

A working document that describes the Fit for Mission journey

[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 is a working document, updated and extended as understanding develops and we all learn more about what works and what doesn't. It is hoped that this scoping document will reduce anxiety and conflict, opening up constructive dialogues. The FAQ document sits alongside – real questions that have been asked by cohort 1 and cohort 2 deaneries (6 in total).

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 has got 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).

The Liverpool impact

1989	2019	Change
• Population: 1,598,000	• Population: 1,620,000	• +1%
• Attendees: 34,700	• Attendees: 15,500	• -55% -65% 2023
• Clergy: 274	• Clergy: 170	• -38%
• Church Buildings: 254	• Church Buildings: 229	• -6%

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 simply about replicating what is known to grow the church in more places in our diocese. 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, through a considered prayerful process, 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 next 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 and colours. 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. National statistics show that 43% of CofE churches don't have any children attending.

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 and experience 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 pre-covid 22% of our churches were seeing sustained attendance growth which was fantastic. However, 70% had been in sustained decline. We need to face that reality and take the best action we can.

In 2019 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 54 being involved to date, 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. Some of our resource churches are still in the growing phase, however two of them are now revitalising other churches.

Also, with support from the national church we have invested in growth through smaller, largely lay-led worshipping communities – in Wigan (Transforming Wigan project 2013-2020) and through the Joshua Centre (2017-2022). 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 enabled the planting of 30 congregations, 27 still exist with over 1000 people attending.

All three of these models will be part of FfM larger parishes moving forward.

We would identify the following key learnings from Transforming Wigan (which included moving from 29 parishes to 7), 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 for a fixed-term project is often less helpful long-term 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 also learned from Wigan that there needs to be significant 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 still untapped capacity among lay people to lead and plan new worshipping communities and justice initiatives. COVID had a major disruptive influence on this and we have seen a re-shaping of church commitment amongst some tired 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. [Our cohort 1 experience shows this to be true, with 16 new worshipping communities planted, or activities being transitioned to being worshipping communities, in just 2 years.](#)
- 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 and collaboration. Changing these structures sufficiently will be costly, the cost of not changing them, is higher. [In Wigan the 7 parishes formed still mean an overly complex system that is a barrier to collaboration; it would have been better to have gone to less parishes.](#)
- 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 would 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.

All of these learnings have been built into the FfM programme.

1.3 The Fit for Mission programme

During 2021, challenged by the Church Commissioners, a number of parish and diocesan leaders prayed and worked together to discern the best way forward for the diocese. 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 was the FfM 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 (some inappropriate buildings, difficulty in delivering plans and reaching goals).

The FfM programme is experienced by churches in three phases:

1. Engage – develop understanding about the need for change and what it will entail. In this phase there will be opportunities for PCCs, Synods, Chapters, lay and clergy to meet with Archdeacons and FfM team members to hear about and talk about FfM.
2. ‘Acting as if’ – a journey of about 2 years working with other churches, getting going on developing mission and the four priorities and planning what being a larger parish together should look like
3. Formalise – become a larger parish



Churches in every deanery will be encouraged to go on the FfM journey with others in their deanery, a 2-year change process where they are supported and resourced to collaborate on the 4 priorities. This work will be undertaken in three cohorts, starting their 2 years transition phase as follows: cohort 1 May 2022, cohort 2 January and May 2024, cohort 3 January 2026. Cohort 3 will start an engage phase in Spring 2024, which is aimed at developing understanding and enabling exploration of the FfM journey; each PCC will then be asked to make a decision, to go on the 'acting as if' journey or not, in the autumn of 2025. Crucially, each deanery shapes its own detail and make its own plans, within the overall FfM framework. There are various consultations and decision points on the journey, both formal/legal and informal (planning for the future).

