

Diocese of St Andrews, Dunkeld & Dunblane



Policy and Action Plan

May 2008

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A MESSAGE FROM BISHOP DAVID

Welcome to the Diocesan Policy document which is the outcome of two years of work on our Diocesan Review. There is also a shorter document which focuses on what the new Policy will mean for individual congregations. We propose that this new programme for growth should be called ***Casting the Net***.

I want to thank the large number of people right across the diocese who have committed time and energy to shaping this new view of our future. There has been much research and strategic thinking. We have been exploring how we can become the kind of church through which people may find a deeper experience of God in their lives. This means celebrating and building on our strengths in worship, spirituality and prayer, in ministry and service. It means that we seek growth in people, in the quality of our congregational life and in numbers.

This Review has taught me many things. Most important has been the growing realisation that this is a time of promise and opportunity for our church in Scotland. A more secular society is more fluid and more denominationally mobile. People are searching for reality and depth in their spiritual lives. As a small, friendly church which is rich in worship and spirituality, we have the opportunity of offering ourselves as a place in which they can carry on that search.

We now intend to encourage clergy and people across the diocese to discuss the proposals in the new Diocesan Policy. That process will lead us towards a special meeting of Diocesan Synod which will take place on Saturday, September 20, 2008.

We have taken the risk of looking at everything. We have committed ourselves to a new future. We are open to God's guidance. May God bless us in all that we do for the building of his Kingdom.

+David St Andrews, Dunkeld and Dunblane

1 Choosing to face the challenges

In the Diocesan Review 2006 to 2007, the strategic position of our congregations and our diocese was thoroughly examined and widely discussed. The Review considered our strengths and opportunities as well as weaknesses and threats.

From evidence, analysis and reflection we were able to draw a number of important conclusions about the future of our congregations and diocese.

- ❑ We need to develop a new kind of future. The church must respond creatively to change in society
- ❑ We must halt the decline in membership. It erodes the viability and threatens the long term future of individual congregations and of the diocese as a whole. Outreach work needs to be given priority. We must overcome ambivalence, apathy and resistance to change.
- ❑ We recognise that some decline in churchgoing is rooted in what the church does. We can reverse decline if we understand it and are prepared to address it.
- ❑ We must focus our resources on growth.
- ❑ Our diocese and congregations need both spiritual renewal and a coherent and widely-supported strategy. We need to organise our diocese differently if we are to implement a strategy for growth.

2 The Way Forward – Vision, Strategy, Action

We can't "organise" spiritual renewal. But we can organise and do things which bring the church to the point where renewal is possible and which give our congregations and diocese the best prospects of thriving. It's faithfulness lived with confidence. It's concern about people and their deepest needs rather than pre-occupation of the church with itself.

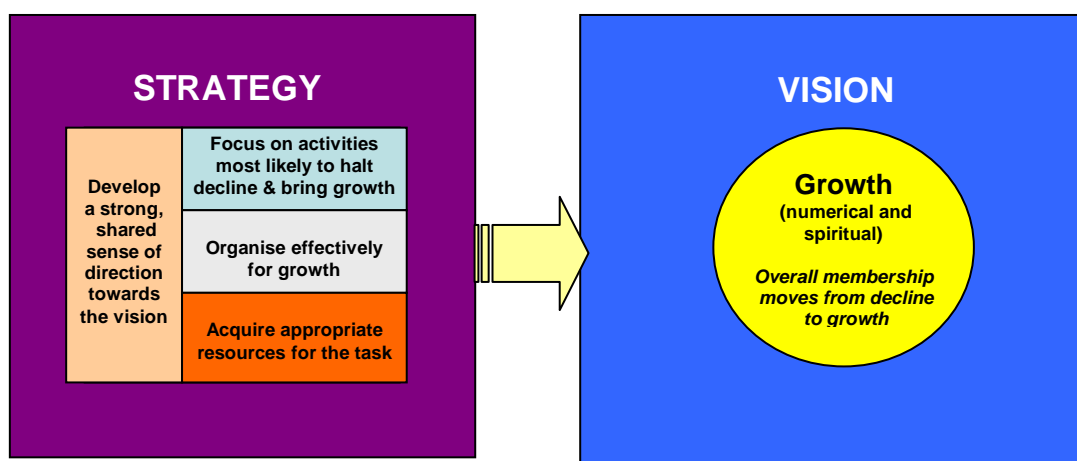
This is the Vision towards which we are working ...

“Our Diocese comprises a thriving group of hopeful, caring and committed congregations whose shared life, worship and effective engagement with people and issues in their communities attracts growing numbers of people from diverse backgrounds to share the values and work of our Church.”

Central to this future vision for the diocese is a **move from decline to growth**.

In working to make the vision a reality, we have a simple strategy:

- Develop a strong, shared sense of direction towards the vision**
- Focus on activities most likely to halt decline and bring growth**
- Organise effectively for growth**
- Acquire and manage appropriate resources for the task**



Vision and strategy together now have clear and committed support from across the diocese. They can help guide us jointly and individually to make coherent decisions about what we do and how we spend our time, energy and other resources.

The Diocesan Review identified a number of key areas in which we must shape policy if we are to implement the strategy for growth. Five Working Groups of laity and clergy from across the diocese have been working on these areas, drawing on best available practice and evidence.

On October 6th 2007 more than fifty people from across the diocese came together in a Sources of Growth Workshop. They shared stories of growth which is already happening in our congregations. They helped us to begin to develop a pool of knowledge about growth opportunities and how to grasp them.

The recommendations emerging from that process have now been integrated into this Policy and Action Plan. The detailed Working Group reports on which this policy draws will help guide future work in each area.

