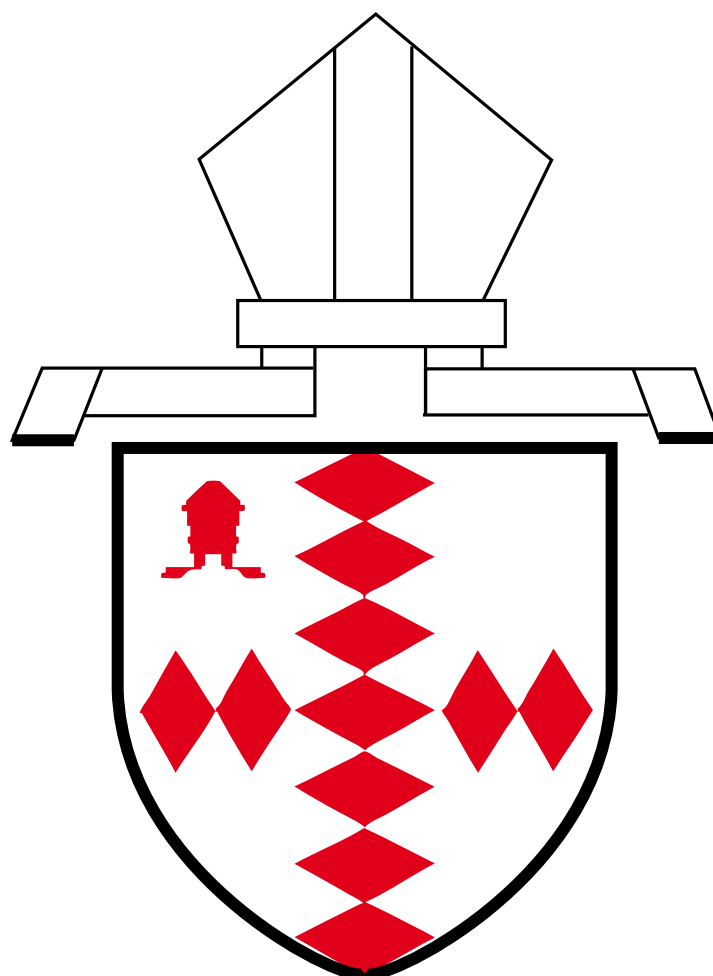


Handbook for Deanery Lay Chairs and Area Deans in The Diocese of Southwark



Version 12 July 2021 (updated web links)

Introduction

I want to thank you all for the work that you do as Area Deans and Lay Chairs. I am grateful for your help in promoting the Southwark Vision for mission and ministry in the Diocese. As you know, 'Breathing New Life' into Deaneries was one of the priorities given to me by the, then, Archbishop of Canterbury in his charge as I became Bishop of Southwark, and our work on this is bearing fruit. The Deanery is becoming an increasingly important part of mission and ministry in the Diocese of Southwark and this Handbook is designed to resource you in your part in this.



I am pleased that in 2018 the Diocesan Synod approved the report of the 'Deaneries Advisory Group' which sought to ensure that deaneries play an enhanced role in taking forward the ministry and mission of the Diocese. In particular, Synod endorsed the establishment of Deanery Leadership Teams, which can include Deanery Synod functions, in order to focus on the missional aspect of deanery work. As we continue to implement Southwark Vision over the next few years, the Area Dean and Deanery Lay Chair will continue to play an increasingly important part in helping to bring to fruition our vision and strategy for growth. Area Deans and Deanery Lay Chairs can also play an important role in the work upon which we are focusing now in enhancing Lay Leadership and Lay Ministry, clergy well-being and encouraging generosity through the Parish Support Fund.

This Handbook has been produced with both the Southwark Vision and our desire to see growth in all aspects of our work in mind and is jointly for Lay Chairs and Area Deans because of the importance of your partnership in all that happens in our deaneries. As the work in the deaneries develops further this Handbook will be updated to reflect this. I hope that it will help to support and equip you in your ministry in the deanery and in the wider church.

With my renewed thanks and may the Lord bless you and be your helper in this important task.

Christopher Southwark

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1. Background

Deaneries are groups of parishes in a geographical area and form an important bridge between parishes and the wider church. Churches within a deanery work together, supporting each other and sharing resources as well as information on Mission Action Plans and Parish Support Fund pledges.

Deaneries in our Diocese will work together with the parishes, for example, to

- run a joint healing ministry with services and study days
- organise events and training locally for the people of God

Deanery Synods are the formal meetings of a deanery which focus on the mission and ministry in the area as well as providing a channel for the sharing of information. Occasionally, Synods are required to take formal decisions, sometimes by means of a vote. All licensed clergy in a deanery, including PTOs, are automatically members of their Deanery Synod and an Area Dean is appointed by the Bishop. Every three years, churches also elect lay representatives at their Annual Parochial Church Meeting (APCM), and those representatives will elect their Lay Chair. Since 2019, the Diocese is encouraging the development of Deanery Leadership Teams which can also include the Standing Committees of Deanery Synods

Area Deans and Lay Chairs play a vital role modelling partnership working, collaborative team working and leading a deanery to play a full part in the life of their local area and beyond.

2. Southwark Vision 2017-2025

Lay Chairs and Area Deans have a vital role to play in delivering the Southwark Vision as the Diocese seeks to grow the church in South London and East Surrey. They can work locally on mission initiatives, seeking to grow faith in their local areas collaboratively.

A fruitful future

We share a vision for the future in which we will see:

- growing churches, new worshipping communities and new Christians
- deepening discipleship: engaged, prayerful and informed Christians
- growth in vocations to existing and new ministries
- generous giving and prayer supporting all we do
- justice and peace built up, and violence challenged, in our local and global community
- a shared commitment to the integrity of creation
- a church for all which reflects our diverse community in membership and leadership.

Southwark Vision sets 5 strategic objectives to achieve:

- i to grow our average weekly attendance by 5% by 2025, partly through having each church develop a high-quality Mission Action Plan (MAP) which includes a course for evangelism and discipleship
- ii by 2025, to increase the number of worshipping communities with a primary focus on areas of population growth through investment in Fresh Expressions (FxC) in the areas where the data suggests the existing congregations are increasingly unrepresentative of the resident community and therefore unlikely to be successful in reaching them without intentional intervention
- iii to grow a financial resource base that allows investment in growth for the future. Key measurables include annual financial surplus, working financial reserves equivalent to 6 months operating costs by 2020 and 1% of Diocesan turnover annually dedicated to major Diocesan ministry and mission projects beginning in 2016, rising to 2% by 2020
- iv to grow the number of ordained and lay vocations by 50% by 2020 by enabling and discerning ordained ministers; by expanding opportunities for licensed and commissioned lay leadership; by affirming and growing other forms of lay ministry (e.g. worship leaders, family & youth leaders, spiritual directors); to offer relevant and enriching training, and create networks of support and celebration which reflect the diversity of the Diocese, our commitment to evangelism and discipleship, and delivers fully integrated and pioneering church growth and Fresh Expressions
- v by 2025, to grow leadership and representation that reflects the rich diversity of our Diocese and especially focusing where the data suggests groups are currently underrepresented: through ethnicity, age (especially 18-40), educational opportunities, material wellbeing, tradition.

During the synodical triennium 2015-2018, Diocesan Synod commissioned and received reports from advisory groups on lay leadership and lay ministry and deaneries, the latter leading to the establishment of Deanery Leadership Teams which has now begun.

Specific Diocesan initiatives where deaneries can encourage, enable and lead to local flourishing include

- The development of Lay Leadership and Ministry, especially Monday to Saturday, in the local communities
- Support, information sharing and encouragement of generous giving, so that the Diocese can invest in mission initiatives
- Encouragement of EcoChurch as the Diocese is registered to work towards Eco-Diocese.

3. Deanery Leadership Teams

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. To have a vision for the future growth of the deanery, keeping in mind Southwark Vision. To share in the development of the Deanery Leadership Team with the Bishop and Archdeacon, working collaboratively with the Deanery Synod.

- To identify resources among the laity and clergy 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 Parish Support Fund in encouraging generosity
- To support and pray for one another and the deanery
- To encourage deanery worship, training and social events
- To fulfil the existing statutory functions of the Deanery Standing Committee
- To meet as and when needed and to consider inviting the Archdeacon
- To set the agenda for the Deanery Synod (in its capacity as the Standing Committee).

Membership

There should normally be 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 DLT

The following roles* are required by the Church Representation Rules to be part of the Deanery Standing Committee and hence the DLT, or by our Diocesan Synod

- Area Dean appointed by the Area Bishop, following consultation with the Area Dean and Lay Chair
- Deanery Lay Chair* elected by Lay members of Deanery Synod
- Deanery Secretary* co-opted/elected by Deanery Synod

Roles to be considered in each DLT

The additional places may be made up by any of the following:

- Assistant Area Dean appointed by the Bishop, following consultation with the Area Bishop, clergy and Lay Chair
- Deanery Lay Champion
- Treasurer
- Children & Young People's Champion
- Such further members invited by the DLT based on their knowledge and experience to meet the vision of the deanery

The Area Dean and Lay Chair would be expected to encourage a good representation across the benefices and between lay and ordained members of the DLT.

The Area Dean and Lay Chair should work closely together to promote the cohesion of the deanery, the mission and ministry of all the churches and positive relationship within the rest of the Diocesan synodical structure.

4. Leadership, Strategy and Communication

a. Area Bishops and Archdeacons

The Area Deans meet regularly with the Area Bishop and Archdeacons, sometimes joined by other Area Advisors, to discuss pastoral and strategic issues across the Area. Area Deans share in this way in the Bishop's oversight of the Area and are therefore able to offer leadership in their deaneries which cohere with the wider vision of the Area and Diocese. Area Deans have a crucial role in enabling churches in their deanery to focus on our shared mission. The business of these meetings is confidential and sometimes sensitive. Meetings with Deanery Lay Chairs are also encouraged as the Diocese seeks to ensure clergy and lay leaders work together in common purpose to grow the Diocese and serve the people of God.

b. The Deanery Leadership Teams and Deanery Synod

Since 2019, a number of deaneries have established Deanery Leadership Teams, for which there is specific and ongoing training, accessed through the Deanery Development Adviser, through whom more information about Deanery Leadership Teams can also be obtained. The Diocese encourages all deaneries to consider establishing a Deanery Leadership Team. The Area Dean should work closely with the Lay Chair in promoting the cohesion of the deanery, the mission and ministry of all the churches and positive relationships within the rest of the Diocesan synodical structure. The Area Dean and the Lay Chair share the responsibility for chairing meetings of Deanery Synod, Deanery Leadership Team and Standing Committee. They shall be proactive in contributing to the life of the church by identifying Deanery Synod motions which could be sent to Diocesan Synod for discussion. Information about the Deanery Standing Committee is contained in *The Role of Deaneries and the Rules and Constitution of Deanery Synods Part B*.

<https://southwark.anglican.org/wp-content/uploads/2021/01/Deanery-Synod-Model-Rules-2020-Final-Approved.pdf>

c. Archdeacon's Annual Visit of Inspection

The Archdeacon will share with the Area Deans the responsibility for the Annual Inspections of churches in the Deanery. Deanery Lay Chairs may be involved according to local practice in the Episcopal Area. These opportunities are to be welcomed for they provide time to meet with the Churchwardens, visit other churches, provide encouragement and thanks to the Churchwardens and to take back to the Archdeacon any matters raised by the Churchwardens.

A full induction regarding inspections is provided by the Archdeacon and all preparatory administration is conducted by the Area Office.

Area Deans take joint responsibility within their Archdeaconry for the preparation of the Annual Visitation Service and swearing in of Churchwardens, working with the Deanery Lay Chairs.

d. The two-way dynamic of clear communication

The Area Dean and Lay Chair should report matters of concern and encouragement to the Area Bishop or Archdeacon. The Archdeacon ensures that they in turn receive any information necessary for effective pastoral, administrative and mission work. For communication to work it must be clear and reciprocal. Area Deans and Lay Chairs can have confidence in knowing that they can keep in regular contact with the Diocesan or Area Bishop, Archdeacon and Diocesan Secretary. They are also welcome to contact the Diocesan Deaneries Development Advisor, Duncan Swan (duncan.swan@southwark.anglican.org).

e. Within the Deanery

Good communication between AD and Lay Chair is essential. This can be strengthened by finding time outside of meetings for lunch or a coffee. The AD should circulate to the Clergy Chapter anything of importance or interest when it is received and not wait until the next Chapter Meeting.

f. 'The Bridge'

The Diocesan newspaper is issued ten times a year and is one of the important means of communication for parishes and for the Diocese. At present, 'The Bridge' is distributed to a named point in each deanery and from there to each parish in the Deanery (or parishes are asked to come and collect them from this point). This is under review and Area Deans and Lay Chairs will be kept informed of progress. In the meantime, Area Deans and Deanery Lay Chairs are asked to please ensure that there is a contact and distribution system in place within the Deanery. This is an important task but one which could be delegated to someone within the Deanery. Please let Press and Communications know if the existing arrangements change so that they can ensure that the paper reaches the right place. Thank you.

g. The Diocesan Website and Social Media

There is a Diocesan Facebook page, Twitter and also website. The website has several resources for deaneries, for example Everyday Faith. If you would like to know more about how your deanery, or parishes within your deanery, could greater utilise social media to serve its mission, please contact Daniel Stone in the Communications Department (daniel.stone@southwark.anglican.org).

<https://southwark.anglican.org/deaneries/>
<https://twitter.com/SouthwarkCofE>
<https://www.facebook.com/SouthwarkCofE/>
<https://www.flickr.com/photos/southwarkcofe/>
<https://southwarkcofe.tumblr.com/>
<https://southwarklentcall.com/>

- **Safeguarding**

Area Deans have a number of important safeguarding roles to play across the Deanery. They are well positioned to support parishes in establishing and maintaining safe working practices and in championing a positive safeguarding culture. Area Deans are well placed to potentially identify where one parish may offer particular safeguarding support to another and to identify and encourage opportunities for collaborative safeguarding training events within the Deanery.

Where a safeguarding concern arises in respect of a member of clergy within the Deanery, particularly where it may be necessary for that person to have a period away from parish ministry, Area Deans take a key role in supporting the parish through a difficult and uncertain time.

If an issue arises in a parish during a vacancy the Archdeacon or Diocesan Safeguarding Adviser will speak to the Area Dean if they will have a particular role to play.

All policies and procedures about Safeguarding can be found in '*A Safe Church*'.
<https://southwark.anglican.org/safeguarding/diocesan-policies-and-procedures>

- **Confidentiality and GDPR**

In May 2018 new laws came into force governing the use of personal information. This General Data Protection Regulation (GDPR) applies to all organisations, including charities, which must comply with obligations under GDPR by keeping personal data up to date; by storing and destroying it securely; by not collecting or retaining excessive amounts of data; by protecting personal data from loss, misuse, unauthorised access and disclosure.

Deaneries should only use personal data to share direct information about membership of Deanery Synods, Deanery meetings and events, this comes under 'Legitimate Interest' and 'Legal compliance' under the law, and as such no specific consent form is required.

All personal data should be treated as strictly confidential and careful consideration should be given on how it is stored to ensure all personal data is secure. The minimum amount of data necessary should be stored and it is likely that this will only include name, address, telephone number and e-mail address as well and church attended and Parish Officer post (where appropriate).

For further guidance on data protection and GDPR see our Diocesan website here <https://southwark.anglican.org/support/for-our-churches/data-protection/> and if you have a specific query, please email data@southwark.anglican.org

5. Lay Chair Role Description

The Purpose of the Role

- To play a key part in equipping Deaneries as centres of mission, by sharing in the leading, enabling and serving the parishes and communities across the Deanery, working collaboratively with the Area Dean and Deanery Leadership Team/Deanery Synod.

- To play a key part in the implementation of Southwark Vision locally as a lay leader, supporting the strategic objectives of the Diocese and lay leadership initiatives locally: Walking, Welcoming, Growing.
- To play a key leadership role in the life and witness of the church providing a positive representation of the life of the Diocese and the Deanery for local lay leaders in particular.

Primary Responsibilities

- To build relationships with the lay Deanery Synod members from parishes and help to equip them for leadership in, and representation, of their parishes and deaneries on Diocesan Synod
- To build and sustain a good, collaborative and effective working relationship with the Area Dean and share in the effective leadership of the Deanery and Deanery Leadership Team
- To work with the Area Dean to develop the deanery, for example a Deanery Mission Action Plan for Mission working closely with the Deanery Leadership Team and Deanery Synod
- To Chair the Deanery Synod and meetings of the Deanery Leadership Team jointly with the Area Dean
- To take the lead jointly with the Area Dean in ensuring that the Deanery Synod is active in carrying out the functions set out in the Synodical Government Measure 1969 Section 5, and in carrying out functions and responsibilities assigned to the Deanery Synod by Diocesan Synod
- To convene and chair any meetings of the Deanery House of Laity
- To have due regard to Southwark Vision including the Five Marks of Mission and Diocesan Strategic Objectives
- To contribute to and to support the priorities of the current triennium from Diocesan Synod which in 2018/2021 are the implementation of the Lay Leadership and Lay Ministry Advisory Group Report, implementation of the Deaneries Advisory Group, including Deanery Leadership Teams and the development of environmental initiatives linked to EcoChurch and EcoDiocese
- To attend twice-yearly meetings convened by the Chair of the Diocesan House of Laity
- To be willing to take part in parish inspections and/or support parishes in vacancy according to local practice in the Episcopal Area
- To act as Returning Officer for clergy elections of deanery representatives to Diocesan Synod and other bodies.

Key Relationships

- The Area Dean
- The Deanery Leadership Team and Deanery Synod

- The lay people in the deanery
- Churchwardens, especially of parishes in vacancy
- Area Bishop and Archdeacon
- The Diocesan Secretary and Secretariat

Commitment, Resourcing and Support

The role of Lay Chair 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:** Clear guidelines for expenses will be provided, with an explicit encouragement for expenses to be claimed. Please contact the Assistant Secretary to Diocesan Synod for more information (Charles Hudson-Beddows).
- 2. Training:** Diocesan-delivered training for Lay Chairs, and Area Deans, will be provided. The Diocesan Deanery Development Advisor also exists to offer support and advice (duncan.swan@southwark.anglican.org).
- 3. Collegiality & Collaboration:** It is hoped that Lay Chairs will benefit from the shared ministry with the Area Dean, the Deanery Leadership Team, and other members of the Diocesan Leadership Team, lay and clergy.

The Lay Chair is elected by the Deanery Synod House of Laity for the three-year life of the Synod from among their number. Members need to be made aware of the roles and responsibilities of the Lay Chair before an election takes place.

- a) Even if nominated unopposed, they should declare their vision for the Deanery and how they intend to carry out their functions
- b) Lay Chairs should be commissioned and re-commissioned annually at the Archdeaconry Visitation Service
- c) Lay Chairs should be offered induction, training and support (by the Diocese)
- d) Lay Chairs should be reimbursed by the Deanery for reasonable out of pocket expenses incurred in the course of fulfilling these duties
- e) Publications and information are also available from the National Deaneries Group, who organise a biennial conference
- f) The Diocesan Lay Chair can be contacted at all reasonable times

6. Area Dean Role Description

The role of Areas Deans is threefold: strategic, civic and pastoral. They share with the bishops in developing and shaping the strategic direction of the Church's mission in the Deanery; they oversee civic and community and interfaith engagement across the Deanery and they seek to develop fruitful ministry for clergy and laity through pastoral care and mutual support and encouragement.

Area Deans are expected to model collaborative ministry, not only with their clergy colleagues in Chapter, but also with the Lay Chair and other lay people including, but not exclusively, members of the Deanery Synod. In this spirit, it is not expected that Area Deans will carry out all the tasks listed here, but rather that they will ensure that they are carried out:

- To pray for the people, parishes and chaplaincies of the Deanery.
- To lead and facilitate the ownership, development and implementation of the strategic direction (mission) of the Deanery in line with Southwark Vision.
- To oversee the pastoral care and support for all those who hold the Bishop's license in the Deanery and ensure that concerns are reported to the Archdeacon, Area Bishop or Diocesan Bishop as appropriate. The pastoral care of Readers is currently delegated to the Area Warden of Readers, and the care of SPA's to the Archdeaconry SPA.
- To convene the Deanery Chapter, and to encourage the full participation of all stipendiary and non-stipendiary ministers.
- To attend and participate in Diocesan Meetings of Area Deans (twice annually) and Area Meetings, according to local practice¹.
- To enable good communication between members of the Deanery and Diocesan offices and officers.
- To support the Parish Support Fund by example, by encouragement and by sharing information and good news stories.
- To collaborate with the Area Trio in the provision of MDR for all licensed ministers, and clergy with permission to officiate.
- To participate in the recruitment process for clergy and other staff to the deanery as appropriate, for example in the drawing up of parish profiles.
- To share in the planning and execution of licensing/collation/induction services according to local custom.
- To share in parish inspections, on behalf of the Archdeacon.
- Alongside the Lay Chair, to maintain good communication with the Deanery Development Adviser.
- To collaborate with the Anglican Ecumenical Borough Dean (in London Boroughs) or equivalent colleagues in East Surrey, in working with other churches and with civic authorities.

¹ The Croydon pattern of Area Deans meeting regularly with the TRIO has much to commend it.

- To support the Deanery's work with church schools, especially in deaneries in which a Diocesan secondary school is present.

The Area Dean has the following main statutory responsibilities (see Canon C23 below):

- To act as joint chair of the Deanery Synod with a member of the House of Laity, usually the Lay Chair.
- To act as Returning Officer for lay elections of deanery representatives to Diocesan Synod and other bodies.
- To act as the Archdeacon's representative with regard to any irregularities or breakdown of parochial systems (e.g. lack of electoral roll) and to conduct parish visitations as necessary.

Appointment Process

The Area Dean is appointed by the Bishop, in conjunction with the Area Bishop after consultation with the Deanery Chapter and Lay Chair.

Terms and Conditions

- Licence. The Area Dean is licensed for five years, renewable for a further five years, by the Bishop after consultation in line with the appointment process outlined above.
- Induction. Each Area TRIO is responsible for agreeing appropriate induction for new Area Deans.
- Review. Area Deans will participate in MDR with their Archdeacon and that process will normally include review of the role of Area Dean².
- Principal role. The post-holder is normally expected to be of incumbent status within the Diocese of Southwark.
- Expenses and other resources. The Diocese will make available on request a sum of £500 towards expenses with receipts, the money to be spent at the discretion of the Area Dean.
- Administrative support. The Diocese will make available up to £2500 per annum administrative support from April 2019 to enable Area Deans to combine the role with their other responsibilities in their parishes; the Diocese is committed to flexibility in how this can be delivered subject to the normal protocols on receipts.
- Training and development. Area Deans will be offered training in the carrying out of Ministerial Development Review and the opportunity to attend a longer course in coaching if desired.

² The Area Dean and Archdeacon may decide either to add extra time to the MDR or to have a separate meeting to discuss the Area Dean role.

7. Assistant Area Deans

Where required, Assistant Area Deans are appointed by the Area Bishop in consultation with the Area Dean. Their role is a valuable one in providing extra support for the clergy and sharing in the responsibilities of the Area Dean as outlined above.

8. Election, Appointment and Term of Office

a. Area Deans

The Area Dean is a Bishop's Officer appointed at the discretion of the Diocesan Bishop normally after consultation with the Area Bishop, Archdeacon and Deanery clergy in order to discern the person who is both capable of undertaking the task and who will receive the support of the Deanery in exercising this ministry.

The Diocesan Bishop formally invites the candidate to serve as Area Dean. This is normally for a period of five years from an agreed date but the term of office may be terminated or extended at the discretion of the Bishop or terminated by the Area Dean by resignation.

The Deanery Chapter is informed of the appointment before it is announced to the wider Church.

Where possible the appointment of a new Area Dean is made at least three months before taking up the post.

b. Assistant Area Deans

Area Deans may discuss with their Area Bishop the possibility of one or two colleagues (often depending on the size of the deanery) serving as Assistant Area Deans. The choice of assistants is subject to approval by the Area Bishop who will invite them to serve for a period of up to five years. There may be benefit from ensuring that Assistant Area Deans help to reflect the breadth and diversity of life across a deanery.

Because each deanery is different it is difficult to generalise about the role of Assistants. This will need to be agreed locally, to determine which particular areas of the work outlined here can best be shared. In order to do this effectively it is important for the Area Dean to meet with any Assistants on a regular basis - perhaps once a term.

3. Lay Chairs

The Lay Chair is elected by the Deanery Synod House of Laity for the three-year life of the Synod from among their number. Members need to be made aware of the roles and responsibilities of the Lay Chair before an election takes place in order to help them to make their decision appropriately. Lay Chairs can continue, if elected so to do, for up to three periods of three years in the role, and it is hoped that most will serve at least two periods, i.e. six years in each. Please refer to the Role of Deaneries and the Rules and Constitution for Deanery Synods 2020-2023.

9. Induction and Support

Induction advice will be arranged for the new Area Dean and a new Lay Chair. The Archdeacon takes responsibility for this in his/her Archdeaconry and the Chair of the House of Laity in respect of new Lay Chairs. Deanery Lay Chairs are asked to reflect on their training needs and can seek meetings with officers at Trinity House as part of their induction.

Area Deans and Assistants are encouraged to think of training needs they have for this role when assessing their training needs, planning their CME and framing their response to their Ministerial Development Review. New Area Deans may also wish (through the Diocesan Secretary's office) to arrange a visit to Trinity House to meet members of staff with whom they may have contact in their new role.

a. Responsibilities and Accountability

The Area Dean is appointed by the Diocesan Bishop and is accountable primarily to the Area Bishop and works with them, the Archdeacon and colleague Area Deans. The Deanery Lay Chairs are elected to their position by lay members of Deanery Synod/Deanery Leadership Teams.

b. Support

The Area Deans will meet with the Archdeacon and/or Area Bishop several times per year. Twice yearly all Area Deans and Assistants in the Diocese meet with the Diocesan Bishop together with other senior lay and clergy invited by the Bishop, including the Chair of the House of Laity. It is currently common practice (and this is expected to continue) that Area Deans are in regular touch with each other so that questions can be discussed, and advice sought. The Area Dean can expect to have regular contact with their Archdeacon. There are also at least two regular Diocesan meetings for Lay Chairs convened by the Chair of the House of Laity and the Diocesan Secretary, with other lay officers and clergy also invited as appropriate to the agenda.

c. Expenses

Reasonable expenses incurred by the Area Dean, Lay Chair, Deanery Secretary or Deanery Treasurer in relation to the Deanery Synod and Chapters should be paid for by the Deanery Synod.

10. Additional information on the role of the Area Dean in relation to clergy

a. Pastoral Care

The role of the Area Dean is to extend and strengthen the oversight and pastoral care of the Bishop and to ensure the wellbeing of clergy and licensed lay ministers. At its most basic, pastoral care operates at local level.

The Deanery is an important part of Diocesan life and Area Deans need to spend time to encourage full participation in the whole life of the Deanery by promoting clergy attendance at Chapter and Synod meetings.

The Area Dean is usually the first port of call for incumbents in the Deanery and sometimes for assistant clergy whether active in ministry or retired from ministry. Effective and supportive ministry from the Area Dean may include:

- Visiting new clergy families so that they are welcomed appropriately in consultation with the Archdeacon. Help with cases of serious illness or other forms of distress among the clergy, or where there are signs of deterioration or depression which may lead to neglect of pastoral care, breakdown in pastoral relationships or failure to exercise adequate supervision or team leadership. It is important that bishops are kept informed of these situations within a context of confidentiality and usually with the agreement of the clergy concerned.
- If possible, attending retirements and farewells
- The Area Dean is encouraged to entertain the clergy in their charge as part of this pastoral care. The cost of this should be borne from the Area Dean's expenses.

b. Clergy on Long-Term Sick Leave

The 'Clergy Terms and Conditions of Service' booklet sets out the procedures for a clergy to follow when they are unwell. The Area Dean is likely to be an early port of call for requests for short-term cover for services. In cases of longer-term illness, the pastoral care of the clergy concerned and their household and of the parish will be agreed between the Area Bishop, Archdeacon and Area Dean.

c. Retired Clergy

Area Deans should be aware of retired clergy in their deanery; whether they are active regularly in ministry, available for occasional offices and cover, or happily retired and no longer available for ministry. The Area Dean should be sensitive to include all retired clergy who wish to be included in any social events of the Chapter or Deanery and to be aware of any issues about retired clergy being over-used or mis-used. They may wish to share the ministry of the parochial clergy or prefer to be gap fillers on an irregular basis.

Those retired clergy with PTO will need to contact the Area Dean on an annual basis to have their PTO form counter-signed for a further year. These forms are collected by the Area Dean and then sent to the Bishop's Chaplain. This provides an excellent opportunity for the Area Dean to meet with the retired clergy and hear any concerns they may have.

Retired clergy should not be ministering without a current PTO form (which involves DBS checks being done). Some clergy do let their PTO lapse because they do not renew it. They may need to be asked to stop ministering whilst this is the case. Please contact the Bishop's Chaplain or Archdeacon if have any queries about this. Guidance about fees for weddings and funeral fees for retired clergy is in the Pay and Conditions Policy on the Diocesan website. All clergy and Readers should receive travelling expenses.

The Area Dean should be aware of the existence of the Bishop's Officer for Retired Clergy and the Clergy Bereavement Officer. They are responsible for the pastoral care of bereaved clergy and spouses

d. The Clergy Chapter

The Area Dean is to encourage the clergy in fellowship, mutual support, theological reflection and spirituality.

The Area Dean chairs the Clergy Chapter and is responsible for ensuring that an engaging programme is established and that the culture of meetings is supportive and encouraging.

The strength of Deanery Chapters is their diversity. Clergy are brought together by geography rather than tradition, theology or any other form of affinity. The Area Dean, as Bishop's Officer, shares the responsibility of maintaining the unity and diversity of the clergy at Chapter level. The contribution and involvement of all self-supporting clergy should be welcomed, encouraged and valued. Opportunity should be given from time to time for those whose work or other duties preclude meetings during the day to attend at a time more convenient for them, for example in the evening or at lunchtimes.

In order to affirm the collaborative nature of ministry, chapters could consider inviting licensed or commissioned lay ministers such as Readers or SPAs to attend certain meetings occasionally when there are topics of mutual concern to discuss.

The Lay Chair should be invited to attend meetings of the chapter where there are particular matters to discuss.

The Area Dean will offer spiritual leadership and pastoral care, representing the views of the chapter clergy to the Bishop and Archdeacon and ensuring good communication. The Area Dean is also responsible for conveying information from the Archdeacon and Bishop to clergy in the Deanery.

e. Ministerial Development Review (MDR)

The Area Dean is responsible for the MDR of the Assistant Clergy and some chaplains within their Deanery, with the exception of training colleagues. This takes place every 18 months. Full training and support are given, either via CME or from the Archdeacon. Timings of reviews are triggered by the Area Office to the Area Dean and templates for communications with the assistant clergy are provided. All administration about the process is handled by the Area Office.

f. Co-operation with Ecumenical Borough Deans (in London) and representing the Church in local civic life.

The role description and shape of the work of the Ecumenical Borough Dean has recently been re-written and is included as Appendix E on page 27.

Area Deans should take the lead within their Deaneries in encouraging good relationships and common mission with other Christian denominations and organisations and be prepared to represent the interests of their Deaneries as appropriate with other local civic leaders.

h. When there is a vacancy for the incumbent/incumbent status post in a parish

When a vacancy is announced, the Archdeacon will arrange with the Area Dean to meet with the Churchwardens to discuss how the mission and ministry of the parish can reasonably be sustained in the vacancy.

The Area Dean and Lay Chair will be asked to contribute to the Archdeaconry Mission and Pastoral Committee. According to circumstance this may be a short report or a much more extended dialogue.

If the vacancy is to be filled the process set out below is followed. If other arrangements for ministry are to be made, the Archdeacon will liaise with the Area Dean and Lay Chair about how these will develop. Whichever route is followed, a period of vacancy is almost certain to follow.

i. Responsibility when there is a vacancy for the incumbent/incumbent status post in a parish

During a vacancy the Area Dean and Churchwardens become 'sequestrators', i.e. the Bishop's officers in the parish. During the vacancy, the Area Dean should be the first point of contact for Churchwardens and others seeking advice and support in the day-to-day running of the parish. (This may often be to direct them as to where they may find the answer rather than providing it!). In some cases, a regular meeting with them may be helpful.

The Area Dean should liaise with the Archdeacon about the supervision of other clergy in the parish and other licensed and authorised ministers. The one exception to this is that in the rare case of there being a title curate in the parish their supervision will be arranged between the Area Bishop and the Director of IME (and the Area Dean will be informed). In the event of a vacancy in either of these posts, the Archdeacon will work with the remaining one and inform the Area Dean.

The Churchwardens and the Area Dean are responsible for the maintenance of appropriate church services for the parish including provision for baptisms, weddings and funerals. Churchwardens may need help in finding cover, and this may require the active involvement of the Area Dean in establishing rotas and dealing with gaps.

j. The Appointment Process

Area Deans and Lay Chairs will be provided with the most up-to-date version of the Diocesan '*Guidelines for a Parish in Vacancy*' which explains the vacancy and appointment process in detail.

Either before or shortly after the incumbent has left, the Archdeacon (and Patron if applicable) and Area Dean will visit the PCC to explain the vacancy process. The PCC will subsequently arrange its own 'Section 11 Meeting'.

The Area Dean will work with the PCC in producing the draft of its profile to send to the Area Office, especially helping them with forming the sections that include a statement of their strength, needs and challenges and a person specification. The Archdeacon will work with the Area Bishop to draft the statement which may be requested from the Bishop under Section 11 of the Patronage (Benefices) Measure 1986. A statement will in any case be included when the Bishop is appointing a priest-in-charge or is Patron. The Area Dean and Lay Chair will be asked to provide a paragraph either for the Parish Profile or the Bishop's Statement about the life and nature of the Deanery.

The appointment process is usually overseen by the Archdeacon and the Area Office and involves the Area Dean and Lay Chair in the following ways:

- The Archdeacon will ensure the Area Dean and Lay Chair are aware of the vacancy timeline.
- The Area Dean's contact details will be made available to shortlisted candidates, inviting them to make contact to learn more about the life of the local churches and deanery.
- The Area Dean (and where practicable) the Lay Chair will be invited to meet the candidates at some point on the Parish Visit Day.
- The Archdeacon will inform the Area Dean and Lay Chair when an appointment is made and the likely timescale for induction/licensing.

k. Welcome the New Priest

Before the new priest moves in the Area Dean should be in touch with information of interest and concern, for example dates of Chapter and Synod meetings or anything key to the life of the deanery. A note of greeting from the Lay Chair also sets a good tone! The Archdeacon and Area Dean should ensure that at least one of them visits a new priest on the day they move in. It is good practice for the Area Dean to visit again 6-8 weeks after the service to check that all is well.

l. Other Appointments

The Area Dean should encourage there to be a deanery dimension to the licensing services for Team Vicars and other assistant clergy and at ordination services for colleagues in the Chapter.

m. Chaplaincies

Appointments at chaplaincy level (hospitals, prisons, schools), which may be lay or ordained, operate under different procedures and it is expected that the Area Dean will make contact with chaplains who work in the Deanery and seek to support and include them through the Chapter and Synod. Chaplains bring perspectives that could add substantially to the lives of deaneries but some can feel isolated. It may be helpful to entrust someone with ensuring that details of chaplains serving in institutions in the deanery are kept up to date and that chaplains are invited to Chapter meetings.

n. Contact and Advice

The Area Dean is often the person that other clergy contact for advice about a whole range of issues to do with ministry and the life of the church. The Area Dean should not feel that they must become a repository for all possible knowledge but may however want to have a sense of where clergy can be directed to find the answer. The Area Dean should not encourage a dependency culture.

The information contained in this handbook will be updated as circumstances change and evolve. All questions and comments can be referred to your Archdeacon in the first instance.

11. Background, Legalities, Church Governance affecting Deaneries

A Brief History of Area Deans (formerly Rural Deans)

The office of Area Dean is very ancient. It is first recorded in one of the laws ascribed to Edward the Confessor. The Area Dean was appointed by the Bishop 'to have the inspection of clergy and people within the district in which he was incumbent . . . to which end [he] had power to convene rural chapters.' These chapters were made up of all the instituted clergy, or their curates as proxies for them, with the Dean as president.

By the fifteenth century the jurisdiction of the Area Dean had declined to almost nothing as a result of the development of the office of Archdeacon. However, by the middle of the last century Area Deaneries had been established by statute and the Ecclesiastical Commissioners had power to alter the area of Area Deaneries, to increase or diminish their number and to name new ones. The same statute also provided that every parish was in its entirety to be within an Area Deanery and since then a number of statutes have given specific powers to the Area Dean.

The Canons relating to Area Deans:

Canon C23: Of Area Deans

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

Canon F17: Of Keeping a Record of the Property of Churches

1. Every bishop within his diocese shall procure so far as he is able that a full note and terrier of all lands, goods and other possessions of the parochial churches and chapels therein be compiled and kept by the Minister and Churchwardens in accordance with the instructions and forms provided from time to time by the General Synod.
2. Every archdeacon shall at least once in three years, either in person or by the Area Dean, satisfy himself that the directions of the preceding paragraph of this Canon have been carried out in all the parishes within his jurisdiction.

Canon F18: Of the Survey of Parish Churches

1. Every archdeacon shall survey the churches, chancels and churchyards within his jurisdiction at least once in three years, either in person or by the Area Dean, and shall give direction for the amendment of all defects in the fabric, ornaments, and furniture of the same. In particular he shall exercise the powers conferred upon him by the Inspection of Churches Measure 1955.

Appendix A - Key Publication Reference List

A Safe Church

<https://southwark.anglican.org/safeguarding/diocesan-policies-and-procedures>

The Role of Deaneries and the Rules and Constitution of Deanery Synods and Model Deanery Synod Rules

<https://southwark.anglican.org/wp-content/uploads/2021/01/Deanery-Synod-Model-Rules-2020-Final-Approved.pdf>

Church Representation Rules 2020

<https://www.churchofengland.org/more/policy-and-thinking/church-representation-rules>

Deaneries Advisory Group Report

<https://southwark.anglican.org/wp-content/uploads/2021/01/Deaneries-Advisory-Group-Report.pdf>

Lay Leadership and Lay Ministry Group Report

https://southwark.anglican.org/wp-content/uploads/2021/02/DS-18-18_LLandLMAG_report.pdf

Handbook of Governance

https://southwark.anglican.org/wp-content/uploads/2021/02/governance_handbook_v1_june20201.pdf

GDPR Resources

<https://southwark.anglican.org/support/for-our-churches/data-protection/>

Hardcopies of any of these documents are available on request. Please contact Kim Jeffal (kim.jeffal@southwark.anglican.org)

Appendix B - Contacts List

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Appendix C - Extract from the Synodical Government Measure 1969

The functions of a Deanery Synod

5. -(3) The functions of a Deanery Synod shall be:

- a. to consider matters concerning the Church of England and to make provision for such matters in relation to their Deanery, and to consider and express their opinion on any other matters of religious or public interest
- b. to bring together the views of the parishes of the Deanery on common problems, to discuss and formulate common policies on those problems, to foster a sense of community and interdependence among those parishes, and generally to promote in the Deanery the whole mission of the Church, pastoral, evangelistic, social and ecumenical
- c. To make known, and so far as appropriate put into effect any provision made by the Diocesan Synod
- d. To consider the business of the Diocesan Synod, and particularly any matters referred to that synod by the General Synod, and to sound parochial opinion, whenever they are required or consider it appropriate to do so
- e. To raise such matters as the Deanery Synod consider appropriate with the Diocesan Synod.

Provided that the functions referred to in paragraph (a) hereof shall not include the issue of any statement purporting to declare the doctrine of the Church on any question.

5.-(4) If the Diocesan Synod delegate to Deanery Synods functions in relation to the parishes of their Deaneries, and in particular the determination of parochial shares in quotas allocated to the Deaneries, the Deanery Synod shall exercise these functions.

In this subsection 'quota' means an amount to be subscribed to the expenditure authorised by diocesan synods.

5. -(5) The General Synod may by Canon or Regulation extend, amend or further define the functions of Deanery Synods.

7. -(1) The rules contained in Schedule 3 to this Measure, which may be cited as the Church Representation Rules, shall have effect for the purpose of providing for the constitution and proceedings of diocesan and deanery synods and making further provision for the synodical government of the Church, including the matters hitherto provided for by the Rules for the Representation of the Laity.

Provided that the said rules may at any time be amended by a resolution of the General Synod passed by a majority in each House of not less two-thirds of those present and voting.

Appendix D - Church Governance Affecting Deaneries

General Synod

This is the Church of England's national assembly rather like Parliament and operates on a 5-yearly cycle. Seven laity members and seven clergy represent the Diocese nationally in two houses. All licensed clergy in the Deanery and the lay members of Deanery Synod are the electorate for these elections to their respective houses. All members of the Deanery Synod are encouraged to participate in any hustings to hear the views of the representatives who have been nominated.

The General Synod passes "Measures" some of which go through both houses of Parliament and, if adopted, become law. It regulates relationships with other Church bodies and oversees worship, doctrine and liturgy. It deliberates on matters of national interest and gives approval (or otherwise) of the central annual church budget.

Each Deanery is allocated a General Synod member as a point of contact and communication. A verbal or written report should be given following each session of the General Synod.

Action by Deaneries

- Keep the Diocesan Secretary informed of any membership changes
- Encourage candidates to stand
- Encourage members to attend any hustings
- Have regular feedback from the allocated General Synod member

Diocesan Synod

This is the main decision-making body in the Diocese; a forum for debating policy, finance and mission. It operates on a 3-year cycle and numbers of clergy and laity per Deanery are determined by the Diocesan Synod. The method of election to the Diocesan Synod is set out in the Church Representation Rules. Deanery Synods elect the lay members of Diocesan Synod and it is open to members on the electoral roll aged over 16 (who need not be members of the Deanery Synod). The effective date is 1 August, so the first meeting of the triennium is always in November. It is very important to consider minority ethnic/gender representation when encouraging people to stand for election.

The standing committee of the Diocesan Synod is the Diocesan Council of Trustees (Bishop's Council) which members are elected every three years by members of Diocesan Synod after the November Diocesan Synod of their first year. The Diocesan Synod considers proposals from the General Synod for local views, and in turn formulates proposals from the Diocese back to the wider stage of General Synod. It provides an opportunity for the aims of the Bishop and the Diocese to be explained, supported or challenged and can advise the Bishop on any matter on which he may consult the Synod. It is the main forum for the expression on any matter of religious or public opinion.

Action by the Deanery

- To hold triennial elections in the House of Clergy and the House of Laity. Reminders are issued by the Diocesan Secretary
- Ensure Deanery Secretary contact details are with the Diocesan Secretary
- Encourage candidates to stand for election
- Hold elections when there are vacancies
- Request a member of Diocesan Synod to make a report after each meeting

Archdeaconry Mission and Pastoral Committees

The AMPCs are primarily sub-committees of the Diocesan Mission and Pastoral Committee in order to give consideration to matters of pastoral reorganisation, suspensions of livings and restriction in rights of presentation to vacancies within the Archdeaconry. Any decisions of the AMPCs are then considered by the DMPC. Normally, one clergy and one lay representative is elected to serve from each deanery every five years. The effective date is 1st January.

Action by Deaneries

- To elect members to the Archdeaconry Pastoral Committee when requested to do so by the Diocesan Secretary
- To report back any relevant item to the Deanery Synod

Appendix E - Ecumenical Borough Deans (where applicable)

The Ecumenical Borough Deans (EBDs) are, as the name suggests, a group in each London Borough, who meet as representatives of the range of Christian denominations that are present in the Borough.

The main function of the EBDs is to provide a communication forum between the Civic Authorities, and particularly the Local Authority, and the Christian Churches, so that there is a better understanding of how local policy impacts on ordinary people, and to explore ways in which good communication and/or shared initiatives can help to build up effective partnerships between the Civic Authorities and the faith communities.

The London Churches Group for Social Action prepared a Job Description in 2007, which can be found in “Ecumenical Borough Deans: Promoting Civic Engagement - A handbook for more effective practice” available at www.londonchurches.org.uk. What follows has been expanded to reflect the experience of the Diocese of Southwark, and particularly the developments in the role of Greenwich EBDs which grew out of the planning for the Olympic and Paralympic Games.

Depending on local circumstances and experience, and particularly the preferred approach of the civic authority concerned, this may mean working through other existing Christian and/or Multi-Faith Forums rather than explicitly as Ecumenical Borough Deans, however the principles and aims should remain the same.

Job Description for Ecumenical Borough Deans

Responsible: To your own denominational leadership.

Mission: The EBDs’ core Mission is to be the main point of contact between Statutory Authorities and the local churches in each London Borough.

Purpose: To work with the other EBDs as a group to devise an ecumenical work programme which ensures that Christian values are promoted, in co-operation with other faiths, at Local Authority and community levels.

Main tasks and duties

- to liaise with the Civic Authorities over issues of common concern. This would normally take the form of a meeting with the Chief Executive and/or Council Leader at least once a year, an annual meeting with the Borough Commander, and occasional meetings with such people as NHS administrators etc
- to liaise with local churches so that good information flows exist. This may be achieved by the establishing of a quarterly forum to which any member of any church in the Borough could come. The aims would be to pray together, to promote good communication, and to enable the churches to work together on joint projects
- to liaise with other ecumenical groups in the area, such as Churches Together groups and black majority church groups and initiatives
- to engage with multi-faith initiatives in the Borough.

Responsibilities

- to agree a Convenor from among the EBDs
- to share the responsibility of being lead person on particular initiatives
- to keep the Local Authority up-to-date on what the local churches are doing and expecting from the Council
- to initiate (where appropriate), encourage and support local ecumenical Christian action. This may include initiatives such as police chaplaincy, food banks, street pastors, regular faith community leaders' meetings, etc.
- to elicit from the Local Authority news of initiatives and partnerships in which local churches might be invited to participate.
- to assist with planning Civic Worship Services
- to manage the faith communities aspect of the Borough's major incident plan in some boroughs the EBDs manage the hustings for candidates at general elections
- to ensure official church representation at forthcoming council events where appropriate
- to establish reporting links to deaneries, synods, circuits and their equivalents
- to let local churches know that the EBD group exists, how it sees its role, who its members are and what it is doing
- to be aware of Church and multi-faith partnerships and initiatives
- to consider producing a short Annual Report for all the churches in the Borough and holding an Annual Public Meeting at which some issue of common concern can be explored
- to liaise with your own denomination to ensure appropriate continuity, including handover, whenever a change of denominational representative occurs.