To develop our missional culture we will:

- Form change teams (lay and ordained together) to work on aspects of local best-practice together. These are vital to make sure that each group of churches 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 eventually 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 next generations.
- **Over time, increase Resource Church revitalisations into larger parishes. Those churches will then, in turn, revitalise others.**

To overcome the deep-rooted problems we will:

- Intentionally change structures, moving to just one (or possibly two) larger parishes in each deanery, creating a platform for good local decisions to be made on:
 - **Collaborative best-practice mission in every place.**
 - 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 local 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

After 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



- Up to 200 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
 - Around 80% of current parishes in new larger parishes.
 - All deaneries having 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 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; transition coaching for church officers; programme management; administration.
- Church growth support
 - Cultivate, our proven training, mentoring and leadership support programme; Leading Your Church into Growth (LYCiG); [Resource Church planting / revitalising](#); 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



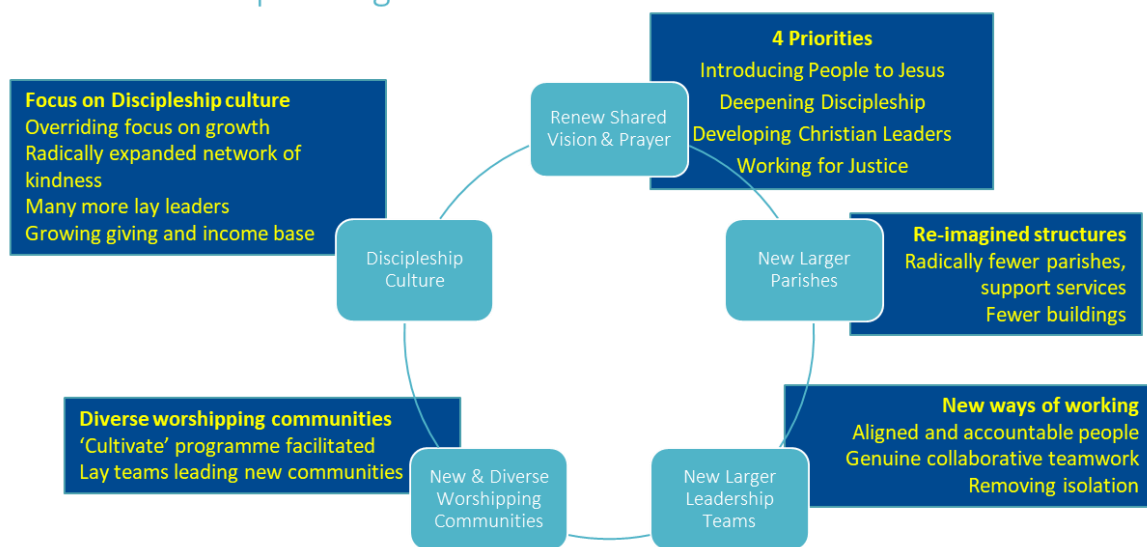
- o Diocesan structures geared to making it easier for the larger Parishes to remain focussed on mission with the correct support to make it most possible for plans to be enacted.

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 (via LMLs and Resource Churches) alongside planting new ones



- ensuring opportunities of invitation and deepening discipleship are consistently available and accessible in every place
- intentionally replicating what already works well

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.

Cultivate is now being rolled-out across the diocese to facilitate a significant mobilisation of lay people with LML leadership. We are seeking to develop, disciple and deploy lay leaders into missional contexts, raising up LMLs to refresh established worshipping communities, plant new ones and multiply justice initiatives.

We would expect that over the six years 1000-1500 people go through Cultivate with around a quarter of those being involved in planting new worshipping communities of around 30 people.



In cohort 1, around 240 people have been through Cultivate. We hope to see up to 200 people become LMLs 6-12 months after starting/revitalising a worshipping community. Overall, we would expect to plant around 100-200 worshipping communities with around 4500 people in them. In cohort 1 so far 20 worshipping communities have been started from scratch / existing initiatives have been developed into worshipping communities, with many more in the pipeline.

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. Invest as a priority in the implementation, support and mentoring of the Cultivate programme to enable these new initiatives.
- 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 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 will help strengthen pastoral care as we go on this transformation journey.

[Training of Deacons takes 3-5 years. The first Deacon will be ordained June 2024. Two more are in training, with a further three in their discernment phase.](#)

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.
- [Resource Churches planting into larger parishes to revitalise a particular church and help to see that church grow quickly. We expect to see 7-9 such plants by 2030. The revitalised church can then also help support the development of certain mission and discipleship initiatives across the larger parish, e.g. Alpha.](#)

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.

Through replicating what already works well

[Often we have ministries that are proving very successful in reaching new people, but they are unheard of outside a particular parish. By building relational teams across traditional parish](#)



boundaries, we will bring down the barriers to replicating what already works well and in this way we will grow.

3.0 Leadership

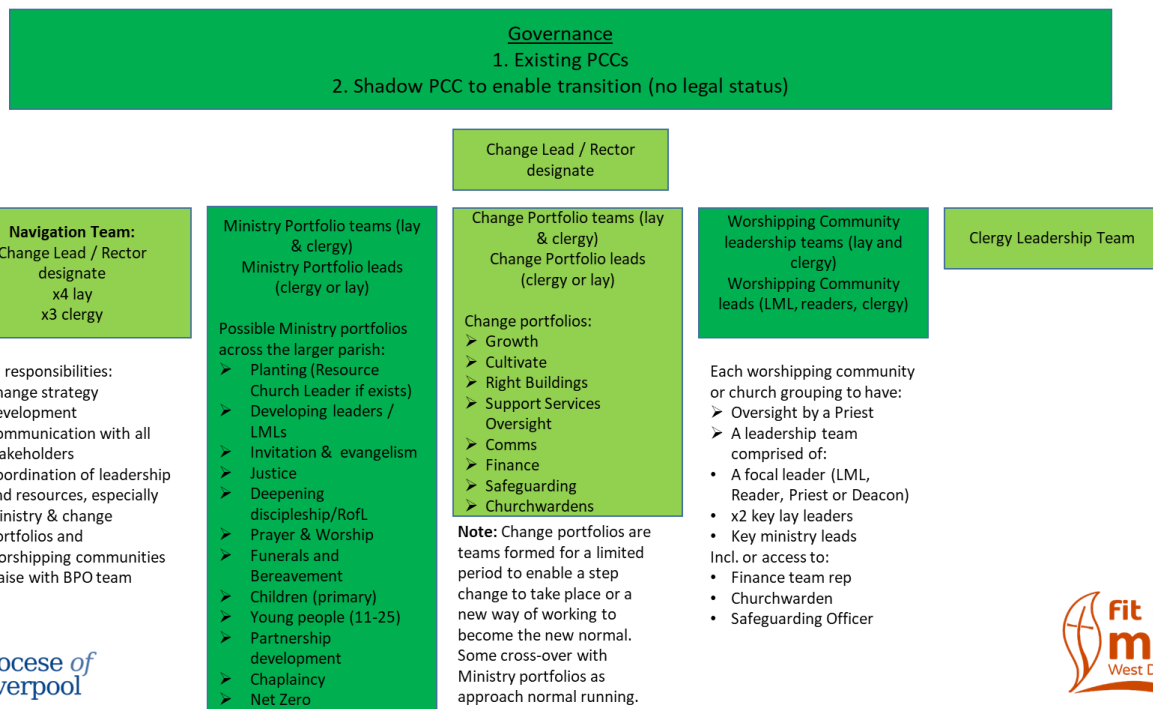
A fundamental commitment of Fit for Mission is that decisions are taken by and for local people. There isn't a new leadership team parachuted in from outside the deanery. **Instead, lay and ordained local leaders are resourced and encouraged to make good local decisions within the FfM framework, which the FfM project team then helps to implement.**

It will take a couple of years to work through the transition, so the formal legal changes won't happen until after that. During the transition, people will be acting collaboratively as if the new structures are in place. **This will give people time to experience something of how the larger parish would work, before the formal changes will be made. Most importantly in the two-year period parishes will start working together on lay leader and missional development.**

3.1 Larger Parish Leadership Team

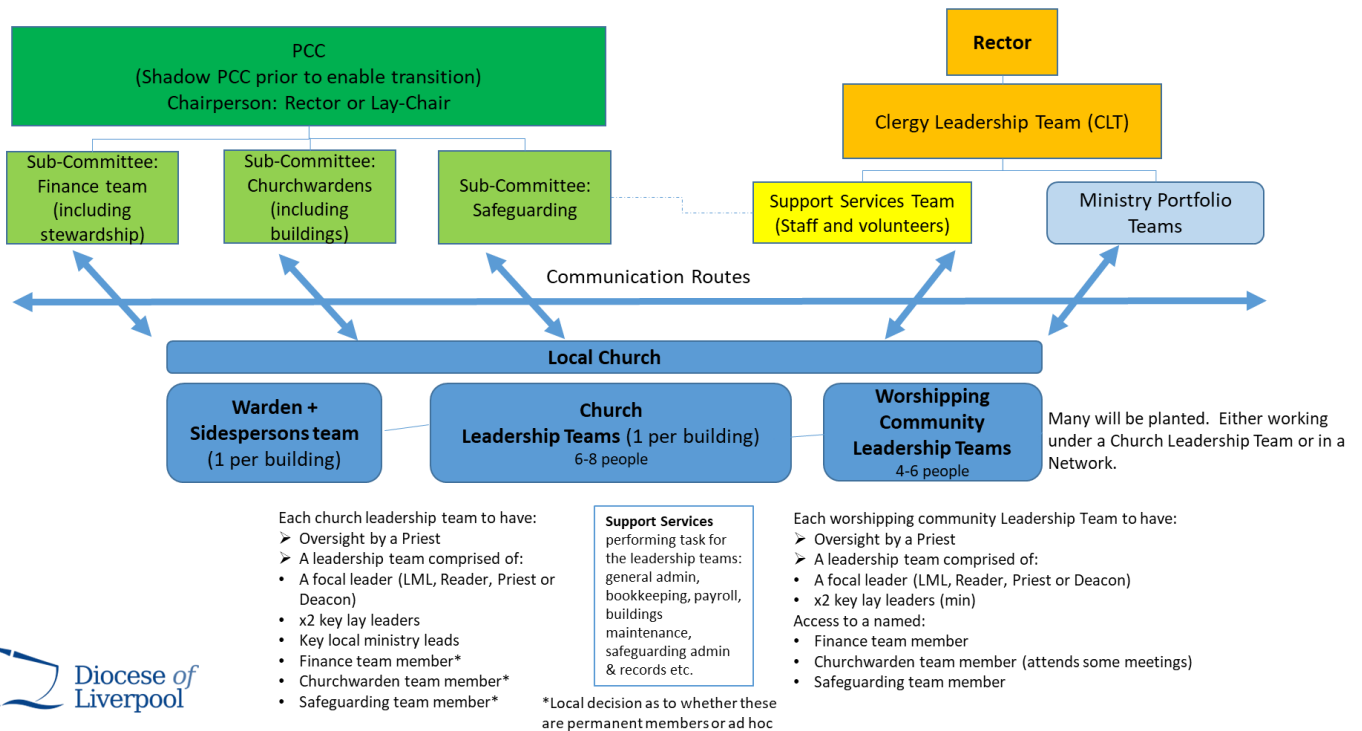
The following diagram describes how the prospective larger Parish will look, in terms of oversight and leadership, as it transitions from the current parish set-up to the new one:

New Parish Oversight and Leadership in transition



The following diagram shows how the single PCC will operate alongside local Leadership teams in churches and worshipping communities, once the larger parish has been formalised:

New Parish PCC & Local Leadership Teams



The main purposes of the above teams/committees are:

PCC: governance, with the following sub-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 – certain ministries organised across the whole of the larger parish (as discerned locally)

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

Church / Worshipping community Leadership teams: leadership of churches / worshipping communities including their review and development

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

Support Services team: small number of paid administrators working across the larger parish to enable clergy to focus on mission and ministry

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

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 2-year transition period following the standard diocesan process for appointment of clergy. A Change leader (clergy) will be defined to lead the transition process prior to the Rector being appointed; the Archdeacon will lead a process to discern that who that person should be. See appendix 4 for more details on these processes.

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
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 and support 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
Individual team leads with Team leader/Rector		Monthly
	Rector with archdeacon	Monthly



	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 revised standardised role description forms 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)

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 possibly two) per deanery.

4.1 Why and for what benefit?



The key advantages of a larger parish structure are:

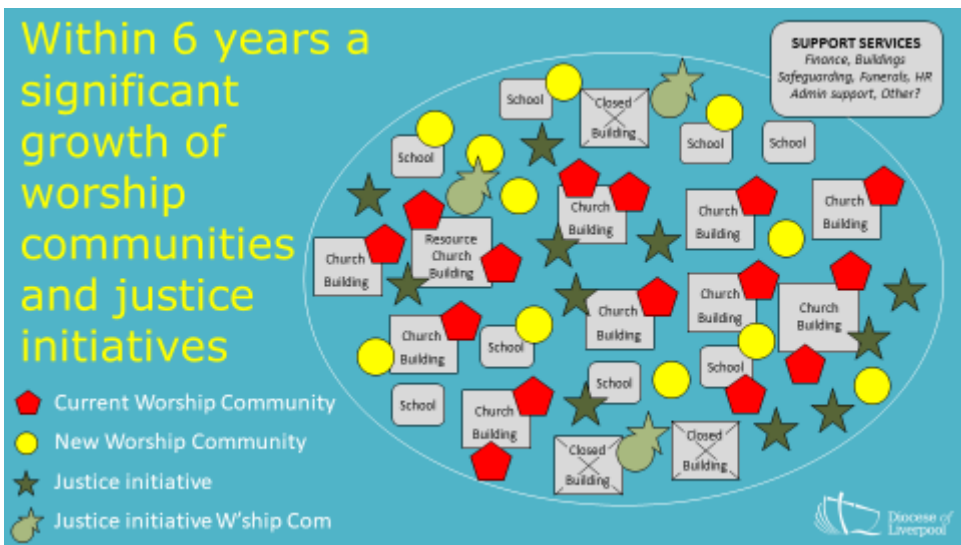
- Simplifying governance while maintaining good and known structures
By adopting a single Parish structure, instead of other more complicated team structures, responsibility for overall mission/ministry and for governance/finance/maintenance remain aligned but with greater flexibility and capacity/resources. 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
In terms of mission and growth, the replication of what is working well in a deanery is enabled by becoming one team in the larger parish.
A larger parish might also 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?

Learning from cohorts 1&2 is that a larger parish will usually bring together something like 8-15 current parishes, because between them they will have the scale and capacity needed to benefit from working in the new way. However, it will still depend on the exact make-up of the group who want to join together, so it could be a little more or less than this range.

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 plant 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, and begin the work to refresh their worship and community focus as needed. There will be support of people and tools such as the 'Pyramid Review' to help 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 next 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 our church buildings is inevitable going forward and is a nettle that has to be grasped by the Rector, leadership team and PCC.



PART 2 - Details

5.0 Governance

The aim of moving to a single governance body is to free up local leadership teams to focus on mission and ministry, spending more time engaging with their local communities for the growth of the kingdom of God. Less people involved in church governance/structures, more mission and ministry.

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 on governance (employment, finance, safeguarding and buildings) and may feel more akin to a medium sized charity trustees meeting, rather than dealing with matters to do with the day-to-day activities in local worshipping communities.

The PCC members will be responsible for governance of the whole Parish, for working for the good of all churches / worshipping communities, and for resourcing ministry across the whole Parish. [They will take this wider responsibility seriously and will not be representing the church / worshipping community that they attend.](#) The new PCC will be particularly concerned to champion diversity of forms of worship, ecclesiology and justice in all parts of the larger Parish.

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

Communication with the PCC

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.

There will be a Parish Meeting more regularly than now ([suggested three times per year](#)), 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.

[While the larger parish PCC will function as the governing body, looking after governance matters, mission and ministry will be the work of local leadership teams \(for more details on local leadership teams see section 7\).](#)

To ensure good communication between the PCC and individual churches and worshipping communities, the following things would happen:

- [The PCC will have three sub-committees; Finance, Buildings and Safeguarding.](#)
- [Each church or worshipping community, will have a local leadership team focussing on local mission and ministry.](#)
- [On each local leadership team, there will be a named clergy person, who has oversight for the church, or worshipping community.](#)
- [Each church will have one person on each of the three PCC sub-committees above. Each worshipping community will have access to a member of each sub-committee.](#)



- Each clergy person will have a structured and accountable relationship with the rector of the larger parish, who is the chair of the PCC.
- Clergy will continue to meet together regularly, sharing support, accountability, and a shared vision for the future.
- In addition, a church may have someone on the PCC (elected or co-opted).

Through these people the PCC will feel close and connected, not distant, as its trustees work for the benefit of all the churches and worshipping communities in the larger parish. Also see the diagram 'New Parish PCC & Local Leadership Teams' in section 3.1.

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 per current deanery (or possibly 2 in a large deanery where all parishes participated). 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 in each place and is partly dependent on whether all parishes participate in a deanery. 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, team vicars 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.

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 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 Rector and Clergy Leadership team will be to map all churches/worshipping communities and clarify 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 isn't 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, enabling them to be part of FfM. 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 might include a 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 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 team of each church/worshipping community will therefore 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. See section 9 for more detail.

Simplified structure

By moving to a larger Parish there will be far fewer people in formal roles - less churchwardens, treasurers, PCC secretaries etc; there will just be the one PCC with roles 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

Each church or worshipping community will have a leadership team that will oversee and develop their mission and ministry in the local 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.



- A Churchwarden

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 wider 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
- Oversight of buildings

Shared responsibilities would include:

- Safeguarding – the overall responsibility of the PCC and the Safeguarding sub-committee made up of a PSO from each church. This Safeguarding team will collaborate with the leadership teams in each church / worshipping community. Support Services will do most of the safer recruitment administration. See appendix 2 for more information.
- Leadership development – training and development will be done parish-wide, but the identification and nurture of potential leaders will be done locally.

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.

Communication with the PCC

Leadership teams will have multiple communication routes to the PCC and Rector by virtue of:

- Having a named clergy person who has oversight of that church/worshipping community (for larger church/worshipping communities the clergy will be part of the leadership team). The clergy person is in a structured relationship with the Rector who is Chair of the PCC.



- Having a named member of the finance team either on their leadership team (larger churches) or having access to a finance team member (smaller worshipping communities)
- Through the budgeting process each year which will require detailed conversation between the treasurer / finance team and the leadership team (budget lines largely follow the leadership team)
- Having a named churchwarden either on their leadership team (larger churches) or having access to a churchwarden (smaller worshipping communities)
- Having a named member of the safeguarding team either on their leadership team (larger churches) or having access to a safeguarding team member (smaller worshipping communities)
- Through termly parish meetings open to all
- Through sharing of minutes of meetings
- Through a yearly report from each leadership team to the PCC

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 – see section 5.1
- To the PCC – see section 5.1
- To the Rector – see section 3.3

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.

7.4 Leadership Teams in Cohort 1

A document describing the development of leadership teams in cohort 1 is given in appendix 4.

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. A common 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. [Each local leadership team will be resourced to carry out mission planning every six months through 'pyramid reviews'.](#)

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 many more details on financial matters.



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 undertake bookkeeping and payroll, 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 cover all income and expenditure in each of its main activity areas. Some of these may be geographical (e.g. the costs of worshipping communities and justice initiatives in a particular church); 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.

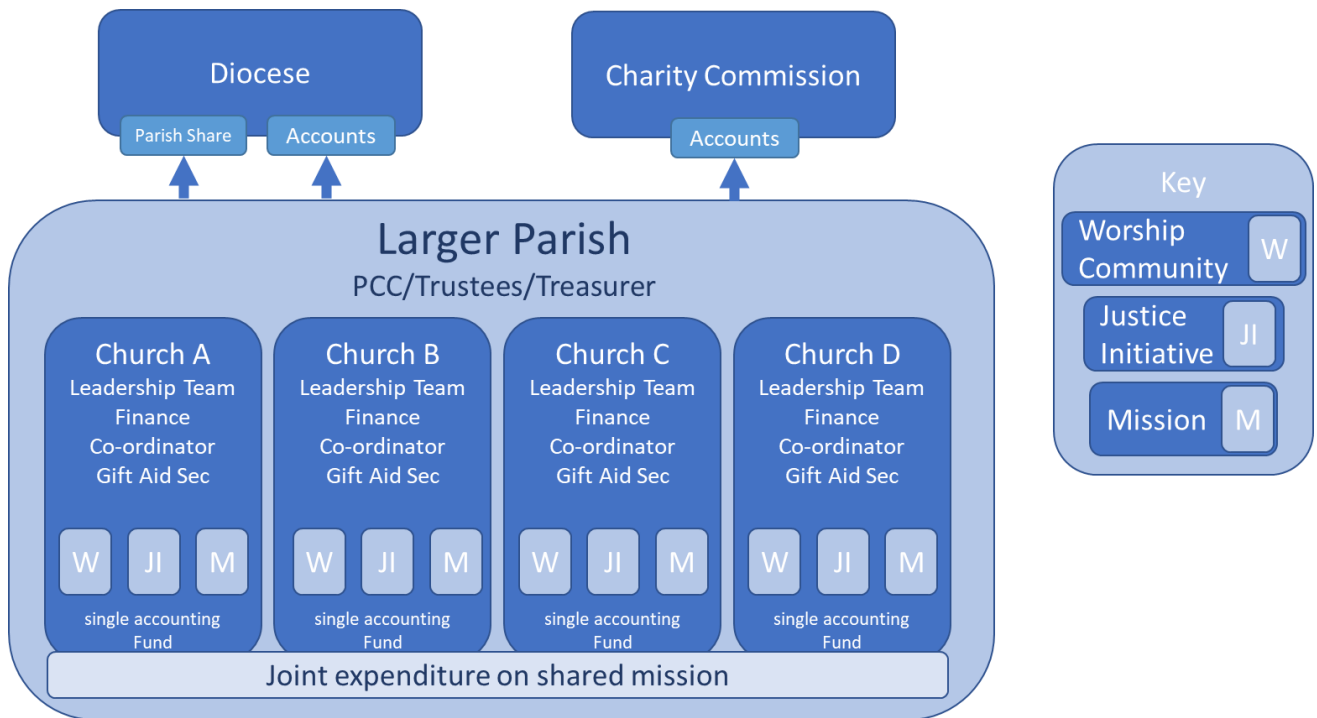
There will be a common transparent accounts system for all congregations/worshipping communities (see 11.1 for more details). The system enables members of the finance team to easily create regular reports and for the Treasurer to create finished accounts for the new PCC.

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, but the Finance Officer will undertake the majority of the financial transactions.

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

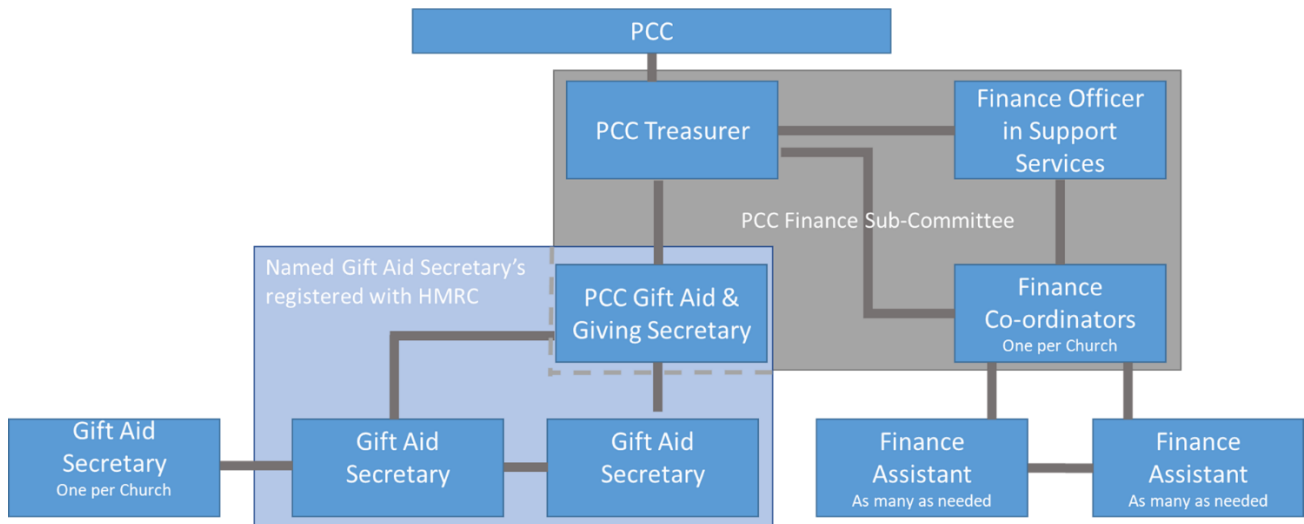
Each church or worshipping community will have its own fund in the financial management system. All income and expenditure associated with that church / worshipping community will be allocated to that fund. Individual management accounts can be accessed at any time by that church / worshipping community's finance team member so that the leadership team of that church / worshipping community always have up to date information. The following diagram shows these funds:





The finance team is described in the following diagram:

Finance Team Structure

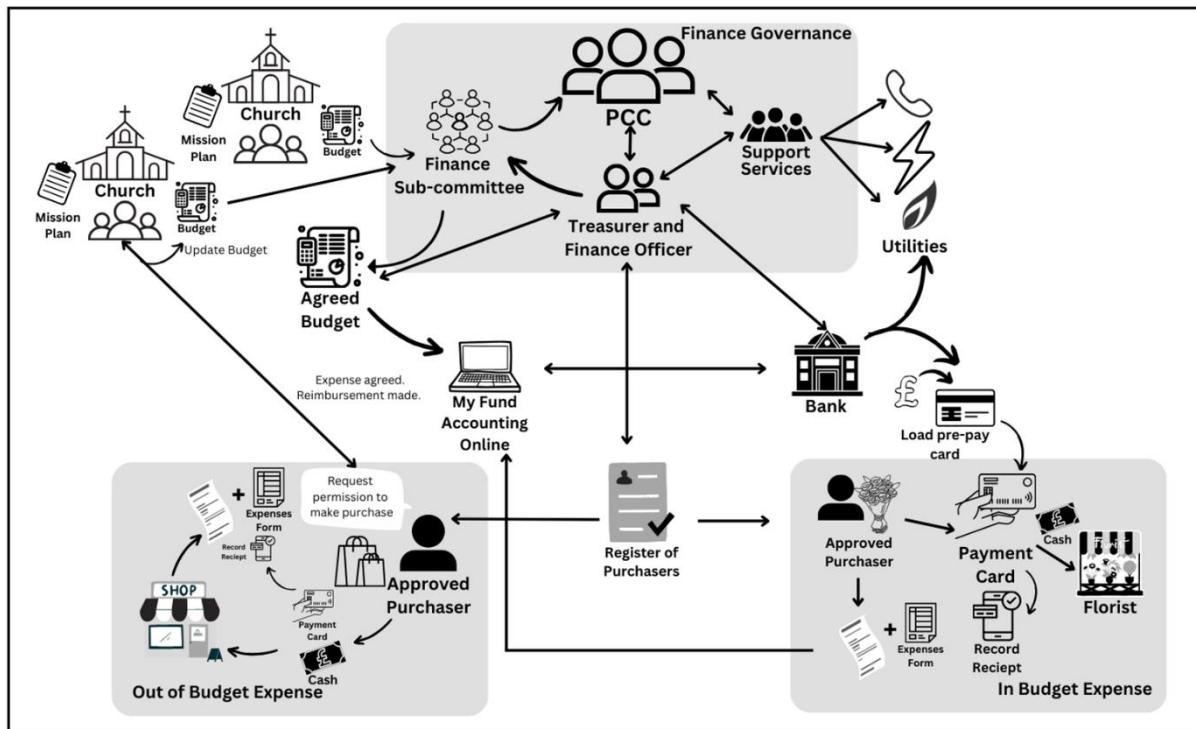


9.2 Payments and purchases

Payments and bookkeeping for regular payments (e.g. utilities) and larger invoices (e.g. purchase of fridge or building works) will be undertaken by the support services Finance Officer,

having been approved by a designated person in the church / worshipping community leadership team. Payments for sundry items (e.g. tea, coffee, stationery, cleaning supplies etc) will be made locally by local people (registered purchasers), using pre-loaded electronic cards or expenses. All payments will be made by BACS transfer with dual approval; cheques will be eliminated.

Full details are contained in a finance manual that has been developed by cohort 1 teams. The following diagram is a summary:



9.3 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.

9.4 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 (either temporarily or permanently).

In the same period, current Parishes will rationalise their bank accounts (reducing the number of them that they have, if they have many) ready for the transition to the larger Parish.

For those current parishes that already use the chosen financial management system, the transfer will be easy as all their records will already be up to date including all restricted and designated funds. During the transition period all other parishes will transfer to the new system – training and support will be given to enable this to happen.

9.5 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.

9.6 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 Worshipping 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.

9.7 Fiscal rules

It is proposed that all larger Parish PCCs adopt a common set of fiscal rules as 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.

Also see appendix 4 – Larger Parish PCC Protocol.

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 Navigation team with support/advice from the diocesan BPO team, and approved by Deanery Synod after consultation with current PCCs.

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 (day to day building care) and the support services team (compliance requirements and associated contractor management).

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, it is suggested that a range of support services and salaried posts are financed by the larger Parish. [This is a means](#)



to freeing up clergy to spend more time leading mission and ministry and less doing administration. It also makes financial sense to have administration being paid at living wage rates, rather than clergy rates (circa £70,000 per year for each clergy post). The aim is to make running the larger Parish easier, to increase compliance with statutory regulations and to make cost savings where possible. **The decision about the shape of a future support services team will be made by local people for their context; the team may include paid posts and volunteers.** Where staff posts of this type already 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 might 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 funding 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 a multi-base, a 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 also includes a payroll module which facilitates monthly payments and payslips to staff and the associated real time electronic information transfer to HMRC.

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 payments
- