

A working document that describes the journey of a deanery towards being Fit for Mission

[significant changes since last revision in blue]

Purpose:

The aim of this document is twofold: firstly, to communicate information so that everyone has access to correct detail (it's a repository of the work done so far), and secondly to generate collaborative conversation so that plans can be improved and problems solved before they arise. It will be a working document, updated and extended as understanding develops and we all learn more about what works and what doesn't. So, the document needs to be a two-way flow of information – something that sets out what parishes and deaneries are trying to achieve under Fit for Mission and then what we can learn in the light of their experience. It is hoped that this scoping document will reduce anxiety and conflict, opening up constructive dialogues. The FAQ document sits alongside (v02) – real questions that have been asked by cohort 1 (St Helens and West Derby) and probable cohort 2 deaneries.

Introduction:

There is a long-standing and deep-rooted decline of the Church of England in general and the Diocese of Liverpool in particular. On just about every measure the Church of England was in decline throughout the 20th century and certainly in the 21st century. It is getting to a critical point in our diocese – if we cannot reverse this deep-rooted trend we will not be able to look forward with confidence; indeed, we are likely to find ourselves in a relentless and debilitating round of cuts to clergy numbers and other core spending. We would be presiding over a move to a much smaller church for the foreseeable future (and 'foreseeable future' is taken to mean generations rather than a few years).

Fit for Mission takes and builds on the good and the best of what we have seen in the diocese and also addresses the significant obstacles to growth that we have all identified. Some of this is about doing things differently so people can be released from the burden of the institution into being the people of God doing the work of God. Some of it is about tackling some of the hard questions and challenges that we have tended to shy away from. All of it is about the body of Christ working together for the mission of God and the common good.

A refreshed vision and a serious attempt to implement it:

The vision for the Diocese of Liverpool is that we are asking God for a bigger church to make a bigger difference so that there are more people knowing Jesus and more justice in the world. Fit for Mission does not change that vision. However, Bishops, Archdeacons and others have identified 4 mission priorities which are foundational to this vision:

- **Introducing people to Jesus**
- **Deepening discipleship**
- **Developing Christian leaders**
- **Working for justice**

This vision and these priorities are not new in the Diocese of Liverpool. What is new is our clear focus and a serious attempt to change what holds us back, in our capacity and training, in our use of resources, in our church and diocesan culture. If we can do this we hope to see a real transformation. The four priorities become a yardstick by which to decide whether any future activity is helpful or distracting. These will be used as the high-level framework for accountability conversations and mission planning.

Fit for Mission seeks to move us to being a flourishing diocese where every part works effectively on the four priorities, as follows:

1. In a transformed Diocese of Liverpool everybody will have the opportunity to come to know God in Jesus Christ, and to join a community worshipping God which is both available and accessible to them.
Therefore, **every church community and body will need to take intentional steps to encourage invitation and evangelism, and to start a wide variety of new as well as maintaining existing healthy worshipping communities that are accessible to all people in their communities.**
2. In a transformed Diocese of Liverpool every church member will have the opportunity to know God more fully, and serve him more effectively, by learning and putting into practice the six disciplines of the Rule of Life.
Therefore, **every church community and body will need to have a culture of expecting deepening of discipleship, and practices which mean all six disciplines are taught and modelled in ways appropriate to their members.**
3. In a transformed Diocese of Liverpool every disciple will have the opportunity to discover and use God's particular calling for them at home, in school, at work, and in digital and social spaces, as well as to all forms of leadership within and beyond the institutions of the Church.
Therefore, **every church community and body will support and enable Christians to live out their discipleship wherever they are and to consider where God may be calling them, and will specifically identify and develop those who God is calling to leadership in the Church, whether within that community or elsewhere.**
4. In a transformed Diocese of Liverpool every church community and body will model justice in its own life, deal justly with others, witness to God's call to justice, and serve the needs of its community.
Therefore, **every church community and body will need to be at work to treat all God's children with justice, whether inside or outside the church; to find ways for**

Christians to have influence in God's world and to support and enable their members to take them; and to discern the particular needs of their communities and find ways to serve them.

In order to enable and support this vision we will have to work together better:

1. In a transformed Diocese of Liverpool those who plan and make decisions in our own church bodies and communities will work together in formal and informal structures so that the four mission priorities can be carried out everywhere. Therefore, **local church (parish and deanery) structures will need to change so that they follow the mission and don't constrain it, and parish and deanery leaders will expect to be coached and supported so as to work together effectively.**
2. In a transformed Diocese of Liverpool diocesan leaders, structures and resources will be the servants of the needs of the deaneries' and parishes' mission. Therefore, **deanery leaders and diocesan staff will be expected to develop support, resources and training, explicitly and specifically to help local churches in the four mission priorities, and diocesan leaders will need to be coached to prioritise and serve the needs of local churches.**
3. In a transformed Diocese of Liverpool leaders (at diocesan, deanery and parish level) will hold one another accountable for promoting the four mission priorities of the diocese. Therefore, **we will have to develop a culture of honesty and transparency, and to build fruitful relationships, between leaders at all levels. Every leader, and every local church, will expect - and will want - to be asked what they are doing so that the members of the body of Christ are able to follow their calling in mission.**
4. A transformed Diocese of Liverpool will be even more aspirational than now, but will also be much more practical, focussing on what we can deliver as well as on what we can dream. Therefore, **leaders at all levels will be expected to ask and answer questions like "How are we going to do this?" and "What resources do we need?" and we will need strong realism tests at all levels of decision making.**

The refreshed vision builds on themes which have been long-used in this diocese. Fit for Mission is intended to reinforce the existing work of local leaders and to give them the tools to realise their own plans which are already being built within the vision. The different contexts of the diocese (urban/rural, city/town, high street/estate, etc) and different church traditions will lead to different missional activities and kinds of relationships. The common systems and ways of working envisaged here are intended to support responsible local leaders to deliver contextually-appropriate ambitious missional plans, offering the resources they need and holding them accountable.

How do we do all of this? That's what the rest of this document is about.

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PART 1 - Overview

1.0 Introduction

1.1 Our national and diocesan context

The challenges we face in this diocese are not unique. Across the Church of England people are asking the same questions about how we can be good news and reflect the light of Christ into places where there seems only darkness, or at most glimmers. The story of the Church of England in recent generations has been of decline – in numbers, in influence, in reach, in reputation. This was happening before most of us were born, let alone were practising Christians. It was happening before our watch; but it is now happening on our watch.

This has been recognised by Archbishops Justin and Stephen, by the national church and by Bishops John and Bev. And frankly we all know it ourselves as well. But we are also seeing really good work; we are seeing lives and communities touched through the work and witness of churches and Christians; we are seeing and hearing stories of hope.

In many ways this is the last chance for the Church of England as we know it. If we don't turn around the long-standing decline, if we don't reach out to the missing generations, if we don't release the people of God in the home, the school, the workplace, the social spaces – then we will be handing in the keys to all our churches, either sooner or later. But we have so much left to build on, we have so many good people. If we have the courage, the boldness, the prayerfulness to step forward in faith then we can become a beacon of hope – in our communities and, through our diocese, to the wider church. It really is up to this generation; it is up to us.

So, what is preventing us from moving from decline into growth? After consultation during 2021 we have identified five key problems and challenges of our diocese:

- *The long-standing and deep-rooted decline of the Church of England* – as we say above on just about every measure the Church of England was in decline throughout the 20th century and certainly in the 21st century. It is getting to a critical point in our diocese.
- *Being under-resourced on the front line* – as a diocese we are significantly under-resourced compared to most of the Church of England. This means the churches of our diocese are increasingly financially vulnerable, and we have limited and decreasing capacity to invest in our mission.
- *Unrealistic expectations on people* – there is a twin issue here: more and more is expected of fewer and fewer people, coupled by the fact that we tend to work in isolation of small church communities under pressure to each replicate all of the essential and sometimes complex roles and responsibilities required. It is reaching a critical point as dedicated lay and ordained members, trying to do everything themselves, are being overwhelmed by the demands of the task. The solutions to our challenges cannot lie in asking everyone just to work harder or better; we have to work together towards realistic outcomes and share the burden.

- *Unsustainable buildings* – one of the main burdens we have is caring for our buildings properly with many built for another age or having had decades of underinvestment. With scarce financial resources and the demand falling often on time-poor volunteers without specialist training or skills in buildings management, our current buildings and the way we manage them are close to being unsustainable. The last 30 years have seen a 55% decline in attendance, but only a 6% decline in the number of buildings (pre-covid figures). Post covid we have seen another 10% reduction in attendance across our diocese.
- *Lack of diversity* – our churches, even with our current efforts are largely actively inhabited by worshippers of narrow ages, cultures, colours and physical gathering places. The breathtakingly low numbers of children and young people in our churches show that we are struggling to be attractive and accessible to those different to us, with an ever-widening chasm for younger generations to have the opportunity to meet Jesus and be discipled in the Church community of faith.

Alongside these five obstacles we have identified three big changes in the way we need to work if we are to reverse the decline:

- We need to stop working on our own and start working in teams covering bigger areas and focussing on mission and growth.
- We need to stop just doing our own thing in our own way and instead work together to make the very best of all the gifts/capacity we have.
- We need to plant more new congregations and justice initiatives and they in turn need to plant more new congregations and justice initiatives and so on.

1.2 What we have learned about growth

We have all been trying very hard to grow over the past decades. Indeed 22% of our churches have seen sustained attendance growth which is fantastic (pre-covid data). However, 70% have been in sustained decline and we need to face that reality and take the best action we can.

Three years ago, the diocese formally adopted Leading your Church into Growth (LyCiG) as a partner and means for some churches to grow numerically and spiritually. LyCiG has proven successful for many churches, with around 30 attending up to end 2021, and continues to be a source of encouragement in Liverpool diocese.

With significant financial support from the national church we have been able to invest in five Resource Churches. The aim of a Resource Church is to grow to scale so that it can then be a sustainable resource to deaneries and beyond by sending teams out to plant and revitalise. Our resource churches are mainly still in the growing phase but we are seeing good growth, which is encouraging.

Also, with support from the national church we have invested in growth through smaller, largely lay-led worshipping communities – in Wigan and through the Joshua Centre. Since 2015 these have planted around 70 new worshipping communities. In Wigan alone (pre-Covid), 45 were planted, involving 1400 people of which 600 were new disciples. The Joshua Centre has enabled the planting of 30 congregations involving 550 people of which 150 are new disciples.

All three of these models will be part of FfM.

We would identify the following key learnings from Wigan, the Joshua Centre and around the diocese:

- Clergy and other missional leaders can thrive in teams where there is a culture of high support and high accountability. [Our learning is that working in teams is a way to increase clergy wellbeing and reduce isolation.](#)
- Bringing in new leaders is less helpful than supporting and enabling the existing team into new ways of working.
- Until a deanery has leaders who are determined to make fully diverse growth the number one priority, and to hold each other to account for this, deanery mission plans will be, at best, hit and miss. We have also learned from Wigan that there needs to be more resource to enable local leaders to implement key decisions.
- People identify closely with their church and their leader. They feel the loss – or threatened loss – acutely. The provision of high quality and available pastoral care is vital.
- There is significant untapped capacity among lay people to lead and plan new worshipping communities and justice initiatives. COVID has had a major disruptive influence on this and we expect that COVID may also cause a significant re-shaping of church commitment amongst an exhausted laity. However, we remain committed to the key point that there is significant untapped missional leadership capacity if lay people are properly encouraged, envisioned, trained and supported.
- The current structures of the Church of England are not helpful in freeing up people and investment in mission. The weight of the institution is enormous and a significant barrier to change. Again, this may have been sharpened by COVID and we may find that people are no longer prepared for what is increasingly seen as the grind of institutional church life. Changing these structures sufficiently will be costly, the cost of not changing them, is higher.
- Culture change is hard and progress is uneven. Culture change is expensive – Transforming Wigan was under-resourced. The active support of senior leadership is a vital element of the culture change. Emphasis on good local communication and dialogue is essential.
- You don't necessarily need a lot of money to plant a new small worshipping community or justice initiative.
- Working together over wider areas makes more things possible. When COVID hit, Wigan Council chose Church Wigan as their partner to respond to food poverty across the borough.

In winter 2022 Wigan Council paid fuel bills to make our churches warm spaces and signposted people to them. This could not have happened with the previous 29 parishes.

- By not dealing with the buildings issue head-on we put a significant drain on missional activity. Conversely a fit for purpose building portfolio will enable mission. In Wigan buildings were not addressed and remain a current problem.
- Justice, including climate justice (net zero carbon), is a major motivator for young people's engagement.
- However positive the overall case for change, change always comes with a cost. And the cost is real, not just perceived and cannot be fully mitigated.

1.3 The Fit for Mission programme

During 2021 a number of parish and diocesan leaders have been praying and working together to discern the best way forward. They started with vision (see the introduction to this document) and then moved to strategy, informed by listening to and learning from a wide variety of voices. The result is a proposal based around sustainability and mission.

Fit for Mission (FfM) is an ambitious, growth-orientated and locally-delivered change programme to enable mission and ministry to flourish in the Diocese of Liverpool. It simultaneously invests in our 4 priority areas:

- i. Introducing people to Jesus**
- ii. Deepening discipleship**
- iii. Developing Christian leaders**
- iv. Working for justice**

It does this while dealing head-on with the deep-rooted problems that significantly inhibit growth (inappropriate buildings, inability to deliver plans and reach goals). Each deanery will be supported and resourced to work through a 2-year change process. We will start off with a pilot cohort of 2 deaneries and, once we have begun to learn key lessons, move in years 3 and 4 to a bigger cohort of 4 or 5 deaneries. Crucially, each deanery will shape its own detail and make its own plans.

To develop this missional culture we will:

- Form deanery leadership teams (lay and ordained together). These are vital to make sure that each deanery focuses on how best it can deliver the 4 priorities
- Provide facilitator/coaches to enable teams to develop:
 - good collaborative relationships, improving mutual support and wellbeing

- an overriding focus on growth and discipleship, with portfolio working across larger parishes as appropriate to support mission
- Invest significantly in lay leader development through Cultivate, our home-grown training, mentoring and leadership support programme. These leaders will be commissioned as Local Missional Leaders.
- Plant many small lay led worshipping communities, following our Joshua Centre and Wigan experience, focussing significantly on creating a younger and more diverse church.
- Intentionally and visibly invest in justice initiatives, key to engaging the missing generation.

To overcome the deep-rooted problems we will:

- Intentionally change structures, moving to just one or two large parishes in each deanery, creating a platform for good local decisions to be made on:
 - Buildings use – investment in high use buildings, repurposing other buildings with community partners where appropriate, closing buildings which are no longer needed.
 - Deploying stipendiary and other leaders and resources.
- Design leadership teams to have a clear leader (Rector) accountable to the Archdeacon and to develop relationships and a culture of support and accountability for all clergy and lay leaders.
- Supply change resource to enable difficult decisions to be taken and then the actions implemented so that existing leaders aren't over-burdened.
- Create support services in each deanery so that leaders have more time for mission and ministry.

The end result of this programme will be growth and resilience because:

- Local leadership teams will have the resources, tools, support, training and authority to develop and implement mission plans for their area of responsibility.
- Local and diocesan teams will have received the coaching and support they need to make the changes necessary to move to this new way of working.
- This way of working will be embedded in the culture of the Diocese of Liverpool, with systems that reinforce it, and a real programme of accountability for all.
- The larger parishes will have flexibility and responsiveness to ensure worshipping communities and justice initiatives develop in an even wider range of traditions, styles, contexts and times.

We would summarise the key outcomes as follows:

- A culture of discipleship with ...
 - An overriding focus on growth – in numbers and depth

- A radically expanded network of kindness and justice initiatives
- Many more lay leaders
- Many new and diverse worshipping communities
- Growth in giving and a diversified income base
- ... enabled by re-imagined structures ...
 - Significantly fewer parishes, properly resourced
 - Fewer buildings and more creative use of what we have
- ... underpinned by new ways of working ...
 - An aligned and accountable culture with people working to the same ends
 - Genuine collaborative and collegial teamwork

Within 6 years we would expect to see:

- Signs of a sustained annual increase in the number of people in worshipping communities.
- Clear signs of a maturing discipleship culture
 - 100-200 new worshipping communities led by Local Missional Leadership teams
 - 200-400 newly commissioned Local Missional Leaders who plant new and refresh existing worshipping communities with a focus on younger and more diverse leaders and disciples
 - 25 ordained Deacons (some deployed, more in training) growing the ministry of missional outreach and pastoral care. These are people called to the permanent Diaconate, rather than the Priesthood.
 - 125 new justice initiatives (some of which will be or become worshipping communities)
- Re-imagined structures beginning to work well
 - 80% of current parishes in new larger parishes
 - 100% of deaneries with a dynamic larger Parish leadership team with robust cycles of mission planning and implementation
 - Emerging pattern of breakeven budgets over a three-year cycle by sticking closely to fiscal rules and financial disciplines.