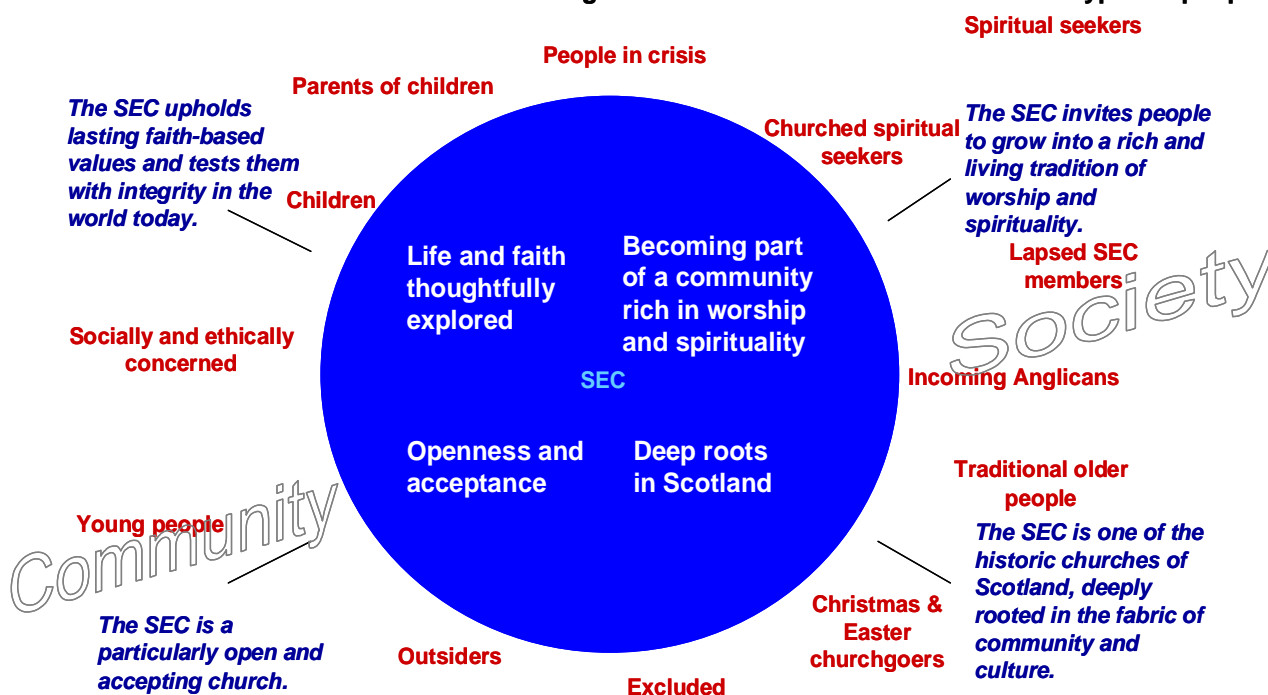
3 Sources of Growth

Evidence and experience suggest strongly that, particularly for small organisations, trying to be all things to all people is not a sustainable or effective approach.

This Policy and Action Plan sets out a number of different ways in which congregations and the diocese can move from decline to growth. We will be more successful in that work if we have a clear idea of where our efforts are most likely to be productive.

Strongest prospects for growth by individual congregations and the diocese as a whole are in circumstances where there is a good fit between what individuals or groups of people want or need and what the SEC is distinctively well placed to provide.

Truths about the SEC lead to distinctive strengths & benefits that can attract different types of people



A number of groups and types of people have been identified who are likely to represent stronger potential sources of growth. For each, a body of good practice has been brought together on how to engage with them, often illustrated by real-life stories of growth from around the diocese.

Some of the "Sources of Growth" material is presented more fully on the Diocesan website at <http://www.standrews.anglican.org/>.

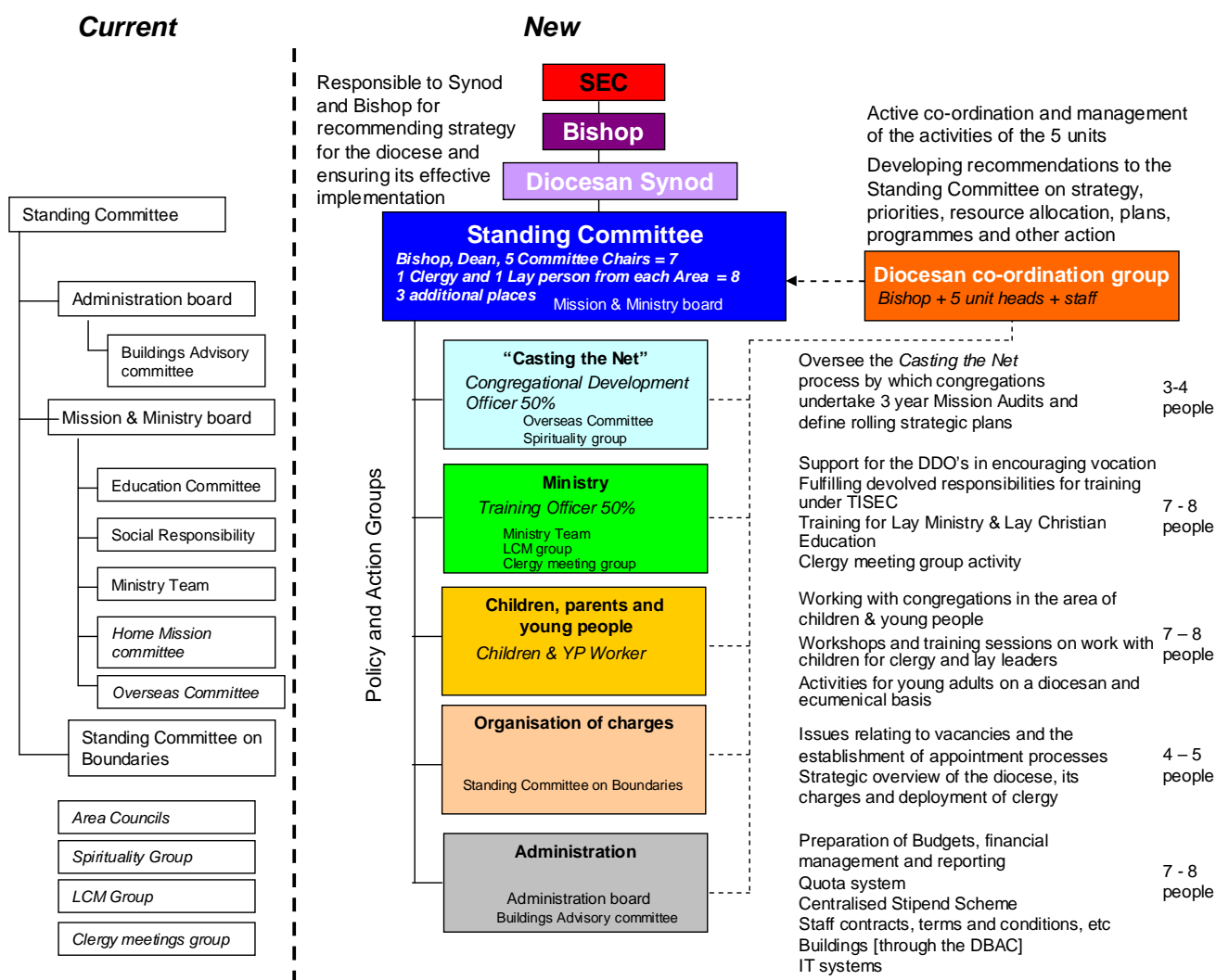
We hope to help individual congregations to take a clear-eyed look at their community, make realistic choices about where they will selectively focus their efforts to achieve growth and take practical steps to do whatever is needed to remove barriers and actively engage locally with people whom they hope to attract.

4 Structures

Some changes to diocesan structure and processes are needed to make growth a real priority in a practical sense. Major considerations are that

- ❑ Structure and process should be geared to actively supporting growth.
- ❑ It is very important to have an effective decision-making group at the core with responsibility and authority to set strategy and act to ensure coherent and effective implementation
- ❑ Structure should help us manage the aspects of our organisation that are most central to strategy
- ❑ It should be clear where specific responsibilities lie.

An overview of the current and new structures is given in the chart below.



The main characteristics of the new structure and related processes are as follows.

- ❑ Standing Committee is reformulated and enlarged so that it becomes more representative. It is chaired ex officio by the Bishop and becomes the principal decision-making body responsible to Synod for the recommendation and implementation of strategy focused on growth.

- ❑ The core agenda of Standing Committee is the achievement of growth through a strategy of which mission and ministry are central components. Standing Committee therefore takes over the remit of the present Mission and Ministry Board.
- ❑ As well as regular working meetings to receive reports and recommendations, consider issues arising and endorse action as required, the Standing Committee will carry out an annual strategic review. This will entail making dedicated time, perhaps a full day, to
 - Examine progress against the aims and objectives set out in the Diocesan strategy and policy documents
 - Identify necessary remedial action
 - Refine strategy if appropriate
 - Roll forward the overall Diocesan 3 year plan
- ❑ The Standing Committee is assisted by a Diocesan Co-ordination group which
 - Actively co-ordinates the plans and activities of the five Policy and Action Groups (see below)
 - Develops coherent recommendations to the Standing Committee on all aspects of strategy and implementation.
- ❑ Each area of policy becomes the responsibility of a Policy and Action Group. These groups are responsible to the revised Standing Committee for implementing that element of diocesan strategy and for achieving the related objectives. Those groups will be of differing sizes, depending on the remit, and may create, continue or disband sub-groups or committees as required to meet their remit and objectives.
- ❑ The Policy and Action Groups are:
 - *Organisation of Charges* – a group which keeps under constant review the way in which the organization of our Charges and Groupings responds to opportunities for growth. This group is led by the Dean
 - *Casting the Net* – a new programme for congregational growth supported by a part-time Congregational Development Officer
 - *Children, parents & young people* -- a programme to develop our work among young children and their parents supported by a part-time Children and Young People worker
 - *Ministry* - a programme of training, education and support for clergy and laity supported by a part-time Training Officer
 - *Administration* – continuing the work of the existing Administration Board, focused on property, finance, management and administration.
- ❑ Each of these units has control of significant resources or processes. All are answerable to Standing Committee. Their work programmes and resources are developed, coordinated and guided by the Diocesan Co-ordination Group. The head of each Policy and Action Group is ex officio a member of Standing Committee.
- ❑ The work programmes of members of the Diocesan Staff Team are agreed with the Bishop and the head of the relevant Policy and Action Group. Formal employment matters are dealt with by the Chair of the Administration Board.
- ❑ The enlarged Standing Committee will also include one lay and one clergy member from each Area, elected annually by Synod to help ensure that the Committee is broadly representative of the diocese. There are up to three further places to allow people with particular gifts to be brought onto the Standing Committee by co-option.

- ❑ Diocesan Synod will function in two distinct ways, namely
 - Meeting to conduct the business of the Diocese as defined by Canons
 - Meeting in Conference to provide a forum for discussion and debate of issues with which the church needs to engage

- ❑ Area Councils develop into Area Networks. They have two main functions:
 - They become a forum on mission, ministry and other issues for the clergy and laity of the congregations which are involved.
 - They become groupings through which training can be organised and delivered.
 - They develop their growing commitment to developing shared activity for their member congregations.
 - They no longer have a formal consultative role. The enlarged Standing Committee, which includes representation from the Area Networks, will fulfil this function.
 - They will have either Clergy and Lay Co-Chairs or alternating Clergy-Lay Chairmanship

- ❑ The role of Trustees remains unchanged.

In the initial period we shall begin to develop these new structures in 'shadow' form. Subject to Synod endorsement, the new structures will become operational from September 2008 onwards. A constitutional review will follow.

After a period in which the new structures 'bed down' we shall seek to give them constitutional authority in a format which is both simple and sufficiently flexible to respond to the need for further change as priorities and circumstances change and develop.

5 Congregational Life

5.1 Why is Congregational Life a priority?

Central to the new vision and strategy for the diocese is a move from decline to growth. During the review process of 2006/7, it became clear that most of our congregations don't plan or act on a clear understanding of what a healthy, growth-orientated church should do and be.

Where congregations feel vulnerable, they tend to move into 'survival mode'. This in turn leads to a limited and inward-facing agenda. At the point at which they need to face outwards in mission, they risk becoming self-preoccupied and unable to do so.

Many of our congregations undertook the MYCMI programme as part of Mission 21. This introduced them to the idea that congregations could review their life together and take a strategic view of their future as the people of God. That was a useful start but nonetheless limited in scope. To thrive and grow on a sustained basis, we need a more complete framework with a strong orientation towards mission and growth. There should be one simple but powerful process by which congregations can apply that framework to their life and work. Our aim is to develop a process which picks up and develops the work of MYCMI and Mission 21.

5.2 What was the Working Group on Congregational Life asked to do?

The task of this Working Group was to outline what the framework for the life of a congregation might be – the things that a congregation which seeks to be living, growing and attractive might need to do.

The Working Group was also asked to outline the process by which such an agenda could become embedded in congregational life – possibly by three or five year plans – and to identify the support which congregations would need to achieve that.

5.3 What process did the Group follow?

The Group identified areas which should be covered by a curriculum, namely *Prayer, Worship and Spirituality, Education, Youth and children's work, Stewardship, Community engagement, Inter-church activity, Peace and justice issues, Pastoral care and Buildings*.

Individual Group members then produced material for each element to define it, explain why it is important and suggest what might constitute good practice in our diocese for that aspect of congregational life.

The Group also recognised that there are many existing models for assessing and planning healthy congregational life. Some of these have the significant advantage of being accompanied by existing materials, tools and ideas - for teaching, discussion and planning. For us, it is an attractive option to adopt and adapt rather than to invent our own materials.

The Group took the view that the most critical parts of the overall task are to communicate a programme for Congregational Life clearly and persuasively to congregations and to provide suitable tools and support for them to use it.

5.4 What main policy aims have emerged for this area?

The main aim is to establish a simple strategic planning process for congregational health and growth as a central and valued part of “*what we do*” for all congregations in the diocese.

This is the core of the new Diocesan Policy. The provisions for Ministry and for work with Children and Parents are not ‘stand alone’ projects. They are the way in which the Diocese will resource and support congregations as they explore development in Congregational Life.

We hope that clergy and congregations will want to undertake this process. The high level of ‘up-take’ of MYCMI shows that the value of this approach is widely recognised. We hope that the greater value of a more holistic and integrated approach to every aspect of Congregational Life will also enthuse and encourage.

Specific objectives proposed are for:

- The first group of congregations (perhaps 12 or so) to have worked through the planning process for the first time and produced their first 3 year plan by the end of 2009
- All congregations to have plans in place, as well as a regular annual process of review, by end 2012

5.5 How will this new diocesan policy be implemented?

5.5.1 Choice of strategic process for Congregational Life

There are advantages in adopting an existing model of development in Congregational Life:

- good quality thinking, tools and materials already available
- credibility
- scope to draw on other people’s experience elsewhere

It is therefore recommended that the diocese should take this route. Some tailoring of content will be necessary to fit our diocese but, in principle, it was felt that the most practical approach is to use a ‘tried and tested’ model.

The model recommended for use throughout the diocese is an approach that uses “The Nine Marks of a Healthy Mission-Shaped Church”. These are:

- Transformed lives and communities
- Worship that renews and inspires
- Self-giving service to the community - individual and churches
- Being rooted in prayer
- Confident and sensitive evangelism
- Lifelong Christian nurture
- The welcome of new comers
- Becoming child-friendly
- Celebration of people and places

A considerable body of material for this approach can be seen on the website of the Diocese of Leicester: <http://www.leicester.anglican.org/shaped/toolkit.html>

5.5.2 Planning

Key parts of the planning process are that clergy and congregation should:

- Carry out an assessment of the congregation's current position on each of the Nine Marks – a Mission Audit - and agree a strategy for growth guided by
 - Awareness of the congregation's particular strengths, opportunities, weaknesses and threats.
 - Knowledge of good practice in each area of the curriculum
 - Awareness of diocesan policy
- Translate that strategy into a specific three year plan for growth, which identifies for each element of the Nine Marks
 - what its relative priority will be and why
 - what will be done, by whom, when, to help the congregation to make progress in that area
 - how progress will be measured
 - what resources will be allocated to the area and where they will come from
- Make time at least annually to review progress against the plan's aims and objectives, address any emerging difficulties and roll the plan forward by one year
- Make time every three years for a deeper review of strategy

The Nine Marks are holistic and rooted in spirituality. The aim is not to force congregations to work through a lengthy 'checklist of things to do.' Rather it is to encourage clergy and congregation together to use the Nine Marks as a tool which will help them to identify priorities as they seek to move towards a healthy and growing church.

5.5.3 Creating one simple and coherent programme for congregational mission and growth

To be powerful and effective, the ideas and approach described above must be presented in a way that is clear, accessible and motivating to congregations.

We propose a new initiative for congregational growth called

Casting the Net

Growing Faith Communities in the Diocese of St Andrews

(logo in development)

There are many reasons why this approach has the potential to make a real difference.

First, it puts mission at the centre of our life and work, while taking a holistic view of congregational life in all its richness and complexity.

Second, it flows directly from the new Diocesan Vision and Strategy, and reflects the desire for growth that our congregations expressed overwhelmingly during the review.

Third, its approach builds on thinking, materials and work that have been applied successfully elsewhere.

But ***Casting the Net*** is different from many other initiatives of this kind. It is not just something which the diocese urges congregations to do. We shall structure and organise the diocese in such a way that diocesan resources are dedicated to supporting congregations as they engage with ***Casting the Net***.

A short leaflet about ***Casting the Net*** has been developed for congregations, which

- sets out what the initiative is and explains clearly what's involved for congregations
- makes clear that it is holistic, integrated and rooted in our spirituality. It also arises out of the process that led to the new diocesan strategy for growth
- explains concisely what the diocese will do to help congregations make it work, in terms of training, support staff, funding priorities, good practice guidance, changes to structure and process and so on
- tries to do all of that in a motivating way, using accessible language

5.5.4 Programme launch and follow-through

The success of the Sources of Growth Workshop showed that we have the ability to plan enjoyable and encouraging events which enable people to explore issues in the life of our congregations. In developing *Casting the Net* we shall use the same skills to develop a programme which will encourage clergy and congregations to explore this new way of planning for the future.

5.5.5 Good practice and policy inputs to planning

The policy and good practice that flow from work done on Sources of Growth and by all the Diocesan Working Groups should be used to help congregations shape credible, effective and growth-oriented plans.

It will be important to make policy and good practice information readily accessible to congregations in an easily understood form. The Diocesan website will be an important part of doing that.

5.5.6 Resources needed to support implementation

Although it builds on MYCMI, ***Casting the Net*** is a much broader planning process and will present a new challenge to many clergy, vestry and other members.

- Clergy and vestry will need to find new ways of working together. The work of the diocesan Working Group on Ministry will help enhance mutual understanding of roles and responsibilities.
- It will be helpful to search within the congregation for people with skills suited to leading a planning process. Skilled people who are not attracted by the “routine” of much church business may be drawn and enthused by a more strategic challenge.
- Within the Diocese, ***Casting the Net*** will be supported by a Congregational Development Officer. The role will involve

- Developing ***Casting the Net*** and associated materials so that they respond to the specific circumstances of the diocese
- Working with individual congregations as advisor, catalyst and facilitator in using the curriculum and planning process
- Building and maintaining a network of people across the diocese through whom good practice and expertise in ***Casting the Net*** can be developed and shared. This may include organising diocesan workshops to share stories of success and failure
- Producing reports for the Standing Committee on progress towards implementation targets
- Making recommendations for Standing Committee on how issues arising should be addressed
- Ensuring that congregations have ready access to information about good-practice in each area of the curriculum, including the guidance offered by the other Policy and Action Groups whose role in the diocese will be to give a lead on Organisation of Charges, Children & Young People, Ministry and Administration.

6 Ministry

6.1 Why is this area a priority?

In a post-Christian world, there is a special urgency about the Church's commission to 'make disciples of all nations'. Christians need to be equipped with knowledge, skills and passion for evangelism in the world, founded on a living and growing faith. Clergy need to have the vision to shape church life and outreach, and to be able to equip disciples for their mission.

Growth calls for productive working relationships. Clergy who are properly supported and held accountable have the confidence to work well with lay members, who in turn need to be supported and resourced for their work of ministry and discipleship. There has been a lack of clarity about the respective roles and responsibilities of clergy and lay people, including vestries, and insufficient focus on mission and growth as determinants of process. Clergy and laity should work together for growth.

6.2 What was the Working Group on Ministry asked to do?

The Group was asked to redefine the roles and responsibilities of clergy, laity involved in ministry and Vestries, and to develop a plan for the next 5-10 years that would make their work, separately and jointly, more effective in achieving congregational growth. This would include recruitment, training, resourcing, support and appraisal. It would also consider how working relationships could be improved.

6.3 What process did the Group follow?

The group formed three sub-groups to work on the roles of the clergy, lay ministry and Vestry respectively. Each delineated a desirable model that would promote good practice and working relationships. The sub-groups then examined the current situation, including some field research and study of examples. They then proposed ways in which the gap between model and actual could be closed. Their findings form the basis of the action plan in this report.

The Group's recommendations place importance on the leadership of clergy. However this is quite specifically not about trying to go back to a traditional clergy-dominated model. The intention is to foster the distinctive leadership of clergy in a collaborative setting.

6.4 What main policy aims have emerged for this area?

6.4.1 Make clear the roles and responsibilities of clergy and lay ministers (including Vestries) to all congregations.

This will ensure that commitment is made but that boundaries are established. It will help all parties to check that they are fulfilling their obligations as well as being properly supported.

6.4.2 Provide more proactive and systematic recruitment, training and support of lay ministers

This will encourage congregations to realise and use their resources for growth – i.e. themselves. Lay ministers will be more effective and confident if they have been given appropriate training and know they can rely on clergy support.

6.4.3 Provide training for vestries that will support an enhanced role in mission and growth

This will ensure that the growth objectives of a particular congregation will be followed through by a responsible body. It will also mean that vestries are better able to cope with new regulations and diocesan procedures.

6.4.4 Provide clearer professional development for clergy

This will enable clergy to respond appropriately to the needs of mission and growth in their charge, to support lay ministers, and to develop personally in their vocation and skills

6.4.5 Establish normative working agreements for lay ministers, NSMs and curates

This will ensure that expectations in terms of hours worked, areas of ministry, requirements of professional development and so on are made clear to all parties. Working agreements will provide a basis for systematic appraisal.

6.5 How will this new diocesan policy be implemented?

6.5.1 Ministry Training

The Policy and Action Group for Ministry will work with a part time Ministry Training Officer to develop a comprehensive programme for ministry training in the Diocese. The main tasks will be to:

- Compile a Ministry Handbook which will set out a vision of how ministry might develop and describe the programme of training resources which is available
- Advise and resource congregations as they develop lay ministry.
- Prepare and promote a programme of training events that are modular, well-defined and easy to deliver.
- Review progress in ministry development

6.5.2 Lay Ministry

There are three main tasks to be undertaken:

- Devise a programme which will encourage the development of lay ministries
- Develop and promote a series of training modules

- Provide training and other resources to develop the role of Lay Readers

6.5.3 Vestries

Vestries are a vitally important resource in the task of promoting growth in our congregations. There are two main tasks to be undertaken

- Explore with Vestries the significance of their role in encouraging congregational growth
- Work with clergy and Vestries together to develop a shared sense of common purpose

6.5.4 Clergy

We need to draw together a comprehensive range of training and support for our clergy. This will include:

- Establishing a programme to encourage vocation – particularly among younger people
- Carrying forward our existing commitment to IME under the direction of TISEC
- Developing a pattern of in-service training for clergy
- Developing our pattern of peer-education through Clergy Meeting and the annual Clergy Conference
- Continuing to develop our pattern of Clergy Appraisal and Ministerial Review
- Developing the practice of Working Agreements for Clergy

Appendix 1 presents a summary of roles and expectations in ministry

Appendix 2 presents a summary of how the training programme might be developed

7 Children, parents and young adults

7.1 Why is this area a priority?

Children are centrally important to the life and health of the community of faith. Some of our congregations have significant numbers of children. But other congregations are aging, with few young people. The issue is not just that 'every congregation likes to have children and young people.' The absence of children and young people is a sign that the congregation may have difficulty sustaining itself into the future. We need to address that and there is much knowledge we can draw on to do so.

Independent research evidence tells us that:

- Churches with an unbalanced age structure are far less likely to be growing than those with a broad and healthy mix.
- Decline and growth are not uniform in their effect. As congregations decline, they age. As a congregation begins to grow, it will become disproportionately younger.
- The right question to ask is 'How can this church ... win back the younger half of the population? Older members of the congregation, far from being part of the problem, should be made to feel that they are part of the solution.
- Younger clergy tend to have younger congregations and it is younger congregations that tend to grow.
- One important change that leads to growth is better provision for children and young people

7.2 What was the Working Group on Children and Young people asked to do?

The Group was asked to develop a plan through which individual congregations and the diocese as a whole can achieve numerical growth by effectively engaging increased numbers of children and young people in the life of our church.

7.3 What process did the Group follow?

The Group focussed on the independent research finding that "*One important change that leads to growth is better provision for children and young people*"

The members of the working group felt very strongly that they should begin by researching the provision which congregations currently make for children and young people and what resources might help them to make better provision. They also set up a session with a group of young people to seek their views on what would make the Church more attractive to them. Finally they undertook some internet-based research, from which they discovered that most main-stream churches have youth strategies.

7.4 What main policy aims have emerged for this area?

The Group felt that the most important thing was to enable congregations to welcome children, young people and their families and to include them in church life. One of the Nine Marks of a Healthy Mission-shaped Church suggests that the congregation should

become 'child-friendly.' To improve the age-balance of congregations, we must provide an environment which will attract younger people.

The Group's research indicated that the most important thing that encouraged children and young people to become or remain involved with the Church was **relationships**. They wish to be included in worship and in decision-making and they like to be given responsibility in worship. They need to feel that older members of the congregation enjoy having them there and take them seriously. The young people to whom the Group spoke had some very firm and positive ideas which it would be good for everyone in congregations to share.

7.5 How will this new diocesan policy be implemented?

Work in this area has to recognise that *young people/teenagers* and *children and their parents* represent two related but distinct groups with different needs which can and should be approached in different ways. We feel that, in our relatively small congregations, work with children and their parents should be the main priority. Work with teenagers is important, but it is likely to be carried out in co-operation with other local churches, with community organisations and through SEC provincial events such as the Glenalmond Youth Weeks.

7.5.1 Children and their Parents

It is clear that there is no single route to the development of effective work with children and their parents. But it is also obvious that something much more holistic and integrated than traditional Sunday School provision on its own is required. Sunday School has its part to play. But leaders understandably find it difficult to create satisfying Sunday School work where there are very small number of children with wide age and ability ranges.

Therefore it is suggested that work with children and their parents should receive a particular strategic focus within the Congregational Life area. Our congregations need to become child and family friendly. This will include exploration of the following and other areas:

- An approach to marriage and baptism preparation and follow-up which sees them as part of the development of a child-friendly church
- A focus on the support of young parents
- Worship and, in particular, all-age worship
- Young Church and other specifically child-centred activities
- Holiday Clubs

7.5.2 Young People/Teenagers

Very few of our congregations will have sufficient young people of similar age to make youth work in the traditional sense a viable option. Work with this age group will therefore have two strands.

In the first, congregations will strive to ensure that young people in every congregation have the opportunity of meeting with young people of their own age in a youth work context. This may be within their own congregation OR by a number of congregations joining together OR on an ecumenical or community basis OR through the Glenalmond Youth Camps

In the second, congregations should make a conscious effort to ensure that young people are involved in all aspects of their life and that they are warmly welcomed into the network of relationships in the congregation. This will include ensuring that they make a contribution to worship. It will also include an attempt to maximise congregational activities and programmes which have inter-generational potential – such as the Eco-congregation Movement, the development of websites and the use of IT.

7.5.3 Tasks for congregations

In working through the Congregational Life strategic process, each congregation will therefore need to:

- Identify potential partners for work with teenagers
- Ensure that young people in the congregation are aware of local youth work provision
- Make provision of financial resources to support this work
- Give a high priority to activities which have an 'all age' character
- Seek ways of building relationships between older members and children and young people.

7.5.4 Tasks for the Diocese

- Develop an area of the Diocesan Website which has links and contacts to resources for work with children and young people
- Gather together a resource bank of appropriate materials in the Diocesan Office
- Produce a resource pack identifying resources and offering a guide to best practice.

7.6 Staffing

We recommend that the Diocese should employ a worker [possibly 25%] who would support congregations as they develop strategies for working with young children and their parents.

8 Organisation of Charges and Deployment of Clergy

8.1 Why is this area a priority?

Moving from decline to growth is central to our Vision and Strategy. How we organise charges and deploy clergy will play a significant part in achieving that aim.

Across our diocese there are factors at work – social, economic and spiritual – that create differing levels of opportunity for growth in different locations and settings.

Those opportunities need to be properly considered in decisions about the organisation of charges and the deployment of clergy, but at present there is no consistent policy for such decision-making.

Research evidence indicates that certain approaches to organisation and deployment can have predictably positive or negative effects on growth. In our diocese, past decisions have left us with a mixture of present arrangements, some of which are clearly not optimised for growth.

Our clergy also express a desire for a cross-diocese approach to clergy deployment and use of other skills. There is a strong argument to be made that only by pooling resources will it be possible for our church to deal successfully with the challenges it faces in some parts of the diocese.

8.2 What was the Working Group on Organisation of Charges asked to do?

The Group was invited to develop a strategic plan for the organisation of our Charges and Groupings and for the deployment of clergy, stipendiary and non-stipendiary, over the next ten years.

The plan should attempt to maximise opportunities for growth and minimise decline, and should be supported by a clear rationale.

8.3 What process did it follow?

The Group looked at different processes and criteria that might be used to help ensure that decisions on organisation and deployment will serve to enhance growth within the diocese. It developed potential models and then explored how they might be applied to some of the known challenges in the diocese.

Our charges have a tradition of strong independence. The pressing need now is for a coherent policy which develops close and productive co-operation between charges and the diocese.

8.4 What main policy aims have emerged for this area?

The principal aim is to establish a way of making decisions in this area which is

- focused on growth
- based on shared Vision and Strategy
- consistent and accountable
- devolved from the Bishop
- understood and accepted by all.

One specific expression of that policy will be to put in place a standard process for making clergy appointments.

It is obvious that such a process, and indeed any decision-making on the organisation of charges and deployment of clergy, must be informed by and closely linked to the mission audit and planning processes of ***Casting the Net***.

8.5 How will this new diocesan policy be implemented?

8.5.1 Charges & Deployment Group (CDG)

A Policy and Action Group called the Charges & Deployment Group (CDG) will be formed to co-ordinate and supervise this area of our life. In its work, this group's primary aim will be to help individual congregations and the diocese as a whole to pursue our shared Vision and Strategy for growth. The CDG will draw direction and authority from those sources and from Diocesan Policy. It will operate in consultation with the Bishop and will report to the Standing Committee. It will operate within the framework provided by the Canons and by the provisions for Congregational Status which are at present passing through General Synod.

The CDG will be a small group consisting of :-

- Dean – ex-officio
- Members from the Area Networks.
- Members nominated by Standing Committee

It will be important to ensure that relevant skills are present among members of the group.

The CDG will have two functions:

Strategic Overview

The CDG will conduct a continuing review of the diocese, its groupings and deployment of clergy, with particular attention to the need to maximise potential for growth. This would include the following:

- establishing a set of criteria which will inform such a review
- applying that to the current organisation and deployment of the diocese
- identifying areas of the diocese which may need strategic review
- consulting with the Bishop and Diocesan Council about such review
- formulating a process for the review to take place
- establishing and implementing an programme of change agreed with the Diocesan Council and with the Charges concerned.

This aspect of the group's work will be the immediate priority. There are clear existing challenges in some parts of the diocese which demand a proactive approach rather than waiting until a crisis arises.

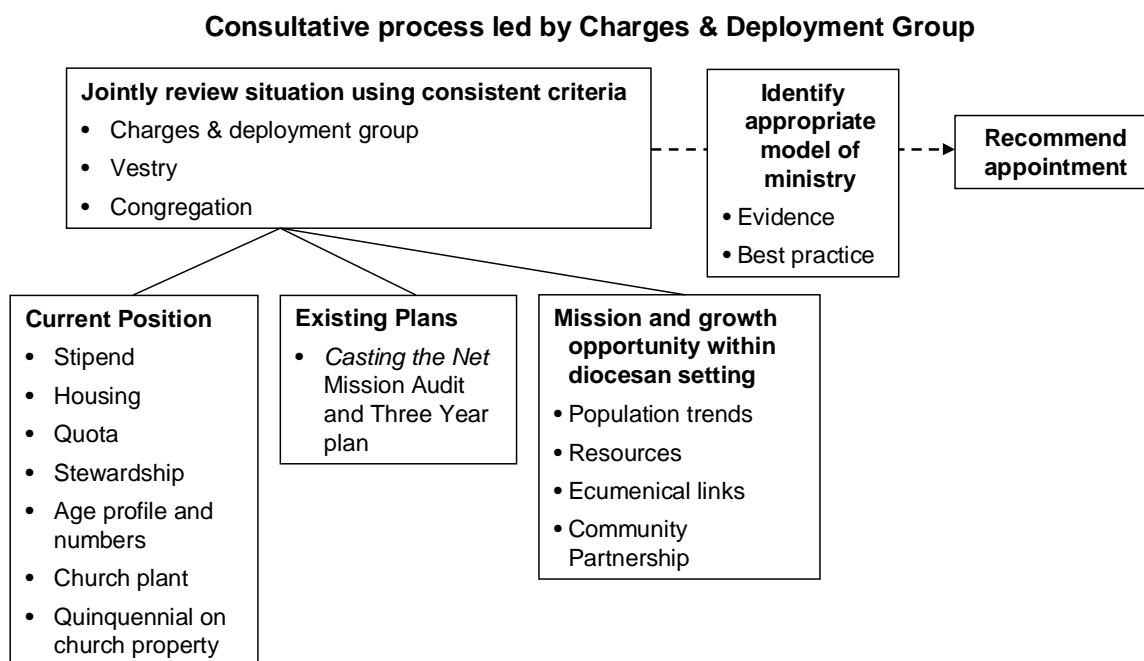
Addressing vacancies as they arise

The Committee will also operate a standard procedure for review of Charges as and when vacancies arise. The Dean and two members will visit and consult with the vestry on the strategic needs and appointment procedure.

The purpose of this consultation is to ensure consistency across the diocese, so that that any appointment made is financially sustainable and part of a well-considered development plan for growth that meets the needs of the individual congregation and the long term health of the diocese as a whole.

The outcome of the consultation will be a recommendation to the Bishop supported by a clear rationale based on a consistent, defined set of criteria.

8.5.2 Overview of Process and Criteria



9 Administration

9.1 Why is Administration a priority?

All organisations need to plan and manage the financial, legal, secretarial and IT aspects of their activities, and Churches also have to meet a number of particular statutory and canonical obligations. In the Diocesan Review it became apparent that there are opportunities for us to use resources more effectively and efficiently. Like every other aspect of policy, our administration needs to be aware of its role in facilitating growth.

9.2 What is needed in this area to support a growth strategy?

The Policy and Action group for Administration is responsible to the Standing Committee for planning and meeting diocesan needs for a range of specialist skills and services.

It should also support individual diocesan staff and congregations with related standards, procedures, good practice & expertise.

Effective administration of the diocese will release the time and energy of the bishop and other key leaders for work on other aspects of strategy and growth.

9.3 Administration roles and objectives

The key areas in which the Policy and Action Group for Administration will contribute are

- Preparation of budgets, financial management and reporting
- Quota system
- Centralised Stipend Scheme
- Staff contracts, terms and conditions, etc
- Buildings [through the DBAC]
- IT systems, infrastructure and technical guidance to congregations
- Secretarial support and services to the Bishop

The principal objectives of the Administration group over the next 3 years are:

- To develop an understanding of the implications for administration and financial management of being a growth-orientated Diocese
- To carry out the underlying administration and accountability processes of the Diocese in an orderly and efficient way.

In achieving those objectives, the Administration group will

- Develop a strategic view of the financial and developmental needs of the Diocese
- Develop efficient and transparent ways of making financial information available in budgets and financial statements
- Develop effective ways of carrying out Staff Management responsibilities
- In respect of buildings, explore the tension between conservation responsibilities and the need to provide attractive and suitable buildings for a growing church

10 Objectives for the Diocese

10.1 Qualitative

Our overall goals and objectives flow from the new Vision and Strategy for the Diocese.

Growth is the central theme, and we seek it

- in the number of people choosing to be members of our congregations
- in the spiritual strength of our congregations.

But the Vision and Strategy point also towards other objectives that will help us thrive in that way.

We seek increasingly to

- be hopeful, caring and committed
- engage effectively with people and issues in our communities
- attract growing numbers of people from diverse backgrounds.

10.2 Quantitative

The following indicators and targets are put forward to help us monitor progress on aspects of strategy that seem particularly important.

They frame our expectations of what is possible, and will help us to identify

- progress that is more rapid than anticipated
- difficulties that are being encountered
- opportunities to understand, learn and strengthen what we do and how we do it.

Goal	Indicator	Actual	This Yr	Targets		
		2007	2008	2009	2010	2011
Numerical Growth	Number of church members	6201	6201 (+0%)	6201 (+0%)	6325 (+2%)	6452 (+2%)
	No. of congregations with 3 year membership growth	18	18	18	19	20
Growth orientation	No. of congregations with 3 year plans	0	2	12	24	36
Confidence	Member survey: % agree or strongly agree "I'm confident that my church will grow in size over the next few years"	45 (2006 survey)	>45	>prev year	>prev year	>prev year
Spiritual growth	A group of indicators at congregational level, to be agreed, reported annually	<i>Baseline measure to be agreed</i>				
Age balance	% members < 40 yo	8 (2006 survey)				
	No of children/YP (0 -15) in congregations	<i>Baseline measure needed</i>				
Stewardship	Total income £000	TBC				

11 Appendices

11.1 Clergy and Lay Roles in Ministry

God's mission through the Church is a shared enterprise, and clergy and laity offer their gifts for the task.

In the Scottish Episcopal Church, ministers, both clergy and lay, nurture the discipleship of congregations and their reaching out to the world in Christ's name.

- Clergy, in collaboration with the vestry and other lay ministers, offer leadership and direction for a congregation's vision of God's mission in their locality.
- Lay ministers offer particular gifts to further the Church's life and mission in a congregation and in the community.
- Vestry membership is a special kind of lay ministry.

What follows is a summary of roles and expectations for all those working together for mission and growth.

BISHOPS

The Bishop will

- take the leading role in discerning and articulating mission in the diocese
- seek to create the diocesan structures and processes that will further mission and growth
- encourage each of the clergy in their role
- enthuse and manage the diocesan teams
- communicate regularly and widely with clergy and laity

The Bishop can expect

- that the diocese will accept the bishop's leadership and direction
- that the clergy will engage with the goals of mission and growth
- that vestries will respect episcopal oversight and diocesan processes

Clergy will

- work with the bishop in the tasks of mission and growth
- adhere to agreed diocesan processes
- participate in regular appraisals with the bishop

Clergy can expect

- their ministry to be guided and encouraged by the bishop
- regular review and appraisal
- clear processes for recruitment and training of themselves and of lay ministers in their charge
- good communication with the bishop and diocesan staff

Lay ministers will

- see their own ministry in the light of the diocesan vision and policy as worked out in their congregation
- accept the diocesan processes for authorisation and commissioning

Lay ministers can expect

- public commissioning of their ministry

- communication of policy and diocesan matters as appropriate

Vestries will

- ensure they are aware of the diocesan strategies for mission and growth as articulated by the bishop
- work with the bishop and according to established diocesan processes during vacancies

Vestries can expect

- clear guidelines as to policy and process
- the bishop's engagement with their particular situation

LAY MINISTRY

A Lay Minister will

- be a person of Faith
- be committed to deepening their faith
- be committed to using specific gifts in the Church for a particular ministry
- be accountable to the Clergy and Vestry
- give feedback regularly to Clergy
- welcome their ministry growing and changing.

A Lay Minister can expect

- leadership and direction from the clergy
- meaningful support from their Clergy
- quality training
- recognition for their work within their congregation.
- to be well-informed – including access to ' diocesan clergy information mailings'
- their ministry to be reviewed periodically (3 years) and encouragement to developing their ministry further.

The Vestry will

- encourage/grow lay ministry within their church and into the wider community.
- with the clergy, prayerfully consider candidates for lay ministry
- support and use lay ministers within their church
- recognise lay ministry publicly within their church.

The Vestry can expect

- leadership and direction from the Clergy in this area
- Diocesan Ministry Training Co-ordinator available to advise and assist

The Clergy will

- see themselves as 'enablers'
- be proactive in encouraging/growing/developing lay ministry
- oversee lay ministry, taking responsibility for proper support/training to be in place for lay ministers
- co-ordinate lay ministry and keep lay ministers well-informed

The Clergy can expect

- support and advice from the diocesan team

The Diocesan Team will

- advise and resource churches as they try to grow lay ministry
- organise/co-ordinate training events

- problem-solve, (including cases where clergy/vestry/lay ministry dialogue has broken down)
- ensure that lay ministry keeps moving forward throughout the diocese.

CLERGY

Clergy will

- with the inspiration and leadership of the bishop, be committed to mission and growth
- be able to lead and inspire others to engage with it
- undertake to develop the professional and ministerial skills that they need in this task, including appraisal
- seek to deepen their own faith, spirituality and self-awareness in a continuing way
- encourage and nurture lay ministry and congregational discipleship
- work in a collaborative way with lay ministers and vestries

Clergy can expect

- affirmation of the vocation to ordained ministry, including that of younger people
- courses, time and, if necessary, finance for their continuing professional development
- time and encouragement for growth in their personal faith
- lay people willing to offer and develop their own gifts
- clear boundaries and expectations in working relationships with lay ministers (including vestries), NSMs and curates
- support from a local Mission Accompanier and/or Diocesan Ministry Training Co-ordinator

Lay ministers will

- collaborate with clergy in the mission and growth of the congregation
- where appropriate, establish a working agreement
- regularly review their ministry with the clergy

Lay ministers can expect

- encouragement and development of lay ministry by the clergy
- their gifts to be used in a coherent strategy for mission and growth

The Vestry will

- ensure the proper support of the clergy's ministry (time, finance and working agreements)
- collaborate with the clergy and lay ministers in developing a congregational strategy for mission and growth

The Vestry can expect

- support and development of their role by the clergy
- clear boundaries defined by a constitution and the working agreements of clergy and lay ministers
- to be included in the discernment of gifts and in the development of strategy for mission and growth

VESTRY

The Vestry will

- see their role as a particular lay ministry
- undertake appropriate training to fulfil their role
- engage with the discernment and deployment of gifts in the congregation

- support the professional and spiritual development of clergy and other lay ministers, including ordinands and curates
- share with the clergy and lay ministers the responsibility for the mission and growth of the church as well as its material business
- help to implement mission strategy (e.g. budget planning, use of buildings)
- communicate professionally and well with Diocesan personnel

The Vestry can expect

- their role to be both well-defined and affirmed
- a constitution that reflects the current understanding of their role
- training and advice from a Diocesan team
- good communication with Diocesan personnel

The Diocesan team will

- develop a flexible and appropriate congregational constitution
- provide vestries with training at a local or diocesan level
- communicate professionally and well with vestries

11.2 Proposals for the implementation of Policy on Ministry

11.2.1 Within 6 – 9 months: Appoint half-stipend Diocesan Ministry Training Officer (MTO) to work with Head of Ministry (HM) with a brief to:

- Compile Ministry Handbook (*see below*)
- Advise and resource churches as they try to grow lay ministry. Clergy will not all have time or resources to be experts in this and cannot be expected to implement the model without support
- Organise/co-ordinate training events, having researched the training skills already available in the diocese

11.2.2 Roles and responsibilities:

- Within 1 year: the Ministry Training Officer should [MTO] create a Ministry Handbook

This will include not only a statement of redefined roles and responsibilities but also set out the opportunities and processes that the diocese offers.

11.2.3 Lay ministry

- within 1-2 years: proactive discernment, recruitment and commissioning by clergy and vestry:

Individual churches could have an annual Service of Commissioning to recognise and affirm lay ministers Notice boards, magazines and websites should carry information about lay ministries within each congregation; MTO to circulate Ministry Handbook to all vestries; remind clergy to mentor and support lay ministers (e.g. regular feedback).

- within 1-3 years: develop training : (i) about lay ministry in general (ii) for particular areas of ministry

MTO to ensure Lay ministers have access to ongoing short courses of training locally on a voluntary basis (see Adventures in Faith newsletter from diocese of Edinburgh for examples). Area Network groupings could be used for this, with four voluntary individuals to lead training in each area.

- within 2-3 years: development of role of Lay Readers

Use experience of Lay Readers in supporting Vestries in growing lay ministry and assisting in the training and support of lay ministers. HM to establish pro forma working agreement for Lay Readers in consultation with Warden of Lay Readers Warden to liaise with Diocesan CMD Adviser re: CMD 1-3 and with MTO re: CMD 4+ for Lay Readers.

11.2.4 Vestries

- within 1 year: redefine the task of vestries with regard to strategic thinking about mission and growth

Use clergy workshops, diocesan conference, and other means to help vestries grasp their role in the Congregational Curriculum and associated planning process

- within 2 years: MTO to arrange training locally

Vestries should be visited by the MTO to decide what areas of training are required in a particular situation re: budget, building, mission in the community, vacancy procedures, sponsorship of placements and curacies, stewardship, OSCR regulations etc.

11.2.5 Clergy

- Within 1 year (ideally) work together with vestry through the Congregational Life strategic process, from mission audit to development of strategy and plan for growth
HM ensures that clergy link with the Congregational Development Officer to get help with this process, and if necessary also link with a local mentor who understands the context to produce a local action plan.

- within 2 years: more intentional spiritual nurture
HM ensures that there is a list of spiritual directors available for clergy. Bishop includes spiritual nurture (including time management for this) in appraisal. Bishop/HM consider diocesan retreat for clergy and lay ministers.

- within 2 years: professional development:
MTO develops in-service training for skills and development of CMD programme. Bishop ensures regular appraisal programme for all clergy.

- within 2-5 years: vocations: raise the profile of ordained ministry; streamline recruitment, and encourage younger vocations; find ways to fund stipendiary curacies
HM and DDOs work with clergy, web-master and ordinands on strategic recruitment

- within 2 years: establish the practice of working agreements with NSMs and curates
MTO to set out pro forma working agreements in Ministry Handbook and introduce them to vestries in training process; HM to ensure these are signed by NSMs and curates.

11.2.6 Staffing implications

- 1) *Diocesan Committee for Ministry/ Head of Ministry:* the remit would include responsibility for recruiting and resourcing all those in authorised ministry - both clergy and lay, and also the special lay ministry of vestry members. Some potential overlaps would need to be negotiated: e.g. with DDOs (directly responsible to the Bishop) and with those concerned with congregational education. The new Committee would include the responsibilities of those currently in charge of ministry training ('The Ministry Committee').
- 2) *Diocesan Ministry Training Officer:* see above re: remit. this would be at least a half-time post; either clergy or lay. It would be facilitating as much as delivering training, as there are some training skills already available in the diocese.
- 3) *Local mission mentor/companions:* to encourage and dialogue with clergy drawing up mission strategies

11.2.7 Costing implications

Half-stipend for Ministry Training Officer

- publicising programme – Ministry Handbook, website, mailings
- training programmes: (a) for authorised ministry (TISEC) (b) for professional development courses (speakers' expenses, venue hire) and materials (c) for vestry training materials and expenses
- stipend for full-time curate