

## Diocese of Chelmsford

### Principles for the Deployment of Ministry 2009 to 2016

**Our Passion:**

Our Passion is **Jesus** - Proclaiming and Living out God's love for all people

**Our Aspiration:**

To be a Transforming Presence in every Community,  
Open and Welcoming to all, and Serving all

**Our Resources:**

Faithful people, Prayer and worship, Visionary leadership, Liberating gifts

#### **I. Prologue**

This paper is about the way in which we ensure that there will be effective and forward looking mission and ministry in the Diocese during the coming decade.

There is a danger when we see our Diocesan Vision Statement at the head of any document that we ignore it, take it for granted and then just pass on to the details. We have deliberately placed it at the head of this paper because it has been the driving force of our work. We are talking of Christ's Church, his Body, and the way it can operate and function both as a means of transforming the world by presence and mission and of strengthening itself as the fellowship of those who have passed - and are passing - from death to resurrection.

Our task initially was to examine the changing role of stipendiary clergy in the future in the light of reducing numbers and their greater responsibility as leaders in a wider and more demanding parochial ministry. We could simply say that we need to cope with decline and that parishes and deaneries will suffer, churches will close and ministry reduce.

The alternative is to look at what we need to maintain and grow ministry in the Diocese so that, in Jesus, we continue to be a Transforming Presence in every Community, Open and Welcoming to all and Serving all. We recommend that the Diocesan Committees, Episcopal Areas and Deaneries begin to plan to address their ministerial needs by a process of vocational discernment, training and deployment of new and existing lay and ordained self-supporting ministers.

Much work needs to be done to flesh out these plans but this paper is offered as a starting point. It arises out of our Passion for Jesus, Our Aspiration to be a Kingdom people and the knowledge that we have in this Diocese the Resources of faithful people, prayer and worship, visionary leadership and liberating gifts to carry it out.

#### **2. The Changing Shape of Ministry**

The church deploys a wide diversity of licensed ministers for its work of mission and ministry. At present, this diocese has approximately 390 stipendiary clergy, 130 self-supporting clergy (of whom 12 are in House-for-Duty posts) and 360 Readers.

In recent years, the total number of active ordained ministers has grown with the balance shifting from stipendiary to self-supporting clergy. This trend is set to continue and in 2010 it is predicted nationally that the total number of self-supporting and retired clergy will exceed the number of stipendiary clergy for the first time.

The church has been learning to place less reliance on full-time stipendiary clergy and this will continue. Patterns of collaborative working between clergy and parishes have grown. New opportunities for leadership responsibility have become available for self-supporting clergy and Readers, Church Army Evangelists and Ordained and Lay Pioneer Ministries. In addition, the roles of Chelmsford Pastoral Assistant and Evangelist have been recognised and there are growing numbers of employed and voluntary Children, Youth and Family Workers in our parishes. This trend is to be welcomed as a proper expression of the full variety of ministry gifts within the Body of Christ.

As a result of this increasing variety of ministry, the demands placed on full-time, stipendiary clergy to be leaders of teams has grown and selection criteria for clergy have become more demanding. It can be assumed that in future all paid clergy will be expected to exercise their ministry at incumbent level or higher as leaders of ministry teams, groups and clusters.

At present, the distribution of stipendiary clergy is based on a reasonably fair assessment of the needs and opportunities both nationally and locally. This is less true of self-supporting clergy and Reader ministry which is not evenly spread across the diocese. In order to address the current imbalance, we hope to see a greater discernment of vocations to ministry in every locality together with a greater willingness on the part of individuals (and their parishes) to engage with the possibility of deployment to places of greater need.

This paper lays out recommendations regarding the future deployment of ministry in order to ensure that our aspiration to be a transforming presence in every community can be maintained and enhanced to the glory of God and the growth of God's Kingdom.

### **3. Principles**

The principles that motivate this work are:

1. To recognise the diversity of available ordained and lay ministry (full-time, part-time; stipendiary, self-supporting; locally or nationally deployed; pioneer, strategic leader and/or parson; Church Army Officer, Reader, Pastoral Assistant, Evangelist etc.)
2. To recognise that the church is called to serve God's mission. This includes pastoral care for church members and the wider community together with the development of worshipping, witnessing and serving congregations which are turned outwards towards others.
3. To enable opportunities and new developments in ministry and mission to be supported alongside existing forms of church ministry.
4. To be committed to sustaining healthy communities, congregations and ministers through appropriate leadership and collaboration.
5. To recognise and affirm the plural nature of Christian leadership, mission and ministry.

As a result, we will set out criteria for deploying stipendiary and self-supporting clergy that are fair, transparent, flexible and equitable for use by Bishops, Pastoral Committees and Deaneries across our diverse diocese. In addition we encourage corporate vocational action throughout the diocese to discern, train and deploy the full range of authorized ministry that will be required for effective mission and ministry in every locality.

### **4. Factors to be considered in the Deployment of Ministers**

The final decision concerning the deployment of licensed ministers lies with the Bishop. In all but the most unusual circumstances, the process of discernment properly involves a collaborative, consultative process with the benefice PCC(s), Deanery, Area, Diocese and ecumenical partners. This style of consultation process will be vital in applying these guidelines so that the needs and opportunities locally and across the diocese can be properly balanced.

The requirements for ordained ministry will legitimately vary in urban, suburban and rural areas.

To recognise the proper variations that will be required at local level, we have determined a range of factors that do not lend themselves to simple formulaic application but nonetheless must be taken into account. The non-numeric criteria for deployment will lead to some parishes or deaneries requiring more ministerial support and others less. These variations will require consultation and agreement within each Episcopal Area.

#### **4.1 National**

The national stipendiary clergy share scheme (commonly known as “Sheffield”) is our starting point for knowing the number of stipendiary clergy that we can expect to deploy in the diocese. We receive a regularly updated prediction of our allocated stipendiary clergy numbers and have a mutual responsibility with other dioceses not to significantly over or under deploy.

#### **4.2 Diocese**

Within the diocese we have to work with our national allocation of stipendiary clergy and then prepare a workable budget that not only accounts for stipends but also for housing (which is also a cost for house-for-duty posts) and training (which is a cost for all ministry posts). In addition, the diocese must balance the requirement for parochial clergy with the need for specialist, sector and pioneer posts at Diocesan and Area levels.

#### **4.3 Deanery**

The deanery will want to ensure that it makes best use of the full range of available Christian ministry: ordained and lay, licensed and authorised, paid and self-supporting, Anglican and ecumenical. It will balance the need for parish based ministry alongside any local requirement for specialist skills to promote deanery vision and mission. The deanery may be best placed to coordinate the response to the growing opportunities for Christian ministry and mission that can be developed in partnership with schools, colleges, hospitals and work-places.

The deanery will also want to provide a sustainable ministerial support network, in order to promote collaborative working and avoid any isolation of ministers. It will take account of the financial resources available locally and seek to make decisions in a mutually accountable and beneficial way with other deaneries in the Area and Diocese.

#### **4.4 Benefice**

The needs and opportunities of the local parish or benefice will strongly influence deployment decisions. The following list indicates the range of characteristics that need to be taken into account. These criteria are not listed in order to maintain the status quo but rather to indicate the mission and pastoral opportunities that are available in a particular locality which enable and promote gospel ministry.

- a. Number and size of congregations and worship centres
- b. Number of parishes (ie PCCs and DCCs) in the benefice
- c. Pattern of services and the travelling distances between them
- d. Civic expectations
- e. School or chaplaincy involvement
- f. Number and distribution of occasional offices
- g. Ecumenical and other faith communities
- h. Population, demography, deprivation and geographic spread
- i. Expected demographic/population change
- j. Range of church ministries to support or manage
- k. Employed staff/other ministers/administrative support
- l. Availability of appropriate “God people”/parsons in each place as public representatives

- m. Parochial contribution to deanery and diocese
- n. Financial viability and payment of parish share
- o. Wider church responsibilities eg Area/Rural Dean or Training Incumbent

#### 4.5 Support for Ministers

In order to make the most of the time, gifts and abilities of our ministers, we want to ensure that they are properly supported and freed from unnecessary worry. The following checklist is offered to prevent unsupported or inappropriate appointments. Not all the criteria will be relevant to all ordained ministers and will need to be applied appropriately. Deaneries and Pastoral Committees are invited to consider the health or otherwise of existing appointments and identify improvements that could be made now or in the future.

- a. Suitable and safe housing
- b. Appropriate schooling and employment opportunities for household members
- c. Accessibility to support networks and social opportunities
- d. Opportunities to use gifts beyond the parish, as appropriate
- e. A healthy work pattern that allows for seasonal busyness, reflection and time off. For stipendiary clergy this means a weekly day-off, six weeks holiday and time for an annual retreat
- f. Appropriate administrative and office support
- g. Availability of a team of lay officers including Church Wardens, Treasurer and PCC Secretary
- h. Payment of working expenses
- i. Parish encouragement for on-going training and development including financial support for books, travel and retreat.
- j. Reasonable number of occasional offices
- k. Sustainable number and pattern of Sunday and mid-week services
- l. Reasonable travelling distances and times

#### 5. Stipendiary Clergy

To demonstrate the need for urgent attention to be given to developing every type of ministry, we now focus on stipendiary clergy numbers. The national prediction is that between 2009 and 2016 our allocation of stipendiary clergy will fall by 47, which is equivalent to a 14% reduction in the current number of parochial positions. This level of reduction means that we need to take a more strategic approach to how stipendiary clergy are deployed across the diocese in order to plan for effective ministry and mission provision into the future. Simply spreading the available numbers more thinly and disregarding other forms of ministry is not an option. This paper sets out an equitable method of deploying stipendiary clergy, which can be adapted in the light of the previous criteria and the availability of other types of ministry. This approach provides the basis for the discussion and action that will be required in Diocesan, Area and Deanery forums.

The national stipendiary clergy share scheme (commonly known as “Sheffield”) apportions clergy to dioceses according to four weighted factors: Population, Area, Membership and Number of churches. Applying this method within the diocese and comparing the results with the 2009 Deanery Share Scheme figures shows that the maximum variation at Area level is currently less than three positions.

Area	2009 allocation of stipendiary parochial clergy from DSS	2009 allocation of clergy according to the Sheffield formula	Difference
Barking	136.4	138.3	+1.9
Bradwell	112.4	110.0	-2.4
Colchester	90.9	91.4	+0.5

We do not claim that the “Sheffield” formula is perfect but there is no other method that currently provides a better solution and so, we recommend that this apportionment method is used as the starting point for future deployment considerations.

Applying the Sheffield apportionment to the predicted number stipendiary clergy who will be available for parochial ministry in 2016 produces the following results:

Area	2009 allocation of stipendiary parochial clergy from DSS	2009 allocation of clergy according to the Sheffield formula	2016 allocation of clergy according to the Sheffield formula	Predicted reduction from 2009 DSS to 2016
Barking	136.4	138.3	119.2	17.2
Bradwell	112.4	110.0	94.8	17.6
Colchester	90.9	91.4	78.8	12.1

## 6. Area Mission and Pastoral Committees and Deaneries

Further work is needed before publishing the results of applying the Sheffield apportionment at Deanery level especially to take account of House-for-Duty posts and self-supporting Priests-in-Charge. The initial results indicate that some deaneries could face a significant reduction in stipendiary parochial clergy whereas others are already fairly close to the likely numbers for 2016. The Area Mission and Pastoral Committees will need to interpret the raw figures and apply the various non-numeric deployment criteria from section four above before proposing 2016 target figures for each deanery.

In the meantime, we recommend that deaneries begin work to propose the number of licensed clergy and lay ministers they believe will be required for effective ministry and mission in their particular context over the next seven years. We trust this work will be a helpful contribution to the renewal of deanery vision and plans in partnership with the Area Mission and Pastoral Committee and Bishop.

The difference between the “desired” number of ministers and the available number of stipendiary clergy predicted in 2016 (plus current numbers of self-supporting ministers) will show the “ministry shortfall” that will need to be filled over the next seven years. This is just long enough to discern, train and deploy new self-supporting or house-for-duty clergy and Readers. The new category of locally deployed Self-supporting Ministry (LDSSM) may be of particular interest (a policy for this ministry is being finalised by the Ministry Advisory Group and Bishop’s Staff at present).

The trend towards more reliance on self-supporting ministry seems set to continue for the foreseeable future and so the work that we are beginning over the next seven years will be of continuing benefit to the church as we rely less on stipendiary clergy for conventional ministry and place them in situations of strategic leadership with a focus on equipping others.

## 7. Recommended Action Plan

- a. Initiate an educational process regarding the changing patterns of ministry in the Church of England and the consequences of this paper’s recommendations. The following order is recommended beginning now:
  1. Lay Chairs and Rural/Area Deans for the whole diocese
  2. Parish Development, SSM and Vocations Advisers
  3. Diocesan and Area Mission and Pastoral Committees

4. Deanery Synod members and Church Wardens by Area.
- b. Each Area Bishop and Pastoral Committee to apply the numeric and non-numeric deployment criteria in order to plan for stipendiary clergy deployment in each deanery between now and 2016 by December 2009.
  - c. Subject to the current trial, resources for corporate vocational discernment to be made available for deanery and parish use from January 2010.
  - d. Area Bishops and Rural/Area Deans consider the need for new or additional appointments as Deanery Vocations Advisers by Easter 2010.
  - e. Each deanery to update its Deanery Vision with details of their desired ministry pattern for 2016 together with a plan for vocational discernment and training by Easter 2010.
  - f. The Bishop initiates a review of the appropriate advisory roles and responsibilities required at diocesan and area level to serve the needs of the church in 2016 with reduced numbers of stipendiary clergy but increased numbers of self-supporting lay and ordained ministries. This review to be completed by January 2010 (in time for the 2011 budget) and implemented from January 2011.
  - g. SSM Advisers and LARCS to map the distribution and deployment possibilities of those in their care by December 2009.
  - h. From 2010, all reviews of working agreements for self-supporting clergy and readers beyond their initial training period to include a review of deployment options.
  - i. Following the expected moderation report on the Reader Training programme, to initiate a review of patterns of lay ministry and training with particular reference to those who do not wish to be licensed and deployed but have gifts in worship leading and preaching under supervision in the local context.
  - j. The Ministry Advisory Group to complete its work on Locally Deployed Self-supporting Ministry such that candidates can be selected and trained for this pattern of ministry from 2010.

***Prepared on behalf of the Bishop's Staff*** by The Ven David Lowman (Chair), The Rt Revd Christopher Morgan, The Revd Canon Roger Matthews and The Revd Jenny Tomlinson

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