All of the above will be underpinned by prayer in parish, deanery and diocese, with discipleship strengthened by further embedding the diocesan Rule of Life.

The overall package of support within can be described as follows:

- Leadership support

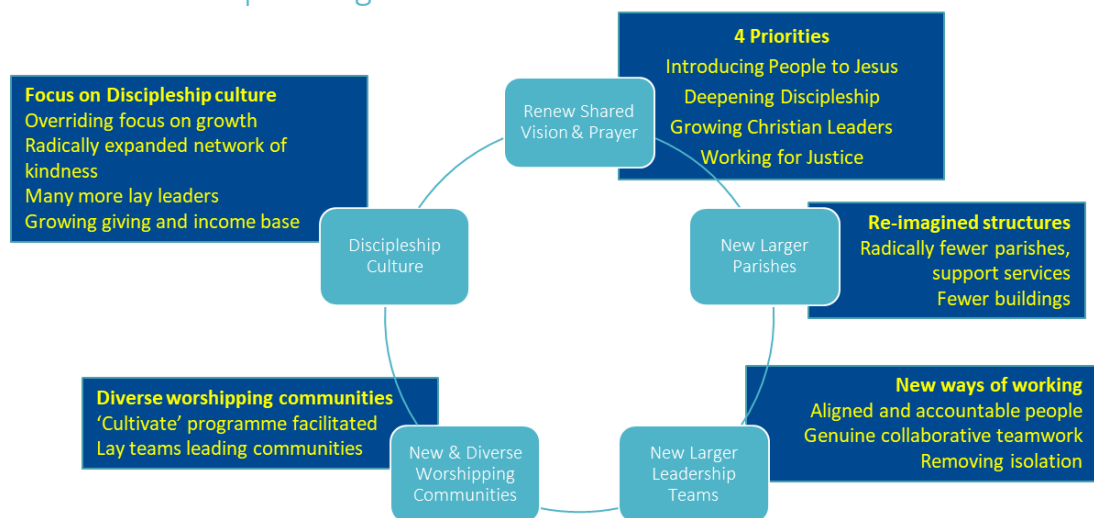
- Leadership coaching; justice coaching; programme management; administration
- Church growth support
 - Cultivate, our proven training, mentoring and leadership support programme; Leading Your Church into Growth (LYCiG); outreach in schools
- Buildings support
 - Local leaders making decisions and support staff resourcing the implementation; local assets management and development
- People support
 - Help to nurture discipleship and vocation
 - Significant investment in lay leader development through Cultivate. These leaders will be commissioned as Local Missional Leaders.
- Systems support
 - Simplified and integrated finance & administration systems which make it easier for everyone
- Clearing the path support
 - Diocesan structures geared to making it easier for the larger Parishes to remain focussed on mission with the correct support to make it most possible for plans to be enacted.

Each deanery will have a core mission plan, developed by the deanery leaders with support including: strategies and plans for growth, planting and nurture, and people and buildings development. These plans will be created, measured and monitored by local leadership teams.

What does the change involve?

What is the radical change?

The Fit for Mission plan for growth



2.0 How will we grow?

We will develop our discipleship culture by stripping back and simplifying some of what we do at the moment to free up capacity for engagement, mission and evangelism – and then through:

- investing in and enabling missional lay ministry, particularly to see the planting of smaller and more diverse worshipping communities
- a strong focus on younger and more diverse people and communities
- identifying, training and ordaining deacons to support good pastoral care
- revitalising existing congregations alongside planting new ones
- ensuring opportunities of invitation and deepening discipleship are consistently available and accessible in every place

Through investing in and enabling missional lay ministry, particularly to see the planting of smaller and more diverse worshipping communities

For decades the Church of England has understood that it needs to do more to envision and enable the ministry of lay people if it is to reach more of the nation. Numerous reports testify to this fact. Of course, local ministry has always developed and continues to successfully develop lay leaders, and for some time now our successful Directions course has also encouraged and enabled many to find their vocation beyond and in/through the church.

In addition to the good work we already do in this area, we are proposing to make a significant step change in the amount of lay ministry in our parishes. Particularly that which is directed to planting worshipping communities and particularly those aimed at reaching younger and more diverse groups. This is not about replacing clergy with lay people, rather about increasing our engagement with communities.

To do this we will roll out the Cultivate programme. Cultivate is a carefully constructed and tested step-change programme to envision lay leaders, firstly helping them explore their vocation. It goes on to help those called to work in/through the church to plant and revitalise worshipping communities and justice initiatives. Cultivate integrates leadership development, missional discipleship and a localised planting strategy. It was developed and tested in Wigan over 3 years. The outputs of Cultivate in Wigan (pre-COVID) were:

- Over 100 lay leaders mobilised by having engaged with Cultivate in the 3 year period
- The greatest number of commissioned Local Missional Leaders (LMLs) in the diocese - out of 40 commissioned LMLs, 25 of them (60%) operate in Wigan.
- 45 worshipping communities planted, with 24 emerging and 17 mission initiatives being developed.

- Over 1,400 people engaged in new worshipping communities, resulting in nearly 600 new disciples.
- 10 clergy/key lay leaders engaged as mentors giving support.

The aim is to now apply Cultivate across the diocese to facilitate a significant mobilisation of LMLs. We are seeking to develop, disciple and deploy lay leaders into missional contexts – raising up LMLs – attempting to both refresh established worshipping communities, plant new ones and multiply justice initiatives.

We would expect that over the six years around 1600 people go through Cultivate with around a quarter of those being involved in planting new worshipping communities of around 30 people. We hope to see 150-200 people become LMLs. Overall, we would expect to plant around 150 worshipping communities with up to 4500 people in them.

Through a focus on younger and more diverse

In our diocese an 81 year old is 9 times more likely to attend church than a 21 year old. 12-45 year olds are sparsely represented and therefore those who are the future of the church are largely missing. The reality is that without urgent change, our churches are not ageing but dying.

To turn this around, we want to encourage leadership teams to:

- Prioritise in their mission plan a numerical goal for new worshipping communities and justice initiatives with both attention to reaching younger people and nurturing new leaders from and for younger and more diverse communities.
- Ensure all members of the larger Parish Leadership team:
 - Invest as an absolute priority in the implementation, support and mentoring of the Cultivate programme
 - Appoint a portfolio lead for children and families
 - Appoint a portfolio lead for young people and students
 - Use the accountability structure to have regular accountability conversations about the prioritisation of mission, evangelism and discipleship with younger and more diverse people
 - Implement and be accountable as individuals and as a team to the goals of the mission plan that ensure enough time is available for a focus on new creative, courageous, engaging worshipping communities and justice initiatives
 - Commit to quarterly tracking and reviews of the progress and characteristics of new and emerging leaders and worshipping communities
 - Engage with the justice coaches on the strategic conversations of nurturing younger leaders and connecting new justice initiatives with or as worshipping

communities to provide opportunities for younger diverse groups and act as entry points to discipleship

- For those deaneries in close proximity to the Missing Generation LNG networks (in Liverpool City schools and universities), become an active part of the LNG network, sharing in best practice and so broadening the number of places of belonging relevant to young people.

Through identifying, training and ordaining deacons to support good pastoral care

We will develop a new and distinctive group of permanent ordained deacons called to work within their local context, reaching people who others are not reaching. As ever-increasing demands are placed upon priests, there can be real gaps, particularly around pastoral provision. A deacon would hold the portfolio for ministry to the sick and dying, and funeral and bereavement provision. They would ensure the faithful are visited, known and loved, most especially when they are experiencing a personal crisis. Crucially they would be known and they would be local. In doing so they will strengthen the household of God and be part of shaping the culture of a grace-filled life.

The deacon's leadership role is to ensure the door of the church is sufficiently wide to welcome people and enable them to find their place within the household of God. This may mean working with the leadership to challenge assumptions and teach invitation, hospitality, welcome, and evangelism. The deacon releases vocations (lay and ordained) by exemplifying Christ's own ministry and by encouraging, inspiring, training and developing others.

The deacon would be self-supporting and deployed locally so they would be known and a pillar of continuity. The availability and creative deployment of deacons would have resolved some of the tensions at the heart of Transforming Wigan. [The first Deacon is now in training.](#)

Through revitalising existing congregations alongside planting new ones

This will take place in three ways:

- Through some congregations engaging with LYCiG (Leading your Church into growth). In 2019 LYCiG was adopted by the diocese to help a targeted group of churches each year to find intentional routes to invite, welcome and grow new disciples. It is a proven nationally offered programme which helps existing congregations grow and flourish.
- Identified LMLs and teams, who are resourced through Cultivate, will lead and help revitalise existing congregations.
- Where a Resource Church exists in a deanery (currently 5 from our SDF projects) they will lead on larger planting and revitalising in their deanery and beyond using the resources they have to kick start growth elsewhere.

Through ensuring opportunities for invitation and deepening discipleship are consistently available in every place

Leaders with teams will be encouraged to work with a portfolio across the wider geography of the larger parish. The team working on the invitation portfolio will ensure that a diverse spread

of welcome courses and other means of engaging non-Christians will be regularly available in every place. The team working on deepening discipleship will ensure that the best-practices for deepening of faith will be also available in every place. And to ensure this happens there will be regular monitoring of how many welcome/basics and nurture courses are being run each quarter.

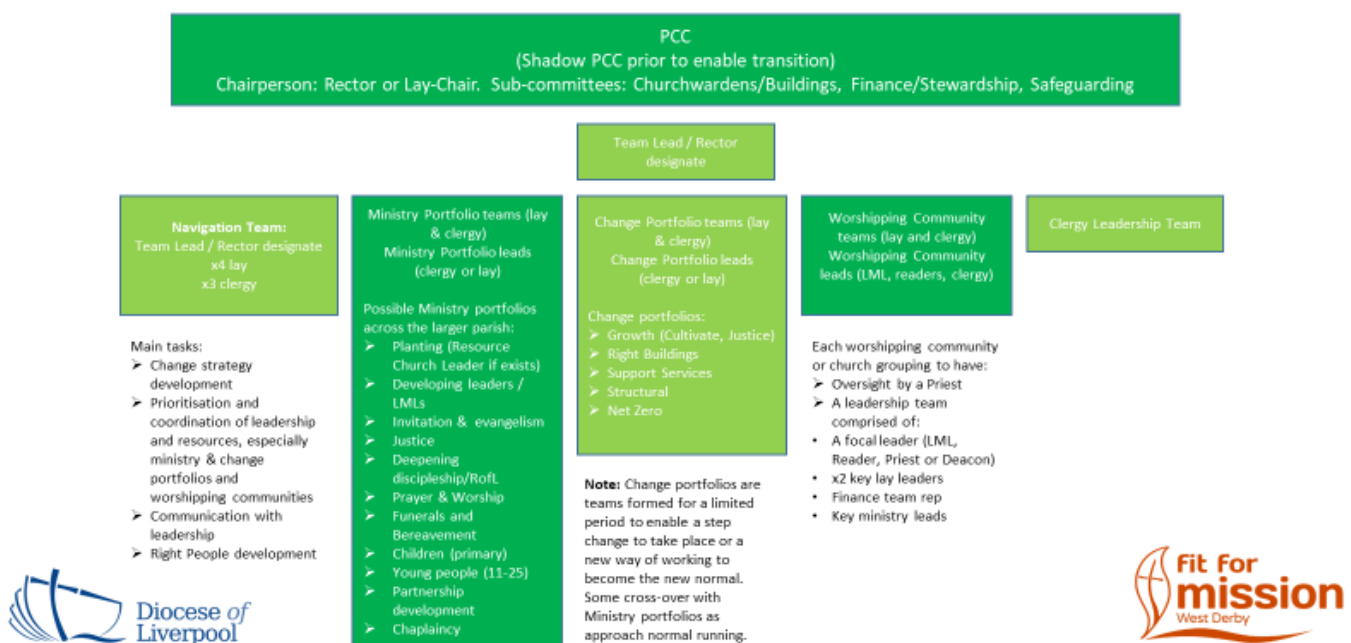
3.0 Leadership

A fundamental commitment of Fit for Mission is that decisions are taken by and for local people. There isn't a new leadership team parachuted in from outside the deanery. But there will be new structures to enable the change work to be done. It will take a couple of years for the new structures to bed in, so the formal legal changes won't happen probably until year 2 or 3. Until that time people will be acting collaboratively as if the structures are legally in place. This will give people time to experience how the larger parish is working in reality. Then the formal changes will be made.

3.1 Larger Parish Leadership Team

The following diagram describes how the larger Parish will look, in terms of oversight and leadership, as it transitions from the current parish set-up to the new one.

New Parish Oversight and Leadership in transition



The main purposes of the above teams/committees are:

PCC: governance, with the following committees/teams reporting to it:

Churchwardens/Buildings: legal responsibilities of Churchwardens including buildings oversight
Finance/Stewardship: oversight of finance and stewardship
Safeguarding: oversight of safeguarding

Rector: oversight of mission and ministry, example of servant-leadership, focal point for unity

Navigation team: overall strategy development, coordination and communication

Ministry portfolios: ministry portfolio strategy and implementation

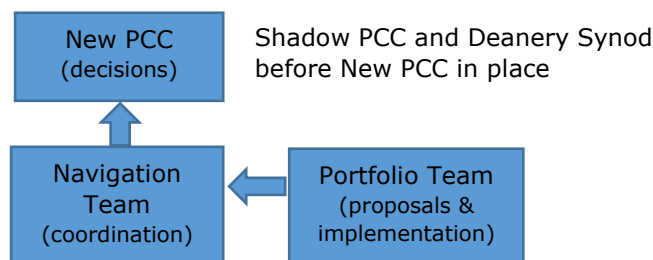
Change portfolios: step-change areas of development, proposals and implementation (time limited)

Worshipping community teams: leadership of worshipping communities including their review and development

Clergy Leadership Team: Clergy team with oversight of mission and ministry across the larger Parish

The terms of reference / role descriptions for the above can be found in appendices 2 and 3.

The following simplified diagram shows the relationship between PCC, Navigation team and Portfolio teams



Decisions about which leaders should take up which roles will be made by the local leaders. The Rector will be appointed towards the end of the change period following the standard diocesan process for appointment of clergy (see appendix 4). A team leader will be locally defined to lead the transition process.

3.2 Leadership types (lay and ordained, paid and unpaid)

In each new larger Parish we will expect to see a range of clearly defined ministry roles inhabited within these normal ranges:

Role	Stipend/Paid or Voluntary	Lay or Ordained	Full-time or Part-time
Rector	Paid	Ordained	FT
Associate Rectors / Team Vicars	Usually Paid	Ordained	Both
Portfolio Leads	Both	Both	Both
Deacons Local	Voluntary	Ordained	PT
Local Missional Leaders	Voluntary	Lay	PT
Readers	Voluntary	Lay	PT

Self-Supporting Priests Parish based	Voluntary	Ordained	PT
Sector Based Ministers	Both (<i>usually paid via employment with other agencies</i>)	Both	Both

3.3 Accountability and support

Mutual accountability is at the heart of Fit for Mission. This is not a top down do this/don't do that approach. Rather it is a collaborative but sharp series of relationships which helps ensure that everyone is clear as to what is expected and receives the support they need to do what they have agreed to do. It locks in the collaborative, team-working approach described elsewhere in this document.

A simple accountability framework showing how and where support for the leaders in a larger Parish is given, is shown here:

Parish Team accountability	Diocesan/Senior/External accountability	Frequency
Team meetings - all team members		Weekly (more as needed for the work)
Individual team leads with Team leader/Rector		Monthly
	Team leader/Rector with archdeacon	Monthly (more as needed in the initial change period)
	Wider team with archdeacon	Half-yearly
	Clergy with archdeacon	Annually
Conversation with Rector and PCC with neutral facilitator*		Annually

*An annual conversation facilitated by a skilled group facilitator will ensure the wider lay leadership of the LSP and the Team Rector can evaluate progress and direction without creating an unhealthy place of conflict or confusion of authority in decision making.

A workstream, including Bishops, Archdeacons and others, has developed new role expectations for clergy that is complementary to the accountability foreseen above. To quote from that group:

The overall context is of a shared enterprise on which we are all engaged. Relationships involving accountabilities create reciprocal obligations between all the relevant parties – of clarity of purpose, support, mentoring, consistency and so on, as well as the obvious issues of achievement, progress and momentum.

A revised standardised role description will form the basis of all future appointments and will continue to be reinforced by the Bishop's Letter of Appointment.

3.4 Annual Mission Plans

Fit for Mission is a bold and ambitious project. It will have many moving parts. So the leadership in each larger Parish will need to know at any given point:

- What are the main things we are trying to do now?
- Are we making the progress we had hoped to make in them?
- What do we need to plan and do next?

The easiest and most effective way of doing this is by having an annual mission plan which sets out the main areas of focus, the key actions under each and the key people responsible for making sure they happen. There will be plenty of help and support for the leadership team in thinking all this through. The following is a basic template of the likely areas of focus and the support available.

Mission Plan	Discipleship	Bigger Church RofL - Tell	Invitation & nurture Plant / multiply / revitalise Younger & more diverse Right people	LyCIG Cultivate / LMLs Portfolio leads / Cultivate Archdeacons
		Bigger Difference RofL - Serve	Network of Kindness Younger & more diverse Net Zero Right People	Justice Coaches/Cultivate Portfolio leads / Justice Coaches Core Services Archdeacons
		Resilient Finance RofL - Give	Talking Money Fiscal rules Asset development	Diocesan Services Core Services RB Team
	Governance	Sustainable Structures	Larger single parishes Infrastructure – finance systems, funerals etc Health and Viability Right Buildings (RB)	Diocesan Services Diocesan/Support Services Support Services RB team

(RofL = Rule of Life)

The leadership will be able to use this plan alongside the key data coming from each of the congregations and justice initiatives to get into a regular cycle of planning, implementing, reviewing; re-planning, implementing, reviewing.

4.0 Restructuring for sustainability; larger Parishes

Another key aspect of Fit for Mission is the move away from the current parish structure into larger parishes – one or two per deanery.

4.1 Why and for what benefit?

The key advantages of a larger parish structure are:

- Simplifying governance while maintaining good and known structures
By adopting a single Parish structure, instead of other more complicated team structures, responsibility for overall mission/ministry and for governance/finance/maintenance remain aligned but with greater flexibility and capacity/resources. These resources can then be more effectively prioritised for local mission as unity and co-operation between communities becomes easier (less barriers).

Clergy and lay responsibilities are also aligned across the same geography so that everyone can pull in the same direction.

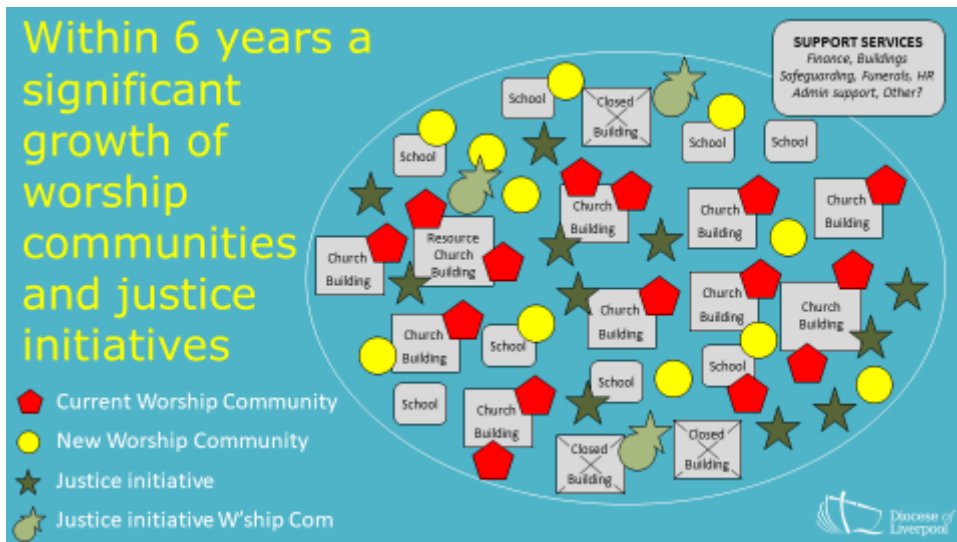
- More things become possible
A larger parish might afford / attract funding for mission and justice initiatives where a smaller parish could not. A larger parish can purchase some things more cheaply e.g. insurance and energy.
- Some things become easier
The larger parish needs less governance roles e.g. one safeguarding policy, budget and accounts, data protection officer etc. Fewer church officers will be required and with single governance there could be fewer governance meetings: less time spent in governance discussion and more in mission. This advantage will be particularly significant for clergy with current multi-church responsibilities.
- Not everybody has to do everything
Not every minister has to be a 'jack of all trades' vicar, but can be licensed to the parish in whatever roles are appropriate to their gifts and the needs of the parish e.g. a focal minister of a congregation; responsible for baptism ministry across the parish; chaplain to organisations, etc. Churches could also specialise: one being "the wedding church", another running food ministry, another Messy Church, etc., since the parish as a whole would be offering all these. Volunteers could find their calling wherever their ministry was needed and valued, in a ministry in their own community or elsewhere, or serving the needs of the whole parish e.g. taking a turn with others as treasurer of the whole parish.
- Better connection between parishes and diocesan leaders.
A smaller number of larger Parish incumbents and PCCs would have a closer relationship with their bishops, archdeacon and St James' House, and their needs and circumstances would be more significant to decision-making in the wider diocese.

4.2 How will it work?

The FFM working assumption is that a larger parish needs to bring together at least 8 current parishes, because between them they will have the scale and capacity needed. The normal maximum will be 12 – 15 of our current parishes. This will be tested as we work through the early cohorts and may therefore be adjusted as we learn.

The following diagrams give an indicative representation of the direction of travel, and the sections that follow aim to describe the transition.





Our current Parish

Our current parishes are small charitable entities in a deanery of several parishes. Generally, each parish has one or more church buildings. There is an Incumbent (possibly shared with other parishes), possibly also associate clergy (including retired), licensed Readers, commissioned LMLs (for any missional projects or new congregations), a PCC and officers, plus other disciples who volunteer with all kinds of tasks and activities.

These parishes offer Sunday and midweek worship services, occasional and festival services, church groups, community projects, a church school (not every parish), other schools and small groups. The worship services, groups, activities and outreach projects are decided by the ordained and lay leadership of each individual parish. These happen in church owned buildings and also in some other settings e.g. schools.

There is an expectation that each parish will provide a full range of services, opportunity for discipleship and learning, activities and social outreach plus pastoral care for all that want, need or expect it. In addition the PCC and the incumbent are responsible for ensuring the safe and compliant running of the church in increasingly complex legal frameworks. The expectations on

clergy and other leaders are significant. It can be difficult to get beyond the ongoing important everyday tasks to be able to find ways to reach the other 99% of people living in our parish with repeated and varied opportunities to encounter Jesus alongside an accessible church community for people of all ages.

Our Larger Parish

Our larger Parishes (either one or two created from the existing parishes in the deanery) will be medium-sized charitable entities. Generally, each larger Parish will have:

- a number of church buildings
- one Rector
- one PCC and required church officers
- a number of associate lay and ordained leaders (paid and voluntary) with mission and ministry portfolios

Across the whole larger Parish there will be a growing variety of:

- current worshipping communities including the widest range of opportunities for worship and more of these where they are needed
- new worship communities in all kinds of places – schools, village halls, shared community spaces, cinemas, cafes, allotments, workplaces.....wherever there are people there could be the possibility of a new worshipping community offering a safe and relatable place for new people to encounter Jesus
- justice initiatives each with a specific mission focus where we can share the love of Christ in focussed, relevant and public, practical love walking amongst people in their need. Some of these justice initiatives will be new worshipping communities or will develop from both current and new worshipping communities.

There will be Sunday and midweek congregational worship services, occasional and festival services, pastoral care provision, church groups and community projects focused on the larger Parish's justice action plan, a few church and state schools and a number of welcome, nurture and discipleship growth groups.

From over-whelmed in our current Parish to new possibilities in our larger Parish

The challenge of the current parish set-up is that everything seems to be squeezed into the funnel of incumbent, building and services. These appear to prioritise the current church members, often to the detriment of finding ways to engage with the 99% of people living in our communities who do not know Jesus and will find stepping into our current services difficult. We must prioritise reaching the missing generations. The common, but not exclusive, default is that mission will be led by the vicar, happen in the church building and be linked to a service or be a new service itself. On the whole, our current parishes are struggling to both fill the building and pay for its upkeep whilst our incumbents, officers and lay leaders are becoming weary and anxious trying to keep everything going. Just saying that we should do more, differently, without changing something to make time and energy possible for new mission and justice initiatives is futile.

Clearly some parishes, both small and large, have been able to plan new congregations and justice initiatives in other places e.g. school, community centre or a local shop unit. These are treasured signs of new shoots showing the potential of growth if we can find the time and resources to sow more and care for fragile new seedlings. However, the overall default of the current parish church is still around its incumbent, building and services.

Larger Parishes will make the creation of new opportunities to belong to a worshipping community or justice initiative more possible and probable. Working together will enable clergy and lay leaders to provide gatherings, outreach and worship opportunities in a broader variety of formats. Becoming a larger Parish does not mean less places to meet for worship, service and learning – quite the opposite! The larger Parish is better placed to maximise support and collaboration to revitalise its current worshipping communities and justice initiatives and plant many new ones.

The rich mix of tradition in our Larger Parish

The larger Parish Rector will be responsible for making sure that all traditions within the Church of England's patterns of worship are nurtured in the Parish, with the hope and expectation that each flourishes. The larger Parish leadership (lay and ordained) will share that responsibility ensuring that the long dedication of the faithful in every tradition are respected and cared for and that new opportunities to beginning or continuing a faith journey are possible in all traditions.

The larger Parish leadership will devote prioritised time and emphasis into developing a creative, flexible mission plan that is relevant to the specific contexts of all areas of the larger Parish. They will, strengthened by prayer, seek to align with God's mission to seek out the lost and the least, dream without limits of the possibilities before us and lead us in courageous trust to throw wide the nets of welcome and opportunity in as many ways and places as possible.

The possibilities are limitless, but the task is not simple or easy. Accountable to each other as leaders, they will plan and over time review a mission plan that will include local, contextual decisions on how to include and develop elements across the larger Parish and all its traditions that ensure encounter, engagement, and discipleship marked by prayer, worship and service.

Enlivening this mission plan, the larger Parish will have increasing numbers of opportunities to make the 4 priorities an accessible reality for the whole parish. There will be new, small worshipping communities and justice initiatives, many of them led by lay people.

Justice initiatives may aim to meet the specific lived needs of whole communities and particular needs of some people in our communities as expressions of seeking more justice in the here and now. Whilst doing the work of seeking justice they will be places for people to encounter the love of God with overt opportunities be introduced to a personal faith journey.

So these justice initiatives may have at their heart, or become, a worshipping community with intentional times of worship and teaching. Many will find a path of discipleship through this hands-on, experiential engagement with the outworking of faith, particularly younger generations. They may be small initiatives in a very local geography, for example an initiative supporting the mental health of a local community through opportunities to co-tend an allotment space. Or they may be larger geographical expressions co-ordinating food poverty ministry across the whole parish.

There will be more opportunity to bring together disciples in the area with shared passions to work together for justice and greater ability to respond to immediate emerging needs in crisis periods.

The larger Parish will also begin many new worshipping communities led by lay people in a variety of styles, geographies and settings. Local, deeply held relationships are fundamental to

some worshipping communities, whilst for some, travelling a short distance to connect with a worshipping community expressing faith in a way they can relate to is equally important for developing discipleship and nurturing new leaders. So there may be new worshipping communities meeting in schools – during the week and weekend. There may be groups meeting in community buildings, workplaces, shopping centres, pubs and cafes. Lay people will work in close relationships with ordained colleagues to ensure all new worshipping communities are part of the larger Parish mission plan and so suitably resourced, sustained and accountable. All LML leaders of new worshipping communities will be engaged with the local Cultivate Pathway providing them with rich discipleship, training, and mentoring to build teams and realise potential without undue overwhelm, fully connected to the vision and practical structure of the larger Parish.

From our current Parish to our larger Parish

The FfM transformation journey, to be undertaken by each deanery over a 2-year period between 2022 and 2027, will enable the larger Parishes to be formed and establish the communities and gatherings as appropriate according to a larger Parish mission plan formed by the Rector and the other leaders in consultation with and overseen by the new PCC.

During the transition period, there will need to be flexibility to enable the various communities and gatherings to work out their distinct identity, patterns of worship and commitment to justice and outreach.

In the vast majority of our current church buildings there is a regular pattern of Sunday and midweek services. Many of these congregations, as distinct worshipping communities, will need to look at how they reach beyond their current numbers, probably through identifying their LML and small team, and begin the work to refresh their worship and community focus. There will be support of people and tools such as the 'Pyramid Review' to help in review, assess and plan the future direction.

No doubt quite a few of the current parish churches will want to keep their weekly patterns of worship in their current buildings just as they have been. We need to honour the faithful commitment of people over many years. We also need to recognise who is missing from our churches. If we are to reach the missing generations and respond in the name of Christ to the multiple needs in our communities we will need as many people as possible to engage in a journey of change. It is likely that in the larger Parish there will need to be some rationalisation of the provision of Sunday services. Amalgamation of services, and some changes to service times, together with closure or change-of-use of some of the many church buildings is inevitable going forward and is a nettle that has to be grasped by the Rector, leadership team and PCC from the outset.

PART 2 - Details

5.0 Governance

5.1 PCC

The larger Parish PCC will operate under current Church Representation Rules as normal. However, because of the size of the Parish, the nature of PCC meetings will feel different to the smaller Parish PCCs that we are used to. The meetings will focus purely on governance and may feel more akin to a medium sized charity trustees meeting, rather than the planning of day-to-day activities in local worshipping communities.

The PCC members will be responsible for governance of the whole Parish, and for resourcing ministry across the whole Parish.

The terms of reference of the PCC are given in appendix 2.

Each church can expect its data to be available to the PCC. This will include its general attendance data, income and expenditure against budget, participation in Cultivate, numbers of children & young people etc. The PCC may also invite leaders of one or two worshipping communities to attend each meeting to discuss how things are progressing. The new PCC will be particularly concerned to champion diversity of forms of worship, ecclesiology and justice in all parts of the larger Parish.

There will be a Parish Meeting more regularly than now, which anyone can attend, to facilitate good information flows. Each church or worshipping community can expect to report into that meeting, either in writing or verbally.

5.2 Shadow PCC

A Shadow PCC will be elected, in the year prior to pastoral reorganisation taking place, to prepare for governance of the larger Parish and working in the new way. Its members will work together to prepare and adopt policies and procedures, define permeable routes for good communication with parish officers and worshipping communities, and ensure financial structures and reporting mechanisms are in place.

5.3 Existing and diverse traditions

The Church of England, quite rightly, allows for a range of traditions and integrities in the interpretation of scripture and church tradition. Fit for Mission is absolutely committed to maintaining, and indeed enhancing, the breath and integrity of the Church of England. So no tradition within the Church of England should fear for its future under Fit for Mission. That said, in reality this commitment will depend on two things: people and money. Let's take them in turn.

Firstly, people. Most churches in the Church of England have been in steady – and in some cases increasingly rapid decline – over many years. And most churches are significantly reliant on older people as the younger generations are largely absent. These are not criticisms; they are merely factual observations. The reversal of this decline and reaching out to new generations are key motivations behind Fit for Mission. But Fit for Mission of itself cannot guarantee this. It will be dependent on people.

So if a church does not bring in new people then it will gradually die out. That is clear and unambiguous. The aim under Fit for Mission is for all churches in all traditions to flourish. But

saying it or writing it down does not achieve that. So part of the answer lies in how each church or congregation of whatever tradition seeks to grow.

Secondly, money. The majority of churches in the Diocese of Liverpool do not cover their direct ministry costs. In other words, they are reliant on financial support from other parishes and the national church to pay for the costs of 'our vicar'. The tradition in the Diocese of Liverpool is that this support, through Lowest Income Communities Funding from the national church and Parish Share within the diocese, is generously given and generously received. But there are limits as to how much can be made available and for how long. Again, this comment is not specific to church of particular traditions; it is a statement of fact across the diocese.

So the Fit for Mission challenge is for all churches, all congregations to become healthier and more viable. If they continue to do so then their future is increasingly secure. If they do not then there cannot be a permanent guarantee that they will be provided with stipendiary clergy leadership – with their 'own vicar'. This has effectively nothing to do with Fit for Mission nor is it tradition specific. The Fit for Mission commitment is to seek to ensure that every tradition in the diocese flourishes. But it will be up to people on the ground to work prayerfully, diligently and under God to realise this vision.

And finally, no Resolution can ultimately override this fundamental question around health and viability. But equally nor does staying outside the Fit for Mission structures give any greater security. The strengths and vulnerabilities outlined above remain within or beyond the larger parish. Indeed, there is a strong argument that staying outside the mutual support of the Fit for Mission structures creates a greater vulnerability for any current parish, including those seeking to preserve a particular tradition. There won't be any access to the support services or wider resources provided under Fit for Mission. It really would be down to the individual church, its own devices and its own resources. That could be a tough, vulnerable and exposed place to be.

6.0 Deanery Structures

The Church of England is structured into parish, deanery, archdeaconry and diocese. Each of these remains under Fit for Mission, but they don't remain unchanged. This document sets out a clear direction of travel on how parishes come together to form larger parishes – 1 or 2 per current deanery. It is a bit harder to say exactly what will happen to deaneries. We know we will continue to have them as part of our pastoral and synodical structures. Exactly how they are going to work will become clear as Fit for Mission progresses. However, for now we know at the least the following (the rest we will work out together as we go)!

6.1 Deanery Synod

The Deanery Synod meets to share issues of concern to the Deanery, debate items emerging from other parishes or referred by the Diocesan or General Synods. It is formed of the House of Clergy and the House of Laity.

The House of Clergy comprises all the clergy licensed in the Deanery including incumbents, associate rectors and sector ministers licensed in the parish, assistant curates, self-supporting ministers, plus representatives of retired clergy and sector ministers. They form the House of Clergy which is chaired by the Area Dean.

The House of Laity comprises the Lay Chair and a number of members from each larger Parish, the number depending on Electoral Roll (ER) size, elected at their APCM. Others include co-opted members and stipendiary lay workers (like Church Army Officers and Stipendiary Readers).

6.2 Area Dean and Lay Chair

The Bishop will appoint a member of the Deanery clergy to be the Area Dean and House of laity of the Deanery Synod will elect a Lay Chair, each to serve for five years. They will Chair Synod and the Area Dean will chair Chapter. They are points of unity who have a call to build up and care for the clergy, lay ministers and Readers and to build relationship across this peer group, as well as the wider needs of the Deanery.

6.3 Deanery Mission and Pastoral Committee (DMPC)

The DMPC is elected by the Deanery Synod and is responsible on its behalf for advising the Diocesan Mission and Pastoral Committee on matters of pastoral organisation and clergy appointments. This group is chaired by the Area Dean/Lay Chair and its membership is as follows: Area Dean, Lay Chair, any members of the Diocesan Mission and Pastoral Committee, 2 clergy elected from Deanery Synod, 2 lay members elected from Deanery Synod.

6.4 Chapter

The Chapter is the place of relationship building for clergy away from their day to day work. Stipendiary and non-stipendiary ministers pro-actively build mutual relationships for personal support and organic inter-dependency of ministry. The Chapter is convened regularly by the Area Dean.

7.0 Local church/worshipping community leadership

7.1 Introduction

One of the key principles within Fit for Mission is that nobody should shoulder the burden of leadership alone; everyone should feel part of a mutually supportive and accountable team. Alongside this we are trying to simplify the way that we work, to remove the burden of the institution and release people into mission and ministry. It is clear that congregations and worshipping communities need oversight and day-to-day management and leadership.

This section outlines how this might work in practice. At the time of writing, none of the following is actually in place. The work of Fit for Mission has started in cohort 1 and how leadership teams will operate are being worked out in St Helens and West Derby. The vital thing is that the details are worked out together by people on the ground. What follows is not seeking to lay out a set of rules that have to be stuck to by the letter; rather it's about suggesting a way of working, a set of guiding assumptions that will be refined and amended as we all step into this new future.

7.2 Key concepts

Priestly Oversight

All worshipping communities and justice initiatives – of whatever size, scale or focus – come under the authority of a priest. As we plant more and more worshipping communities and justice initiatives the way in which that priestly oversight manifests itself will be different. Some congregations will see the same clergyperson very regularly, Sunday by Sunday, week by week; others will be largely lay led and the congregation will only see the priest infrequently. In some congregations the priestly oversight will be quite hands on; in others it will be heavily devolved. But it will be there. And the priest will be accountable to the Rector for the spiritual health of all of the worshipping communities and justice initiatives under their priestly oversight, so the priest will need to engage with each in a way that enables this accountability

and understanding. Of particular importance to the priest will be the spiritual health of each local leadership team.

Leadership and management

In a similar way, leadership and management of churches, congregations and worshipping communities will be appropriate for the size of each. In every case leadership by team will be encouraged and for that team to be led by a named focal leader. In some cases the focal leader will still be the priest, in others it will be a recognised lay leader (LML or Reader) or Deacon. Leadership and management responsibility for each congregation or worshipping community is not assumed to reside directly with clergy. One of the early responsibilities of the Navigation team will be to map all churches/worshipping communities and define their clerical oversight, focal leader and leadership team.

Ecclesiology

There will be an expectation that each worshipping community works to develop the four priorities in their shared life: introducing people to Jesus, deepening discipleship, developing Christian leaders and working for justice. How that is done will be a matter of choice around ecclesiology, local context etc. It absolutely won't be a case of one size being expected to fit all. Choice and variety across the parish will mean a parish where everyone has an honoured and fruitful place, and there is something for everyone.

It is important that each church or worshipping community is able to articulate and work within its own theology and ecclesiology. This will be a key responsibility of the leadership team. It is also vital that the PCC respects and works with this. Ensuring this breadth of ecclesiology will be a key point of accountability between Rector and Archdeacon.

There is a separate paper on how this applies to Resolution Parishes being prepared. However, the vast majority of churches and worshipping communities haven't requested arrangements under the House of Bishops' Declaration but will have particular elements they value in their common life. Therefore, current PCCs will be invited to do the following:

Prepare a statement to describe the traditions, priorities and values of the congregations/worshipping communities under its current oversight. This can include:

- i. Any statements about theology, ecclesiology and priestly ministry that the PCC wish to make.
- ii. Any reference to any body that the current PCC would wish to be part of the discernment and negotiation as to who has priestly oversight of the worship, ministries and broader activities of the named congregations/worshipping communities. This could be e.g. the current parish patron, in cases where the patron acts a guarantor of the tradition of the parish.

The statement will be passed to the Rector and PCC who need to take full account of it when deploying clergy across the parish. This discernment process will include the nominated patron/patronage by the leadership team.

If there is dispute about the deployment of clergy then the archdeacon – on behalf of the bishop – will intervene to establish an acceptable solution to all parties.

Budgetary responsibility

Individual congregations/worshipping communities will both need and be able to manage their own day-to-day finances. There is more detail on this within section 9 and the FAQs. However, it is important to understand the following:

- The larger Parish that would be formed under Fit for Mission will have overall responsibility for the finances of the parish as a whole. However, each church, congregation or worshipping community within the larger Parish will need to take responsibility for their own financial health as part of the whole. In practice this means delivering on the budget that they agree with the PCC each year. The budget will include their expected income, expenditure and giving (the latter related to their current practice). Expenditure will include shared ministry expenses (stipends, larger parish mission and support services costs).
- Each current parish that becomes part of the larger Parish will be responsible for the use of its own assets and giving base as it enters the larger Parish. Individual congregations/worshipping communities will continue to be responsible for the stewardship of their assets and resources as part of the wider body of Christ that is the larger Parish.
- The leadership of each congregation/worshipping community will therefore need to oversee their immediate financial situation against an agreed budget, monitor their income streams, grow their all-important giving base, control expenditure and use wisely any reserves so that the church is financially sustainable and attending to biblical stewardship including generous giving. The leadership team will have full freedom and autonomy within the context of this budget.

There will need to be financial leadership and accountability within the leadership of each congregation/worshipping community. In larger congregations it is likely that this financial leadership will be provided by one or two lay members of the congregation; smaller congregations may need to rely on the support of the wider finance team of the larger Parish. In all cases these lay members undertaking finance roles will be part of the larger Parish finance team accountable to the Treasurer.

Simplified structure

By moving to a larger Parish there will be far fewer people in formal roles. There won't be churchwardens, treasurers, PCC secretaries for each former parish; there will just be the one PCC with roles held at that level. But there will be an absolute need for many of the on the ground practical functions that wardens and treasurers currently perform (e.g. managing the use of buildings, paying in cash, requesting bill payments etc).

7.3 Local Leadership Teams – Making it Work

Different shapes of leadership teams

There will need to be a leadership team for each worshipping community. The precise make-up of the team needs to reflect the different make-up and requirements of each worshipping community, because each leadership team will be operating in its own context with its own needs, and will be locally shaped in accordance with those needs.

For example, a leadership team responsible for a busy church with a church building and multiple congregations will need to look different to a leadership team responsible for a very new church plant with only a handful of people and no building of its own. The former will involve more people, perhaps even with different sub-groups looking after fabric / finance, pastoral care etc. The latter will probably need only two or three people responsible for key areas.

Because local leadership teams are all part of the leadership of the parish, they can take any form that is locally appropriate and which is agreed by the wider parish leadership team. In the busy traditional church there might be quite a formal structure with a congregational committee and sub-committees; in a smaller church the whole congregation might meet together to take local decisions; in another the volunteers responsible for key areas would be given responsibility as a leadership team.

However, it is likely that any local leadership team would include the following:

- The focal leader – the person who is the named leader of that worshipping community. This could be a priest, deacon or recognised lay leader (LML or Reader). If the focal leader is not a member of the clergy team then the responsible clergyperson would also be a member.
- Lay leaders – chosen for their experience, insight and commitment to the vision and purpose of the worshipping community within the ministry of the parish as a whole. Depending on the activities of the particular worshipping community these will include key ministry leaders and others taking responsibility for areas of church life.
- A finance lead – with a brief to oversee how the church/worshipping community is performing against its budget (including levels of giving and other forms of income; levels of expenditure; management and maintenance of assets) and to liaise with the parish finance team.
- A safeguarding lead, with a brief to advocate for the safeguarding of all, to oversee any local safeguarding administration, and to liaise with the parish safeguarding officer.
- How the leadership team is appointed will be a matter for the clergy person with oversight and the leadership team to decide together, as best fits the circumstances of the particular worshipping community.

Decision-making, local and parish-wide

Different kinds of planning and decision-making will need to be done at different levels within the parish: on a parish-wide basis, by local leadership teams, or as a collaboration between the two.

Local leadership teams’ responsibilities would include:

- Managing day-to-day finances (income and expenditure) within an agreed budget
- Service planning – ensuring worship takes place at a time and in a manner that is right and appropriate for the people involved
- Day-to-day care and maintenance of buildings
- Planning of local ministry, including leadership of volunteers within the worshipping community

Parish-wide responsibilities (the Rector and parish leadership team, the PCC) would include:

- Employment and other legal matters
- Insurance, statutory building checks/maintenance and buildings improvement
- Development and deployment of ministry
- Overall budget and finance

Shared responsibilities would include:

- Safeguarding – the overall responsibility of the PCC and its Safeguarding Officer but in collaboration with locally-responsible leaders.
- Leadership development – training and development will be done parish-wide, but the identification and nurture of potential leaders will have to be done locally

As local and parish leadership teams develop, the division of responsibilities can be formalised if necessary. It can also be revisited and changed, and could be different for different leadership teams.

Many areas of responsibility will in practice be collaborative. The overall parish budget will need to take into account the income and expenditure needs of worshipping communities, and this will mean collaboration between the local leadership teams and the parish treasurer. In the same way local leadership teams will handle day-to-day building management themselves. Some aspects of that will be within their agreed budget and some aspects will be undertaken for them by the Support Services team, where that will mean lower cost and higher statutory compliance. The larger Parish structure will allow for a collaborative approach to be developed locally regarding major items (a broken boiler, new roof, large-scale refurbishment), to draw on wider expertise and funding.

Responsibility and accountability

A key aspect of Fit for Mission is the notion of mutual accountability, a culture of high support and high expectation focussed on our four priority areas: introducing people to Jesus, deepening discipleship, developing Christian leaders and working for justice.

Every leadership team will ask themselves: how effective are we being in achieving each of these four missional priorities?

- Are we introducing more people to Jesus?
- Are we helping deepen people's discipleship?
- Are we developing more Christian leaders?
- Are we working to see more justice in the world and in our community?

Leadership teams should also ask themselves: how well are we are stewarding the responsibilities entrusted to us?

- Are we making sure that everyone who is part of our church/congregation/worshipping community feels cared for and supported?
- Are we making sure that everyone who is part of our church/congregation/worshipping community is safe from harm or abuse?
- Have we got enough money to do the things we want to do?
- Have we got the buildings we need in the condition that we need them?

In addition, depending on its responsibilities each leadership team will ask themselves about the possibilities of further improvement in mission, asking questions like:

- Are we becoming younger and more diverse as worshipping communities?
- Are there unused opportunities for mission in our area that we or others could take in the future?
- Are we identifying and developing those who will follow us as members of this leadership team, including looking for those leaders to be younger and more diverse?

The expectation is that every church, congregation or other worshipping community will be bold and courageous in its mission and ministry under each of the 4 priority areas, and will ask confidently for the support they need to be effective in mission.

Leadership teams will therefore need to be highly accountable:

- To the congregation or worshipping community
- To each other, as a leadership team

- To the wider larger Parish

and will expect to be highly supported by them.

Accountability to the wider parish will be transacted in 3 broad ways:

- To the whole larger Parish – via the Parish Meeting. There will need to be good information flows about what is happening across the parish when the Parish Meeting comes together. Each church or worshipping community can expect to report into that meeting, either in writing or verbally.
- To the PCC – each church can expect its data to be available to and scrutinised by the PCC. This will include its general attendance data, performance against budget, participation in Cultivate, numbers of children & young people etc etc. The PCC may also invite leaders for one or two worshipping communities to attend a meeting and discuss how things are progressing.
- To the Rector – to ensure that each leader feels fully supported in their work and responsibility we anticipate regular and very close working relationships between the Rector, Associate Rectors and congregational leads. There will be regular (monthly) 1 – 1 meetings between Associate Rectors/Team Vicars and each of the focal leaders (generally LMLs) of particular congregations under the Associate Rector’s oversight.

Clergy and PCCs will in turn be held accountable for their work. This will include not only the mutual accountability within the parish, but also external systems of accountability to the bishop and archdeacon. More details of this can be found in the paper “Accountability in Teams”, available on request.

The rhythm of these different relationships should allow a really honest, open and timely flow of information and decision-making across the parish and beyond. Positive learning and stories of celebration can be quickly shared and cascaded; problems and challenges can be quickly identified and support offered; major issues or blockages (including at diocesan level) can be named and faced honestly. Nobody should feel isolated or unsupported; everyone should feel part of a common missional endeavour able to offer and receive support and resource as needed.

8.0 Finance General

8.1 Responsibility, planning and budgeting

The larger Parish will be responsible for managing their own finances as a separate charity. The legal responsibility for producing PCC accounts sits with the PCC and that single set of accounts will be externally examined/audited as normal. New financial management software will facilitate Parish Treasurers to produce those accounts (see 11.1 below).

The larger Parish will produce an annual mission plan, detailing what is being planned to be achieved by the worship communities and justice initiatives, together with the timescales and all the resources required. This will include any buildings to be used for mission and ministry. A mission planning pro-forma will be available for all worship communities’ leadership teams to use. The Navigation Team will consolidate these into the Parish mission plan. Once income sources have been developed and a balanced budget achieved, the PCC will approve the plan/budget.

8.2 Financial assets

The financial assets of the current Parishes will become the financial assets of the larger Parish.

Restricted funds will remain restricted for the purpose that they were given. The following example, taken from Diocesan guidelines on merging parishes, is given for clarity:

Church A has already raised £50,000 towards essential repairs and improvements; these are held in a restricted fund. In a larger parish can church B now use this money to make improvements to their building? The simple answer is no. When the parishes are merged together the existing restrictions on any donations received still applies after the merger. Donations specifically given for building improvements or repairs at Church A can still only be used for that purpose even after merging with another parish.

Designated Funds will be under the control of the new PCC but where a fund has been designated for a specific purpose (e.g. a building project or pre-arranged parish event) that designation will be respected. See FAQs document, section on finance, for more details.

9.0 Financial Management

9.1 Overview

A larger Parish Treasurer will work with a finance team, all unpaid as is currently the case. In addition, it is recommended that support services employs a part time finance officer who will maintain the finance system, make payments etc. The Treasurer and the team will ensure the proper financial management of the new PCC.

The larger Parish will work with a budget. This will need to cover all income and expenditure in each of its main activity areas. Some of these may be geographical (e.g. the costs of each church building and its worshipping communities and justice initiatives); some may be thematic (e.g. food pantries across the Parish). Either way the budget will cover the income and expenditure associated with each activity or centre.

Individual congregations/worshipping communities will remain responsible for the stewardship of their resources as parts of the body of Christ that is the larger parish. They will oversee their immediate financial situation against a budget, monitor their income streams, grow their all-important giving base, control expenditure and use wisely any restricted reserves so that the worshipping community is financially sustainable and attending to biblical stewardship including generous giving. See section 7 for more details on local leadership. Worshipping communities will also be contributing to the joint activities / expenditure of the larger Parish.

There will be a common transparent accounts system for all congregations/worshipping communities (see 11.1 for more details). The system will enable members of the finance team to easily create regular reports and for the Treasurer to create finished accounts for the new PCC.

Management accounts will be available from the system at any time and will be able to be accessed by the finance team. A finance team member will either be designated within or available to each worshipping community and justice initiative. Finance team members will be responsible for entering small amounts of information into the accounts system through the internet.

Training and support will be available for everyone volunteering to help with entering financial information.

9.2 Payments for sundry items at worshipping community level

Payments and bookkeeping for locally purchased items not covered by support services will be managed by the larger Parish Treasurer and the finance team. This may be for the purchase of tea/coffee/cleaning supplies/white goods etc. The Treasurer will ensure that local purchases can be easily made within the agreed budgets, either by direct payments or reimbursement. The Treasurer may also choose to manage a petty cash system in some/all of the Worship Communities, if required.

Further detail on the local mechanisms are being worked out as cohort 1 transitions, supported by a Finance Change team lead and the Diocesan Resources Officer.

9.3 Expenses

Expenses will be approved and then scheduled for BACS payment by the larger Parish Treasurer and their team. Approval rules are being developed by cohort 1.

9.4 Bank accounts and paying in cash

The new PCC will eventually move to having one current account. Deposit and investment accounts may also be required. The choice of Bank will be determined locally to provide the best service and cost for the larger Parish. Integration with the finance system, to allow easy reconciliation, will be a pre-requisite.

All worshipping community funds will be held in the one bank account like any other medium sized organisation. Individual worshipping community income, expenditure and assets will be completely visible and managed within the financial management system by using fund accounting - each worshipping community being a separate fund.

Each worshipping community will pay cash funds into the current account either at a local bank or at a post office. Ease of access to branches will be a key factor when choosing a Bank. As with most aspects of our post-COVID world, cash is becoming less significant as more people use digital means of payment/giving, reducing costs and increasing resilience/sustainability.

9.5 Transition of bank accounts

In the 12 months prior to the pastoral reorganisation that creates the larger Parish, a bank account transition plan will be put into effect. It is likely to be pragmatic to use an existing current account, if one exists for the chosen Bank, to develop central purchasing etc; then at the point that the pastoral reorganisation takes effect that account will become the current account of the larger Parish (all that remains is for the name of the account to be changed). The alternative, opening a new account in the name of the larger Parish, is complicated because an application cannot be made until the pastoral reorganisation has taken effect.

In the same period, current Parishes will rationalise their bank accounts ready for the transition to the larger Parish.

For those current parishes that already use the chosen financial management system, the transfer will be seamless as all their records will already be up to date including all restricted and designated funds. During the transition period the aim will be to transfer all current parishes to the new system. Where this isn't achieved within the transition period, and in order for there to be complete transparency at the point of handover, existing restricted and unrestricted (including designated) funds will be clearly laid out in a document received by the larger Parish PCC. These funds will then be incorporated into the finance system during the first year after reorganisation.

9.6 Gift Aid

All existing Gift Aid declarations will continue to be valid, will not need to be replaced and can be used to claim repayment of tax on future donations made to the larger Parish. Any new Declarations will need to be made out to the larger Parish. The merger of the parishes and the effect on existing Gift Aid declarations simply needs to be communicated to all current Gift Aid donors. This is in line with HMRC and national church guidance on merging charities/PCCs.

When bank accounts change, those giving by Standing Order/Direct Debit will need to inform their bank, unless giving is being made by the Parish Giving Scheme (PGS) in which case the transition is seamless. If givers can move to PGS in advance of the pastoral reorganisation then this makes life much easier for the Treasurer and the finance team.

9.7 Gift Aid Small Donations Scheme (GASDS)

This scheme allows a charity to claim up to £2,000 (requiring donations of £8,000) per tax year on small donations not covered by a Gift Aid Declaration. GASDS claims will be made using the "Community Buildings" element of the scheme. This will provide a potential GASDS claim of £2,000 for each church building for small donations received within the building and within the Local Authority Area of the building. There would also be a similar potential claim of £2,000 for each Worship Community which meets in an eligible building at least 6 times a year with at least 10 people present. There is therefore no loss of GASDS because of the move to larger Parishes.

9.8 Fiscal rules

It is proposed that all larger Parishes adopt a common set fiscal rules set out below.

These fiscal rules are intended to provide a simple set of rules by which we can achieve financial sustainability while leaving appropriate scope for investment in missional activity where funds allow. They are designed to help us avoid the temptation to overspend now, leaving future generations to deal with the consequences. They are based on three year budget cycles over which all parishes are expected to balance their revenue budgets. Within this there is a strong drive not to erode our asset base by supporting continuing revenue deficits, but rather using assets creatively to invest confidently in current and future missional activity. So assets should only be used either to provide income (e.g. rental or investment income), develop other assets which in turn will provide greater income, or intentionally invest in new forms of missional activity.

The Rules:

1. We aim to achieve break-even in each financial year and triennial cycle. Financial losses may be acceptable on a limited scale over a short period, within the context of breakeven over the triennium. Consecutive annual losses will only be acceptable in extraordinary circumstances (to avoid perpetuating reductions in reserve levels).
2. Strict budget discipline to apply in all areas of activity. Flexibility between budgets is acceptable, flexibility beyond budgets is not.
3. Investment and cash reserves are to be maintained at a minimum of four months operating expenditure.
4. Assets (cash reserves, investments, property) should not be depleted to fund budget deficits but may be used to:
 - a. Acquire or develop other assets
 - b. Underpin borrowing which is also seeking to improve the long-term financial position

- c. Invest in new forms of missional activity. To avoid unnecessary conflict with rule 1 such investment should be undertaken from a formally designated reserve fund

10.0 Buildings

10.1 Status of Buildings and Canon Law

A larger Parish will have many buildings to use to further their mission and ministry – churches, halls, vicarages and others. The new pastoral Scheme could include that every existing Parish church would maintain that status in the new structure as a larger Parish can legally have more than one Parish church. Any hall or other building that is licensed as a place of worship could also maintain that status. There is no plan or requirement for any one building to have greater prominence than another. These decisions will be proposed by the local Structural team with support/advice from the diocesan BPO team.

Canon law B11 & B14 requires as a minimum that morning/evening prayer should be said or sung every day, and communion administered in each Parish every Sunday. In theory this could mean that it only takes place in one church; in practice there will be multiple churches across the parish offering this, particularly on Sundays.

10.2 Buildings management

The PCC's responsibility for funding ongoing building maintenance will be delegated to the worshipping communities (and any partners) using that building. The responsibility for delivering building management sits with the new PCC but again will be delegated to local leadership teams and the support services team.

There will be benefits, both financial and in terms of compliance, to purchase and organise common aspects of maintenance/management centrally. See 11.9 below.

11.0 Support Services

To enable the Parish to operate most effectively and efficiently as a whole, a range of support services products and salaried posts will be financed by the larger Parish. The aim is to make running the larger Parish easier, to increase compliance with statutory regulations and to make cost savings where possible. Where staff posts of this type operate within current parishes those posts will either be moved across (under TUPE) or will be redesigned for the larger parish and re-advertised. Redundancy conditions may apply.

The paragraphs below describe in general terms how the support services will run and products that have already been assessed/developed for easy adoption. The number of roles and the detail of those roles are for local discernment (by the Support Services Oversight team) and local decision. Within the Fit for Mission programme budget a sum of money provides for 6 months transition from existing parish-based staff roles to new support services roles (equivalent transition fund of 4 full time roles for 6 months). In addition the budget includes 12 months of transition funding for a local support services manager (half time).

Note that if there are two larger parishes in a deanery, not one, the idea is that support services would facilitate the work of both parishes (not two support services teams which are unlikely to be financially viable).

11.1 Financial management system and payroll

As part of the Fit for Mission feasibility study, and in conjunction with the National Church Institutions (NCI), an in-depth evaluation has been undertaken of financial management software packages. A single provider has been chosen that is best suited to a church charity and the requirements of multi-base, multi-worshipping community parish. By adopting this package in all larger Parishes we can reduce individual person hours, increase transparency and visibility across the Parish and Diocese, and enable good support for Treasurers and their teams.

The package that has been chosen is: MyFundAccounting.Online from Data Developments.

Training in the new system will be led by the Diocesan Resources Officer. The system will be accessed within the larger Parish by authorised persons, the finance team, for the purposes of bookkeeping, accounting and reporting. The agreed budgets of each church/worshipping community and building will be itemised in the new system so that expenditure can be controlled against those budgets. Income and expenditure will be recorded and reported at church and worship community level. There may also be separate budgeting and recording of income and expenditure for some of the larger justice initiatives.

The financial management system will in the future include a payroll module which facilitates monthly payments and payslips to staff and the associated real time electronic information transfer to HMRC. In the short-term *Payroll Manager* or similar will be used – this is a simple to use and relatively inexpensive tool that allows multiple entities to run payroll; so it could also be used pre-integration.

11.2 Church Management system (CMS)

In a similar way to the financial management system, in conjunction with NCI the Diocese has identified a church management system that facilitates:

- The storage of contact information in accordance with GDPR
- Communication in accordance with GDPR
- Electronic giving
- Rotas
- Room bookings

The selected CMS is [Churchsuite](#).

11.3 Parish Giving Scheme

The Parish Giving Scheme is an effective way of enabling people to give regularly and committedly to the mission and ministry of the church. It is simple to use and can be inflation proofed. As we hope is clear from the above people will continue to give to 'their church'. All giving via the Parish Giving Scheme (and other forms of loose plate or regular giving) will be coded and credited in full to the relevant church/worshipping community.

11.4 Digital giving

Digital Giving includes;

- contactless payments made by a card, smart phone or smart watch
- online payments made through a website
- the use of QR codes

Through having contactless *and* online giving set up (with support from the Resources team) you will enable church members and visitors of all ages to make a financial gift to your church, and to establish generosity at the heart of your worshipping community.

11.5 Independent examination of accounts

By law all parishes with the Church of England must have their accounts (financial statements) examined or audited by an independent person. While an Independent Examination tends to be a 'lighter touch' examination, an audit is a more rigorous process and must be conducted by a formally qualified person.

The income threshold over which a parish's accounts must be audited is £1 million. Based on income information from previous years it is most likely that a larger Parish within our diocese will be over the threshold value and will require an audit. This will therefore require a level of diligence by all those involved in parish and worship community finance that they may not have been previously used to.

Help and guidance will be provided by the Diocesan Resources Officer as the respective communities become more familiar with the recording requirements associated with financial audits.

11.6 Standard document suite

During the feasibility phase of the FfM project a standard suite of documents has been developed to assist new PCCs / church officers / staff in their work. These documents are available on the diocesan website and cover:

- Policies and procedures
- HR suite – recruitment, redundancy, volunteering
- Role descriptions

[Shadow PCC / the new PCC for the larger Parish will also receive a standard document suite containing all documentation they require as trustees. They can then modify and adopt them as appropriate.](#)

11.7 IT platform

As part of Fit for Mission, Microsoft 365, with associated Teams software, storage functionality, and standard email services will be rolled-out within larger Parishes.

11.8 Building compliance, maintenance and insurance

A part-time role is proposed within the local support services team, to enable the larger Parish(es) to develop building compliance maintenance regimes and local contracts. This will enable the PCC to be more confident that each building is properly maintained with less burden and decision-making pressure on volunteers (although the need for volunteers to help maintain/manage buildings will still be important). The role will make sure certain key services are procured and provided. These would include:

- Buildings insurance
- Legionella testing
- Electrical system testing
- PAT testing
- Fire extinguisher purchase and maintenance

- Fire planning
- Boiler servicing
- Gutter clearance
- Minor project management
- Other procurement e.g. energy

11.9 Administration

Again, to make things easier at the local level the following admin functions are proposed within the support services team, resourced by part-time roles:

Centralised first-point-of-call support for parishes for:

- Human resources (HR)
- Safeguarding processes for Safeguarding Officer and other leaders (emergency safeguarding issues go straight to Diocesan Safeguarding Adviser)
- Advice on standardised Policies, Processes and Procedures within the Parish e.g. Electoral Roll, Data Management, Health and Safety etc.

Centralised administration for:

- Funerals coordination/invoicing/payments
- Document storage across the Deanery
- Finance – supporting the Treasurer and members of the finance team and managing the payroll

Provide the following services to the larger Parish:

- Communications
- Website management
- Church management software, person database

12.0 Diocesan support services

The aim of Fit for Mission is to support local mission and ministry. The majority of the resources to achieve a step change will be deployed in deaneries and larger parishes. However, there are some services which are better based at diocesan level, but geared to supporting and enabling deaneries and larger parishes. These are briefly summarised as follows:

- Stewardship and giving – support and advice on how to create a culture and practice of generous giving (including digital giving) to local mission and ministry.
- Fundraising Coordinator – a new role will build capacity for grant funding of projects in larger parishes, both with mission/justice and buildings focus, and across the diocese. They will also look to support the development of new income streams and income generating activities.
- Buildings development (use and partnerships) – support and advice for local 'Right Buildings teams' to form a best option proposal that will include maximizing the use of some buildings and the shared use / repurposing or sale of others. The advice will include possibilities for buildings to generate income and agreements with community partners. In addition, Fit for Mission provides Project Management support for building and site development.
- Buildings planning (DAC) and Net Zero – a clear commitment that as far as possible the diocesan building permission processes support local plans and aspirations, and offering serious thinking and guidance as we start the complicated journey of getting to net zero.

- Pastoral reorganisation (Bishop's Planning Officer and team) – a clear commitment that as far as possible the diocesan pastoral reorganisation processes support local plans and aspirations, and smooth the path to creating larger Parishes.
- Vocations, Directions and Cultivate, including LML support – developing plans and programmes which enable and support the key challenge of releasing lay people in their vocation. And within this also identifying those keen to plant and lead worshipping communities and justice initiatives and offering support and guidance all the way through from discernment of call through to on-going support in any leadership role.
- Curacy training and management – ensuring that our future clergy leaders are trained and formed in our leadership context and challenges so we can confidently deploy them into the future.
- Parish Officer training – Fit for Mission changes the scope and structure of many of our key roles in the parish; we need to ensure that we can offer good, clear support and advice about how people can fulfil their responsibilities most confidently and rewardingly.
- Safeguarding – continuing to provide high quality training support and advice in this most vital of areas.
- Data and measurement – helping deaneries and larger parishes set up systems that most clearly and straightforwardly collect and interpret key data to help parishes monitor progress. This is vital to support the culture change we need to see and, indeed, to celebrate all that God is doing.

13.0 The Strategic Transformation Fund (STF) grant

In 2020 the Church Commissioners invited the Diocese of Liverpool to look seriously at its future sustainability. They were creating a fund specifically to help dioceses face their major issues and make significant change possible. A feasibility group, reporting to Bishops and the Diocesan Oversight Team, worked for a year to develop ideas and consult on plans, culminating in a £7.5m STF bid. The bid process was lengthy and involved two stages with more than 250 pages of documentation. At the end of February 2022 the Church Commissioners awarded Liverpool the money, the largest grant of its kind that they have awarded, which underlines their support for the proposals.

The money from this fund is specifically to help dioceses make a step change in the way they operate particularly focussing on growth and young people. The money is given to enable us to get to a new place where patterns of mission and ministry are sustainable and we can plan for a more confident future. Funding is mainly for additional staff resources to enable the step change to take place in deaneries. When funding ends after six years the larger parishes will be operating in a new way and won't need the additional change staff – they will be supporting themselves as they do now, but working in a new way.

A board has been set up, chaired by Bishop Beverley, to give governance accountability to the project and a representative from the Church Commissioners sits on this board. Regular reporting is undertaken such that there is appropriate scrutiny of progress and expenditure.

The following roles and expenditure are envisaged to enable us to move to this new way of working across our 15 deaneries:

Planting and revitalisation

To embed Cultivate as the main tool to plant and revitalise:

- Cultivate Lead 1 full time equivalent (fte) post for 6 years across the programme
- Cultivate Officers 0.5 fte per deanery for 2 years (1-3 roles over the programme)
- Cultivate Officer Schools 0.2 fte for 5.5 years to broker worshipping communities in schools
- Media costs

Culture and change management and support

To facilitate the change to working as team with support services:

- Change facilitator 0.5 fte per deanery for 2 years (1-3 fte roles over the programme)
- Support services team 5 fte per deanery for 6 months to set-up and transition to being locally funded
- Pastoral reorganisation and administration additional assistance 1 fte for 4 years across the programme

Leadership development

To develop leadership to work effectively in teams, both lay and ordained:

- Team coaching 80 days per deanery
- Local Missional Leader ongoing support 0.5 fte for 5 years
- Residentials for deanery teams; planting learning community and resources; curate flexible deployment transitional support; training for resilience, conflict and project management

Stewardship, sustainability and asset development

To develop and deliver financially viable development and disposal strategies for church buildings (which are deemed to be one of the single biggest barriers to change) and support fundraising, income and asset development strategies:

- Right Buildings Support and Development 1 fte for 5 years
- Buildings Project Manager for reordering 1 fte for 5 years
- Fundraising for parishes from other grant funding bodies 1 fte for 5 years
- Stewardship support (regular giving and legacies) 0.5 fte for 5 years
- DAC technical advisor for net zero 10 hrs per month

Larger Parish infrastructure

To establish and provide support services for the larger Parishes including administration, data and common systems development and financial management support and training:

- Deanery support for admin during intensive change 0.5 fte for 1 years (1-3 fte roles over the programme)
- Deanery support services systems development 1 fte for 5 years across the programme
- Financial systems development and support for larger Parishes 0.5 fte for 5 years across the programme
- Measurement / data / best practice for larger Parishes 0.5 fte for 5 years across the programme
- Training for larger Parishes: Churchwardens, Treasurers (Financial systems) and Admin (CMS)

Justice development

To support parishes as they develop their work around justice and social impact, some of which will also be the basis of new worshipping communities. To enable parishes to understand and start to deliver on the core elements of net zero:

- Justice initiatives development coaches 2 fte for 3 years

Communication

To ensure good local and diocesan communication, advocacy and sharing experience and good news:

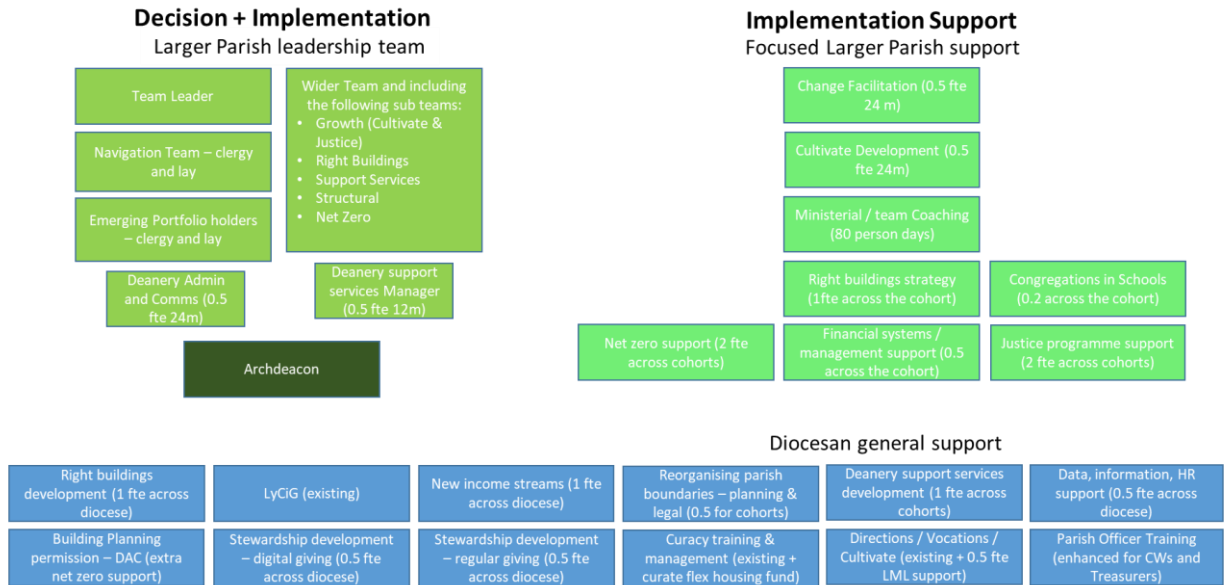
- Deanery support for comms during intensive change 0.5 fte for 1 years (1-3 fte roles over the programme)
- Programme Comms Officer 1 fte for 6 years across the programme plus some additional expert support

Programme management & administration

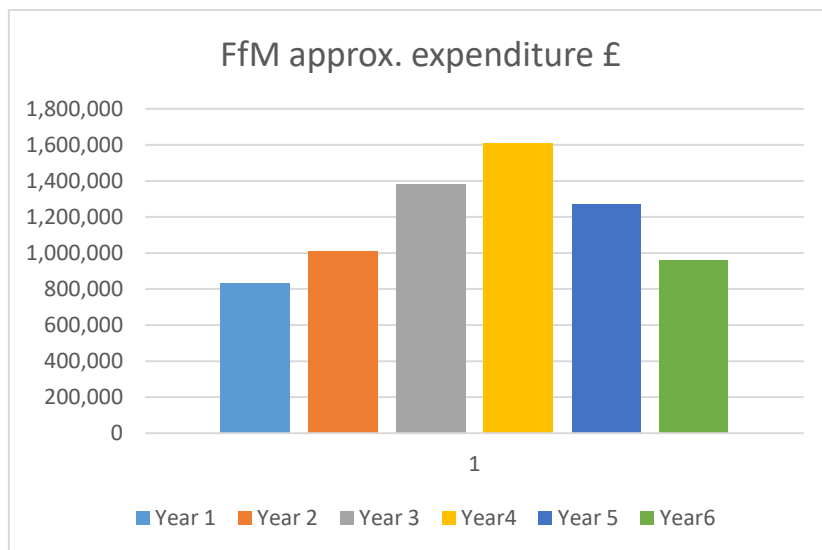
To oversee and coordinate the programme:

- Diocesan Programme Manager leading the delivery team 0.5 fte for 6 years
- Missional Leadership Development Officer leading on team development in deaneries 0.5 fte for 5 years
- Project Manager to provide day to day coordination, planning, measurement, monitor risks, reporting 1 fte for 6 years
- Programme administrator 0.5 fte for 6 years
- Equipment, rentals, office costs, expenses and travel

Larger Parish development: Organisation and Support



The programme is split into three cohorts of deaneries: cohort 1 two deaneries (St Helens and West Derby), cohort 2 four or five deaneries, and the remainder in cohort 3. Each cohort’s intensive change period is two years.



Appendix 1 Glossary of Terms

Term	Meaning
APCM	Annual Parochial Church Meeting
Archdeaconry	Sub-division of the diocese over which an archdeacon has administrative responsibility.
Assets	Financial income, all funds and deposits, financial reserves, both unrestricted and restricted, financial investments, unconsecrated buildings and fixtures and fittings
Area Dean	The incumbent or priest-in-charge of one of the benefices in the Deanery who acts as chair of the clergy in the Deanery.
Assistant Churchwarden	A lay person appointed to assist the Churchwardens
Associate Rector / Team Vicar	The stipendiary clergy assisting the Rector in leading the larger Parish. They are incumbent status and formally Team Vicars.
Building	The place where one or more Worship Communities meet.
BPO	Bishops Planning Officer
Chapel of Ease	A consecrated church building that is not a parish church. Originally within a parish that had a parish church, for the ease of parishioners who could not attend the parish church.
Church Building	A Parish Church, Chapel of Ease, dedicated or licensed buildings.
Church Commissioners	The Commissioners have statutory powers to re-organise Church of England structures and are the trustees of funds held nationally for the work of the Church of England.
Church Representation Rules	The Church Representation Rules are a vital tool for all those involved in parochial, diocesan and national Church governance. In particular, the Rules govern the preparation of the church electoral roll, the conduct of annual parochial church meetings, and the membership and election of PCCs, Deanery synods and diocesan synods. They are one of our charitable governing documents.
Church Representation Rules Scheme (CRR Scheme)	A document agreed by a larger Parish at their special parochial church meeting (first meeting) containing particular arrangements.
Churchwarden	The chief lay officer of a parish elected annually by parishioners, assisting with the smooth running of the parish. There are usually 2 Churchwardens. They are a Bishop's Officer and have certain legal and administrative duties, and serve on the PCC.

Consultation	The draft proposals and the draft pastoral scheme are circulated to all interested parties for consultation. Interested parties are statutory persons or bodies which are required to be consulted in accordance with the <i>Mission and Pastoral Measure 2011</i> .
CRR	see Church Representation Rules
Deacon	A deacon is an ordained clergyperson who has specific responsibility for worship, pastoral care and community outreach.
Deanery	A sub-division of a diocese with its own synod and clergy chapter.
Deanery Share	The new name for Parish Share (see below) to reflect that the Deanery now has autonomy over how this money is collected and spent, notwithstanding the fact that a significant proportion will still go to the Diocese to pay for stipends and support costs.
Deanery Synod	All licensed clergy of the Deanery, laity usually elected for a period of 3 years by APCMs of parishes within the Deanery, plus specific others.
Deanery Mission and Pastoral Committee	Committee of laity & clergy chosen by deanery synod to advise the Diocesan Mission & Pastoral Committee on parish share, clergy deployment and to advise/recommend pastoral reorganisation.
Diocesan Mission and Pastoral Committee	Statutory Committee established by the <i>Mission and Pastoral Measure 2011</i> . Its duty is to review the arrangement for pastoral supervision in the diocese and, as appropriate, to make recommendations to the bishop.
Diocese	One of 42 main territorial units of the Church of England over which a bishop has responsibility.
Disciple	Someone learning to live the way of Jesus, for Jesus, in their everyday context within a community of fellow disciples.
Financial assets	Cash and investments that can be easily converted into cash.
Financial income	Monetary income; cash, cheques and direct receipts into a bank account.
Financial investments	Tangible assets (shares) and fixed assets. Income from financial investments may include endowment funds, dividends, rent from land or buildings owned by the PCC.
Financial reserves	Free reserves are that part of the PCC's funds that are freely available (unrestricted or designated).

Fixtures and fittings	Movable furniture, fixtures, or other equipment that have no permanent connection to the structure of a building. Can include moveable furnishings, office equipment (computers etc), ground and building maintenance equipment and vehicles.
Fresh Expression	A Worship Community that finds new ways to worship which reflect our changing culture and expectations.
Incumbent	Holder of a Benefice and can be either a rector, including Team Rector, or a vicar – with responsibility for the cure of souls. Team Vicars are said to be of Incumbent Status. May be assisted by a curate, deacon, licensed lay worker, retired priest etc.
LML	See Local Missional Leader
Local Missional Leader	These are recognised local lay leaders who provide a point of devolved missional leadership to a Worship Community under the authority of the incumbent and the PCC. They will be commissioned and supported within a Missional Leaders Community.
Local Missional Leader and Team	Recognises that a LML will always work with a leadership team to lead a Worship Community, never on their own.
Mission and Pastoral Measure 2011	The legal basis for structural and organisational changes to enable the local church to be more effective in mission and ministry whilst balancing needs and resources.
Parish	A geographical area for which an incumbent has responsibility; also the organisation of the Church of England in that area.
Parish Share	The way we pay for Missional Leadership and collective action in our Deanery. It covers most of the costs of clergy pay, pension, housing and training, curates, Reader training, support for church schools, some lay workers, support for LMLs and certain Deanery core services. It is a mutual sharing of our financial resources between wealthier and poorer parishes.
Parochial Church Council	Representative body of parishioners elected from those on the electoral roll in accordance with the Church Representation Rules.
Pastoral Scheme	A document which effects changes in pastoral reorganisation made under the <i>Mission and Pastoral Measure 2011</i> .

PCC	See Parochial Church Council
Pyramid Review	A review and development tool for church/worshipping community leadership teams, enabling them to identify and develop missional foundations.
Rector	The stipendiary clergy person leading a larger Parish.
Restricted fund	Funds restricted in their use by the donor and can only be used for that specific purpose from the outset.
RofL	Rule of Life
Scoping Document	This working document that explains the 'what, and how' of changes proposed as part of the Fit for Mission programme and eventual new Pastoral Schemes. It will be revised and republished periodically.
Stipend	The pay received by a stipendiary minister; stipendiary ministers are also entitled to housing.
Unrestricted fund	All funds held for general purposes (held without restriction). Can include funds set aside, i.e. Designated, for a particular purpose.
Worshipping Community	Groups of disciples that worship together. They are intentional about growing their relationship with God, one another and those with whom they seek to share the good news of Jesus. Each has a discerned and defined missional purpose with its own expression of worship, fellowship and mission relevant to the people in that context.

Appendix 2 Terms of References

2.1 The Larger Parish PCC

Aim

- The larger Parish PCC will be a governing body for the larger Parish which will fulfil the requirements of the PCC Powers Measure 1956 and other ecclesiastical and charitable law.
- The larger Parish PCC will co-operate with the rector "in promoting in the parish the whole mission of the church" (PCC Powers Measure s.2(2)a).
- The larger Parish PCC will focus on its governance role, responsible for finance, property, safeguarding and other statutory responsibilities: it will resource the work of parish and local leaders.
- The members of the new larger Parish PCC will be a small body with some ex-officio members and some chosen on a skills basis, able to meet frequently and to act quickly and responsively.
- The larger Parish PCC's work will be transparent to all members of the larger Parish, and will be accountable to regular Parish Meetings.

Membership and meetings - PCC

- Rector
- 2 Churchwardens (elected as lead wardens from the 7-10 churchwardens of the larger parish)*
- 6 lay members elected on a three-year rolling term at the annual meeting
- 2 clergy members elected by the clergy licensed in the parish
- Up to two other clergy or lay members co-opted by the PCC

The Rector will be ex-officio chair of the PCC and the PCC will appoint a lay vice-chair. The PCC will appoint its own secretary, treasurer, electoral roll officer, safeguarding officer etc who may not be members of the PCC.

n.b. Among its officers the PCC will appoint sidespersons, of whom some will be appointed (formally by the churchwardens) to be assistant wardens responsible for particular buildings and/or worshipping communities. Assistant wardens will not be ex-officio members of the PCC, but they may be elected to it. Members of deanery, diocesan or general synods will also not be automatically PCC members.

** The proposal regarding Churchwardens, that will be confirmed by the Shadow PCC as it prepares for governance, is 7-10 churchwardens (not designed to be the same number of buildings) working as a team, with two of these being on PCC.*

It is also proposed that the larger Parish PCC will meet nine times a year, three per term. Two meetings per term will be PCC meetings and the third will be a whole parish meeting.

Other committees may be appointed by the PCC, with the following suggested: Finance/Stewardship, Churchwardens/Buildings, Safeguarding.

Communication, transparency and accessibility

- The PCC's monthly agenda and minutes will be published [on the larger Parish website](#), and circulated to all PCC officers, assistant wardens, licensed ministers and deanery synod members. Items will be invited to be raised and reported.
- The Rules of the New PCC (see Mechanism, below) will be published and made available.
- The New PCC will report regularly to the Parish Meeting (see below).

The Parish Meeting

The larger Parish will have a regular Parochial Church Meeting in addition to the usual Annual Meeting. Any member of the parish electoral roll will be entitled to attend, speak and vote at parish meetings: PCC officers, deanery synod members, assistant wardens and licensed ministers will be expected to attend. The parish meeting might profitably be held on the same occasion as the deanery synod.

There will be a parish meeting on at least [three](#) occasions each year:

- The Annual Meeting in the early spring to discuss the annual report and accounts, and to elect PCC members and others.
- In the early summer, to review a 6-month budget and general progress
- [In the autumn, to review the parish mission plan and agree next year's budget](#)

At each parish meeting the PCC will report on the financial and missional health of the parish measured against the mission plan. The parish meeting will have power to recall elected members of the PCC.

Mechanism

- The larger Parish PCC will require a Church Representation Rules Section 12 scheme to implement Rules for the New PCC, replacing the Model Rules in the Church Representation Rules.
- A Section 12 scheme will be agreed by the Special Parochial Church Meeting held immediately after the larger Parish comes into being, and requires the consent of the Bishop's Council.
- The Section 12 scheme ensuring these arrangements cannot be altered without a further motion at a Parochial Church Meeting and consent of the Bishop's Council. This will give stability and assurance to the system. The PCC can agree and publish locally standing orders with more detail about arrangements for its meetings and business.
- It will be necessary for the Bishop's Council to make consequential changes to its regulations for deanery and diocesan synods so that e.g. the same number of synod members continues to be elected as smaller parishes transition to a larger Parish.

Interim period

- The DMPC will appoint a Shadow PCC to set up and trial the necessary governance mechanisms as part of the set-up phase.
- [Shadow PCC meetings will begin roughly 8 months before the pastoral reorganisation comes into effect to prepare for governance, with meetings approximately monthly.](#)
- [The initial members of the Shadow PCC will not necessarily become the members of the new PCC but some continuity of membership should be encouraged.](#)

[See appendix 4 Governance Transition for more details.](#)

2.2 Navigation Team

Context:

The Diocese of Liverpool is embarking on a six-year step change initiative, encouraged by and in partnership with the Church Commissioners.

Bishops and Archdeacons are leading us forward to work more collaboratively across deanery-scale geography and to focus more time on four priority areas: introducing people to Jesus, deepening discipleship, developing Christian leaders and working for justice. All activity should be building these areas of focus. There is also a vision to reduce the burden of structural bureaucracy by moving to have fewer larger parishes and deal with our buildings issue.

Fit for Mission will change the way we organise ourselves at parish level, and the way we prioritise our time and resources for mission, pastoral care and governance.

Purpose:

The Navigation team is a team of clergy and lay who have specific skills to serve the deanery/larger Parish in navigating the change ahead. The team will meet regularly and a clerk or secretary will take action/decision minutes that will be sent to the wider leadership (Ministry, Portfolio and Worshipping Community leads as a minimum, but to be defined locally). Because one of the important roles of the Navigation team is to coordinate, they must be fully aware of

developments in each portfolio; Portfolio leads will therefore regularly attend Navigation team meetings to update on their area of leadership.

It should be noted that members of the Navigation team are not 'superior' in any way to other portfolio or worshipping community leads. The Navigation team members will have specific skills that lend themselves to the tasks of strategy development and coordination and will serve the larger Parish as they use these skills. Permeability of the Navigation team by other leaders and transparency of decisions and actions will be important to make this a reality.

The main tasks for the Navigation team are:

- Change strategy development
- Prioritisation and coordination of leadership and resources, especially ministry & change portfolios and worshipping communities
- Communication with leadership
- People development

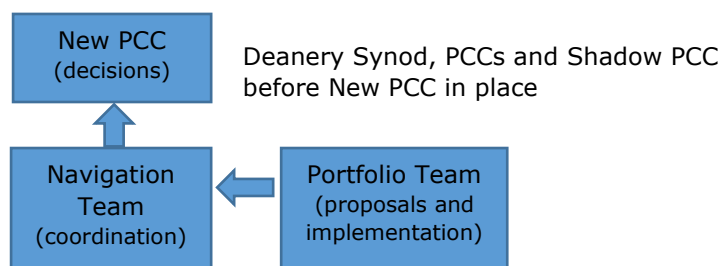
Standard agenda items may include:

- Overall planning and progress (take action on areas moving slowly etc.)
- Programme measurement
- Finance development overview
- Leadership deployment to ministry and change portfolios
- Leadership deployment to worshipping communities
- Individual portfolio progress (invited portfolio leads on rolling basis)
- Communication

Accountability:

The Navigation team will be accountable to each other and to the team lead/Rector. Ultimate accountability is to the larger Parish PCC when formed, and prior to that to Deanery Synod; regular updates will therefore be made to these meetings.

Because communication with leadership is a key element of their work, the Navigation team will be concerned that all current parish PCCs have good regular progress information during the transition phase.



Membership and roles:

The team will be led by the team lead/Rector. It is suggested that the remainder of the team is made up of three other clergy and four lay people. The team lead will ensure that the vision and goals of the team are clear and understood. The team will decide who is best to Chair their meeting and appoint a clerk or secretary. Clear timely minutes are essential so that the wider team can be fully informed, stay aligned and raise issues as required.

The Navigation team will also include a half time Change Facilitator during the two years of intensive change. The Change Facilitator will help the team to plan and progress all the areas of change required. In addition coaching will be available during this period to help this team and the wider team develop in their new ways of working.

Funding for a half time administrator/comms officer is available during the two year change period, to assist with the change workload. The Navigation team should oversee this appointment.

Term and Frequency:

The Navigation team will define the frequency with which it meets; initially it is likely that weekly meetings are required.

2.3 Change Portfolios

Purpose:

In order to deliver the Fit for Mission step change, change portfolio teams will be formed to focus on specific areas of work. These change teams will have the responsibility to develop proposals, with due attention and consultation, and in some cases for the oversight/implementation of those proposals after they have been agreed. In most cases these are 'task and finish' groups that will dissolve once the step change has been achieved. The change teams are: Growth, Right Buildings, Support Services, Structural and Finance.

In order to create space and energy for the change portfolio work, it is envisaged that consolidation of other leadership tasks will need to take place. All these changes will be locally driven and agreed, and will ensure that priorities are properly resourced.

Accountability:

A change portfolio team will be accountable to each other and to their portfolio lead. The portfolio lead will be accountable to the team lead/Rector. Coordination of the portfolio teams' work within the larger Parish will be managed by the Navigation team; the portfolio lead will regularly attend the Navigation team meeting to discuss progress and issues.

Once a change team has developed a proposal about their area, the proposal will firstly be reviewed by the Navigation team for alignment/coordination purposes. It will then be reviewed by the larger Parish PCC (or Deanery Synod prior to the PCC being in existence). Clearly, aspects of change to pastoral organisation (parish boundaries) and buildings will require extensive engagement with current PCCs also.

Membership and roles:

Each portfolio team will have a portfolio lead, responsible for every aspect of the team's work and wellbeing. The portfolio lead will ensure that the vision and goals of the team are clear and understood. The portfolio lead may be lay or ordained.

Each team may consist of any number of lay or ordained members (defined by the team). Each person should have a clear role. It is recommended that these roles are made clear in role descriptions.

Responsibilities:

Each change portfolio team will be responsible for the development of change proposals across the whole of the larger Parish geography. Some teams will also have oversight/implementation responsibility.

Term and Frequency:

Each portfolio team will meet regularly, as defined by the portfolio lead, for prayer, business and to ensure good relationships and communication between the team.

Suggested Change Portfolios:

- Growth (Cultivate pathway, justice, coordination with the LyCig team)

The Growth change portfolio team will give oversight to the development and implementation of Cultivate as a means to develop, train and support lay leaders in the planting of new diverse worshipping communities and the revitalising of existing. There will be a particular emphasis on diversity of ecclesiology, to reach a younger demographic and communities of justice.

This team will ensure the progression of pyramid reviews (for individual worshipping community development, existing and new), planting pipeline workshops (to progress new worshipping community ideas), and mission plans (a year's worth of month by month forward planning of larger Parish mission).

They will work closely with the designated Cultivate Officer for their deanery, who will work under the Cultivate Lead. They will also have the support of the Schools Cultivate Officer, to broker relationships and worshipping communities in school contexts.

The team will also look for opportunities where existing congregations would benefit from LyCig.

- Right Buildings

The Right Buildings portfolio team will in the first instance work to deliver a Right Buildings proposal for the larger Parish. This will be a significant piece of work that will involve listening to church and local communities, other local research and broad assessment of opportunities for each current building (churches, halls and land). Bringing together all this work the team will make a best option proposal that will include maximizing the use of some buildings and the shared use / repurposing or sale of others. The team will be looking across the whole of the larger Parish trying to offer the best pragmatic opportunity for the gospel to be received across the area.

The team will be assisted with process and expertise by a Buildings Strategy Manager.

Once a decision has been made this team will give oversight to implementation. Development of buildings would be supported by a FfM fundraiser and project manager. Site development/shared use would be supported by the Assistant Diocesan Secretary and a project manager. Sale of buildings would be supported by the Assistant Diocesan Secretary and the Bishop's Planning Officer and team.

Net Zero

Bishops are leading us to be vanguards in the nation to become net carbon zero by 2030. A separate small team is working to deliver on this goal, comprising the Diocesan

Environmental Officer, a part time project manager and a part time prophetic lead and officer. This Net Zero 2030 team will work with local teams to enable and facilitate decarbonisation of local church buildings and envision personal behavioural change. The team will propose interventions appropriate to each building and worshipping community to progress this change. With respect to buildings they will assist the Right Buildings team to make changes and co-ordinate the work on buildings decarbonisation.

- Support Services

The Support Services Oversight Team will initially develop a proposal for a single support services function for the larger Parish. This may include:

Administration, covering:

- Data management GDPR; Records (including safeguarding)
- Church management software system administration and maintenance
- Comms and general information sharing
- Safer recruiting
- IT support (Microsoft 365), diaries, electronic storage etc.
- Funeral administration (discretion of deanery)

Buildings management:

- Statutory services: legionella, electrical system testing, PAT testing, fire extinguishers, fire planning, boiler servicing
- Insurance
- Significant procurement

Financial management:

- Bookkeeping and payments
- Payroll
- Reporting

The resulting Support Services team is likely to include part time paid roles, consolidating and extending the work of paid roles in current parishes. The aim is to do more with greater consistency and efficiency across the larger geography. Volunteers would still to cover the following roles: Safeguarding Officer, DBS verification, Treasurer, Bookkeeper, Cash Officer, Gift Aid Officer, Health and Safety Officer.

The Support Services Team will be assisted by a 12 month half time Deanery Support Service Manager, to develop and set-up the team, and by a suite of products that have been analysed and vetted in advance.

- Structural

The Structural team's task will be to do the background work to facilitate the legal pastoral reorganisation process that will create the larger Parish. This will include a proposal covering:

- Larger Parish geography
- Larger Parish / new benefice name
- Parish buildings and their status
- Rector and Associate Rectors.

Patronage

The team will be supported by the Bishop's Planning Officer's team, which will have some additional resource if needed.

- **Finance**

The Finance change team's purpose is to navigate the financial transition as the move is made from current multiple parishes to a larger parish.

A small team, probably some of the existing deanery treasurers, will work on the finance transition, coordinating with all the current treasurers and preparing people and procedures for becoming a larger parish. There is considerable support available from the Fit for Mission team regarding IT, training, standard documents and draft procedures.

2.4 Ministry Portfolios

Purpose:

In order to really focus on the four missional priorities, portfolios of work will be defined across the larger Parish, by the local teams, so that consistent coordinated ministry that reflects shared priorities will be delivered across whole of the larger Parish geography.

In order to create space and energy for portfolio ministry, it is envisaged that consolidation of other leadership tasks/services/congregations will need to take place. Some current tasks will be resourced by the portfolios but by different people. All these changes will be locally driven and agreed, and will ensure that certain priorities are properly resourced (e.g. younger and more diverse).

Accountability:

A portfolio team will be accountable to each other and to their portfolio lead. The portfolio lead will be accountable to the team lead/Rector. Coordination of the portfolio teams' work within the larger Parish will be managed by the Navigation team; the portfolio lead will regularly attend the Navigation team meeting to discuss progress and issues.

Membership and roles:

Each portfolio team will have a portfolio lead, responsible for every aspect of the team's work and wellbeing. The portfolio lead will ensure that the vision and goals of the team are clear and understood. The portfolio lead may be lay or ordained.

The team may consist of any number of lay or ordained members (defined by the team). Each person should have a clear role in the ministry of the portfolio. It is recommended that these roles are made clear in role descriptions.

The team will develop ministry plans and budget for any resources needed. The team will also gather data on their area of work, measuring aspects that reflect progress so that the effectiveness of the work can be seen and celebrated / changes made as required.

Responsibilities:

The portfolio team will be responsible for the delivery of the particular ministry across the whole of the larger Parish geography.

Term and Frequency:

Each portfolio team will meet regularly, as defined by the portfolio lead, for prayer, business and to ensure good relationships and communication between the team.

Possible Portfolios (to be defined by each local larger Parish team):

- Planting (Resource Church Leader if exists)
- Developing leaders / LMLs
- Invitation, evangelism & justice
- Deepening discipleship/RofL/Prayer & Worship
- Funerals and Bereavement teams
- Children (primary)
- Young people (11-25)
- Partnership development
- Chaplaincy
- Net Zero prophetic engagement

Appendix 3 Roles

Rector of a larger parish – currently under review

Appendix 4 Cohort 1 Processes

4.1 Governance Transition

As we look to progress to a single larger parish, with a target date of January 2024, there are implications for current PCCs and the APCMs being held in 2023. In this document we are wanting to highlight these issues and to ask clergy and parishes to consider what steps they can take to ensure congregations and PCC are informed and engaged in the process of change and its implications for them.

Context

St Helens and West Derby FfM parishes each aim to become single larger parishes on 1st January 2024. In both cases this is around a dozen parishes into 1. This document aims to give an overview of the transition process for PCCs, both current and new, that will take place during 2023. All starred (*) dates assume that the pastoral scheme creating the new parish comes into effect on 1st January 2024.

Definitions

Current PCCs: the PCCs of the dozen or so Parishes in each deanery will continue to operate until 31 December 2023 (apart from St Paul Croxteth which has particular arrangements in place). All current PCCs will cease to legally exist on 1st January 2024* by the action of the Pastoral Scheme (i.e. the PCCs do not have to do anything to close-down the Current PCCs). The skills and effort of church officers (e.g. churchwardens etc) and individuals in the current PCCs will be re-routed into either the new PCC or into local Leadership teams focussed on developing our mission and ministry.

Shadow PCC: A Shadow PCC will be formed in May 2023, to prepare for governance of the larger Parish and working in the new way. Its members will work together to prepare and adopt policies and procedures, define permeable routes for good communication with the Leadership teams of churches and worshipping communities, and ensure safeguarding and financial structures and reporting mechanisms are in place.

New PCC: From 1st January 2024* each larger parish will have one new PCC which will be its governing body. There will be no other statutory governing bodies i.e. no other PCC or DCC equivalents.

[For the avoidance of doubt, there will be no Benefice Joint Council, as in Wigan deanery (necessary there because of the need to coordinate the 7 PCCs of the 7 parishes)].

Current PCCs – key tasks and dates

- Current PCCs will continue to govern their Parishes until 31st December 2023*.
- Current churchwardens' terms of service will automatically end as the larger parish comes into being. During 2023 churchwardens will be gathered to explore transition into the larger parish. Some from that group will then form a smaller team who will be proposed/elected as churchwardens in the larger parish in January 2024* (note that the role of these new churchwardens will be tightly aligned to the legal role, not including additional work that has become custom and practice). Others may choose to become assistant wardens who will be focused on more practical tasks around a particular building e.g. being a key holder, managing use, overseeing services etc.
- A guidance document for current PCCs, so that they can be clear on and work positively towards the new arrangements, will be given in spring 2023. The current PCC should then, during 2023, define the shape and pattern of the leadership team that will work on local mission and ministry once the larger parish is formed.
- Ensure all relevant information for ongoing governance is handed over to the Shadow PCC Secretary by 31st October 2023, so that any queries can be resolved ahead of the hand-over to the new Parish PCC (checklist will be provided).
- Ensure all current Parish records/archives are up to date and the Shadow PCC Secretary has access to them in their stored location, by 31st November 2023 (checklist to be provided).
- Ensure all normal finance actions relating to the current Parish are completed by December 2023 and the current Parish finances are in good order. Arrange for complete financial records for 2023 and draft accounts for 2023 to be prepared and handed over to their Independent Examiner (IE) by 28th February 2024. The Current PCC members will need to remain available to answer any questions raised by their Independent Examiner.
- Final task of the Current PCC Treasurer will be to submit completed and successfully examined accounts, with their IE's report, to the New PCC Treasurer and the Resources Team at St James' House. Additionally, copies of the accounts and IE report to be submitted to Charity Commission for those Current PCCs who are registered directly.
- Deanery Synod reps will be elected in 2023. They will continue their terms of office through the transition into the larger parish i.e. from 1st July 2023 for 3 years.

Forming the Shadow PCC

- At their meetings in March/April/May 2023, APCMs of each current parish will put forward two lay candidates from the current parish who each have some of the specific attributes required to be a trustee of the larger Parish (see appendix 1). Similarly, the Clergy Leadership Team will put forward 4 clergy members. That will create a pool of 20-28 people.

The Deanery Mission and Pastoral Committee (DMPC) will then decide which mix of candidates gives reasonable representation from each existing parish and also gives a balanced skill set for the PCC. Note that therefore only about half of the pool of people will form the Shadow PCC. These people may then choose to put themselves forward for election to the new PCC, to assist with continuity, when the new PCC members are elected in January 2024*, once the pastoral reorganisation has taken place. The number of people on the Shadow PCC will be as follows, so as to finally map into the required make-up of the new PCC:

- Rector Designate (or Team Lead until Rector appointed)
- 2 lay members (later to become Churchwardens)
- 6 lay members (elected on a one to three-year term* at Jan 2024* SPCM [Special Parochial Church Meeting]). At least one person to be able to represent younger and more diverse demographic.
- 2 clergy members
- Up to two other clergy or lay members co-opted

[*The initial terms of elected members will be for 1-3 years to enable 1/3 to be new each year going forward. Each person's term will be decided by lot at the first formal meeting of the new PCC in 2024*. Time served on the Shadow PCC is not included in these terms.]

- The Rector Designate (or Team Lead until a Rector is appointed) will be ex-officio chair of the Shadow PCC and the Shadow PCC will elect a lay vice-chair from its lay membership.
- The Shadow PCC will, each at an appropriate time, appoint its own secretary, treasurer and finance sub-committee, electoral roll officer, safeguarding officer etc. each of whom will not become members of the Shadow PCC by their appointment.
- The Shadow PCC will be given a set of standard policies and procedures to work through and either adopt or modify and then adopt.

Shadow PCCs / New PCCs – key tasks and dates

- The Shadow PCC's first meeting will be end May 2023: orientation, appointments (of Secretary, Treasurer, etc.), possible co-opt, relationships.
- A guidance pack for the Shadow PCC/new PCC will be given before each start meeting and Archdeacon Simon will give orientation at their first meetings. The pack will include:
 - Terms of Reference and RDs for Chair, Sec.

- Workload list to get through in 2023 [including working out how to develop good comms with leadership teams, interfacing with finance, safeguarding, Support Services (HR, Insurance and Buildings maintenance/management)]
 - Standard Agendas
 - Policies to adopt (standard docs included)
 - Processes proposals, starters for 10 [comms with leadership teams, Terms of Ref for sub committees – finance, safeguarding, churchwardens]
 - Standard Role Descriptions - new PCC roles (standard docs included)
 - Checklists for current PCCs to handover info to new PCC including: checklist of all relevant information for ongoing governance, checklist current Parish records/archives. [Nav team could decide to gather this centrally by deanery admin/Support Services team during 2023.]
 - Guidance doc for Shadow PCCs/New PCC regarding 2024 timeline of meetings, especially Jan 2024 and APCMs etc
- Shadow PCC second meeting June 2023 and then approximately monthly [note: in New PCC paper/Scoping doc says also parish meetings start in 2023, 4 time a year. This will be deleted in Scoping doc v03, parish meetings will only start in 2024.]
 - Subsequent meetings until end December 2023*: refining and implementing governance processes and procedures – getting ready for full governance to begin 1st January 2024*.
 - Finance transition is being led by a separate team and by a Finance Change Team lead (first meetings held Jan 2023). The same will be true for Safeguarding and later for Churchwardens (definitions still in progress).
 - Rector will convene SPCM in January 2024* (Bishop’s Planning Officer in attendance). Agenda: (1) a meeting of parishioners to elect the new Parish Churchwardens and (2) a Special Parochial Church Meeting to (a) agree the size of the New PCC and new Rules for the PCC (by passing a Section 12 Scheme – see Appendix 2 of Scoping Document, (b) elect new PCC members, (c) elect Deanery Synod reps if necessary, (c) receive any reports and accounts that are available.
 - New PCC continues to meet monthly, from February 2024* onwards.
 - New PCC must approve each of the final Annual Reports including accounts from the previous PCCs. Ensure all reports that should be submitted to the Charity Commission are submitted as soon as possible.
 - Previous PCC Charity Commission registrations are closed and the New PCC is registered with both the Charity Commission and HMRC for Gift Aid.

The New PCC is responsible for governance specifically. Leadership teams in each church or worshipping community are responsible for their mission and ministry plans and usually for raising finance for them. For clarity the governance responsibilities of the PCC are defined by the PCCs (Powers) Measure 1956 and other legislation applying to all PCCs in effect at the time and cover:

- a) Governance of the Benefice as a whole
- b) Overall financial strategy as trustees of parish funds
- c) Financial oversight and management

- d) Responsibility for maintenance and insurance of buildings
- e) Other trustee responsibilities, including safeguarding
- f) Relationships between the PCC and leadership teams of churches and worshipping communities
- g) Decision making on matters of mission and ministry brought by the Rector from the wider Leadership Teams
- h) Ensuring that core services operate effectively to support the mission and ministry of the whole new Parish

For further detail on the new PCC see Appendix 2 of the Scoping Document.

FOR CONSIDERATION BY CLERGY AND PARISHES IN EARLY MONTHS OF 2023

How will you.... what steps can you take to....

- *best enable your current PCC and Church to be informed and engaged in this process of change and its implications for them?*
- *consider and communicate the implications of the changes expected in 2024 to those who might offer to stand at the meetings in 2023*
 - *for the PCC*
 - *for Deanery Synod*
 - *as churchwarden*
- *encourage people to offer to serve on the shadow/new PCC, to help recruit those who will bring skill and experience and contribute to a diverse and representative group (2 lay candidates are needed from each current PCC – see above, Forming the Shadow PCC).*

Appendix 1: Creating a Diverse Trustee Body

When choosing a PCC diversity is key to ensure best practice governance. Rules on PCC membership can be found in the Church Representation Rules M8 which states that PCC members must be:

- Aged 16 or over
- On the Electoral roll of the parish

An actual communicant in the Church of England

Consideration should be given, as far as possible to breadth of membership in terms of:

- Age (specifically including younger age group)
- Gender
- Demographic e.g. working, middle class etc
- Tradition
- Geography
- Disability

- Ethnicity
- Sexuality
- Skills (see NCVO website or .gov website for information)

4.2 Rector Appointment Process

The following process is to identify and appoint someone to the role of Rector Designate. When the pastoral reorganisation happens the Rector Designate will receive the office of Team Rector. They will be either named in the scheme as first Team Rector, or appointed to that office subsequently.

The process that follows assumes that the appointment is from within the proposed larger parish i.e. it is an appointment open to incumbent-status clergy already serving within one of the parishes that will merge to form the new parish.

This process follows the same basic steps as the Diocesan clergy vacancy process, amended to accommodate the particular circumstances of the churches being in the process of preparing for pastoral reorganisation to become a larger parish. In particular, since the prospective parish does not yet have a PCC, the members of the deanery synod representing the FFM churches will be responsible for the usual PCC parts of the appointment process, by approving the parish profile and appointing two parish representatives.

For clarification, the Bishop is responsible for the appointment since the appointee will hold the Bishop's license.

Step one: Our Diocese prepares

- 1) Navigation team and the Archdeacon declare to Bishop of Liverpool the need to appoint a Rector Designate.
- 2) Bishop declares the intention to appoint.
- 3) All patrons of existing parishes that will merge to form the new parish are notified.

Step two: Preparing a parish profile, Role Description and Person Specification

The parish profile, role description and person specification are key documents to discern the right person for the larger parish. They should state clearly what the larger parish is like, the challenges and opportunities that lie ahead and how the new Rector (Designate) will fit in. The parish profile is expected to be shorter and more succinct than the parish profile prepared for normal vacancies.

- 1) Fit for Mission Delivery Team produce a draft of the parish profile, drawing from documents including the Deanery Plan, Right Buildings Plan and Larger Parish vision and priorities
- 2) Archdeacons draft the Person Specification and Role Description.
- 3) Bishop of Warrington to sign off Person Specification, Role Description and Profile prior to going to advert.

Step three: The prospective larger Parish/Deanery prepares

Key stakeholders are brought together to get a shared view and agree the process that will be followed.

- 1) The Archdeacon, Area Dean and Lay Chair, Deanery Secretary and patrons hold informal meeting (*equivalent of the usual pre-section 11 meeting*) to
 - a. Review draft parish profile.
Area Dean, Lay Chair and Deanery Secretary are then responsible for updating the parish profile following this meeting.
 - b. Agree which patrons will be involved in the appointment (i.e. patrons who are not intending to be part of a future patronage board may choose to sit out the process).
 - c. Plan timescale and responsibilities for the process. (Timelines to include going to advert; closing date; shortlisting; interview incl episcopal interview)
- 2) Deanery synod to hold a meeting (*equivalent to the usual section 11 meeting of the PCC*) at which they will:
 - a. Appoint 2 lay representatives from among the members of the deanery synod from the FFM churches to the selection process
 - b. Appoint 1 clergy representative from the FFM clergy (who does not intend to be a candidate) to the selection process
 - c. Approve the parish profileOnly Deanery synod members representing Fit for Mission churches should take part in this business.

In advance of this meeting the Area Dean is responsible for facilitating the larger parish clergy to choose a clergy representative who will not also be an applicant for the position.

Step four: Advertising the vacancy

We want all parties to be satisfied that we have the best information in order to attract the right person to the role of Rector (Designate).

1. The Archdeacon, lay chair, two parish representatives, clergy representative, and patrons involved in the appointment meet (equivalent to the usual section 12 meeting). At this meeting they
 - finalise the Parish Profile, Person Specification and Role Description.
 - decide mechanics of interview and organise any training (e.g. unconscious bias training and interviewer training)
 - agree the rest of the appointment process
2. The Archdeacon puts a private role advert on Pathways and sends the link to all clergy in the Fit for Mission Churches in the deanery to enable any of them to make an application.
3. All applications are initially managed through the Archdeacons' office

Step five: Interview and appointment

We know that many people want to have a say in appointing a candidate but we also know the process works better with a carefully selected group managing the process. We aim to limit the numbers involved in interviews to 4/5 and manage the interview day so it offers the best possible experience for all.

1. The interview panel previously selected is confirmed.
2. All application forms are sent to the Bishop, Archdeacon and Diocesan Safeguarding Advisor for review. The Bishop's office will check the Archbishops' List.
3. The panel shortlists suitable candidates.
4. The panel arranges and conducts the interviews
(*guidance, checklists and sample questions are available*)
5. Recommended person is interviewed by the Bishop.
Please note: the interview process must be rigorous. If there is any reservation this must be robustly considered and the bishop advised accordingly. 'Good enough!' is not good enough for a recommendation. NB It is very problematic for the bishop to refuse a recommendation – the Panel must be informed they reserve this right.
6. Bishop gives the offer of appointment letter. The offer is subject to legal checks. Bishop's Lodge arrange post interview legal checks for successful candidate.
7. Archdeacon debriefs unsuccessful candidates.
8. If there is no successful candidate the Archdeacon and Panel arrange to meet to review the paperwork and set new timelines - possibly advertising externally etc).

Step six: Settling in new Rector

Timings and announcing of appointment agreed with the Archdeacon, including transition of one role to another.

Appendix 5

5.1 Team Leader definition process

What they will do

The Team Leader will lead two teams during the change process:

1) The navigation team, whose role is to

- Keep everything on track, overseeing all aspects of Fit for Mission
- Make sure all decisions are locally-led and meet the needs of the larger parish
- Prioritisation and coordination of leadership and resources, especially for ministry & change portfolios and worshipping communities
- Communication with the change teams, clergy, and across all churches
- Communication with the Fit for Mission project team through Change Facilitator
- People development

2) The clergy team, whose role is to

- Develop a culture of shared leadership, support and accountability for all clergy
- Supported by a coach to help the team lead the change in their churches
- Coordinate the shared mission plan and key activities eg Cultivate
- inspire/lead/engage/mobilise their congregations throughout the change process
- People development

Notes

- a) This Team Leader role is for the Fit for Mission 2-year change period and is not the Rector. During the change period a Rector (designate) will be appointed to be the incumbent of the larger parish, ultimately responsible for leading on mission and

ministry. The Rector role will be recruited as part of the change process through the clergy appointment process. Leading the clergy team will be handed over to the Rector (designate) before the end of the change programme.

- b) The role is distinct from that of the Area Dean. Should an Area Dean be appointed to this role they would need to consider the feasibility of continuing as Area Dean as part of creating the time needed.
- c) It is assumed that the change Team Leader will be one of the clergy from within the deanery.
- d) The timing of the process needs to result in the Team Leader being ready as soon as the churches have voted. This will include the work done to release their time for the two years of the change programme. Liverpool Diocese will work with each Deanery and the appointed Team Leader to create the capacity needed. There is no single solution for this but will be bespoke to the individual and their existing commitments.
- e) To enable the Team Leader to be ready after the vote, the process will happen simultaneous to the PCCs exploring FfM and thinking how to vote. Clearly it is hoped that all (or enough) PCCs decide to join Fit for Mission.

Characteristics of the Fit for Mission Team Leader

Leading change requires particular skills and characteristics. Based on experience in change leadership within the Liverpool Diocese we have identified key characteristics that are essential for the change leader as follows:

The MUST haves (these are the essential characteristics)

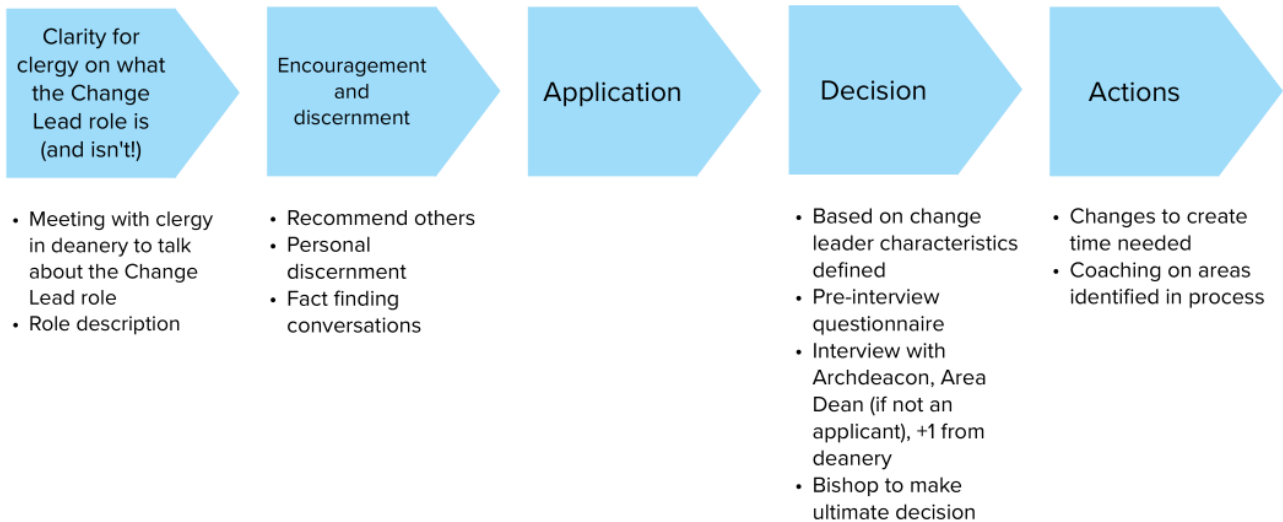
- A passion for Fit for Mission driven by their missional mindset and dissatisfaction with the status quo
- The capacity to give enough time, with a willingness to make the time through pausing, delegating and giving up some current commitments
- An enabler of others (who knows that the best fruit grows on other trees)
- A person of unity who likes people
- Resilient; not fazed by challenges
- Is responsive to feedback and wants to learn
- Will constructively challenge in all directions
- Has a collaborative approach; brings a diversity of views and skills together
- Appreciates the range of theology within the Church of England and works well with all
- Sees the Fit for Mission programme team as a partner and will work together

The SHOULD haves (these would be extremely helpful and having most would be desired, those that are less evident should be a focus of early coaching and support)

- Is credible and trusted in their deanery
- Is secure in their own calling and knows their ministry strengths
- Has experience leading change and leading a team
- Is good at prioritising
- Is quick to build relationships and is pastorally sensitive

Process for appointing the Team Leader

The process for appointing the Team leader will be transparent and will lead to a decision based on the characteristics set out above.



This role is different to others that are more familiar to clergy, and so the process begins with the clergy in the Deanery getting to understand exactly what the role is and what would be required of them – exploration can be both in group and 1:1 sessions as needed.

Next is a period of time for all clergy to listen for what God may be saying to them about this key role for the future of their Deanery. This may involve talking to someone you feel this role describes, seeing yourself in the characteristics, or talking to people in Fit for Mission to learn more.

Applications will be sent to the Archdeacon’s office, in the form of up to 2 pages A4 to answer the following questions:

- 1) Using the role description specification, give examples of how you hold the characteristics of the Team Leader. Examples can be taken from work, volunteering, community, extra-curricular activities etc.
- 2) Please outline and give details of why you are applying for this role?

Interviews will be held with the Archdeacon, Area Dean (if not an applicant), and 1 or 2 other deanery representatives. The interview will determine if the person has the required characteristics for leading the change, and will identify areas for support or coaching.

Following interview, the panel will make a recommendation with rationale for the Bishop. The Bishop will have the final decision on this appointment.

Follow-up actions to the appointment are crucial and will have a huge impact on the change programme’s success. The Team Leader **MUST** be supported to:

- Assess and create the time needed for change. Archdeacons and deanery colleagues crucial in facilitating this.
- Develop in any areas identified during the appointment process, coaching available as needed.
- Induction into the role by the FfM team.
- Peer support from cohort 1 team leaders.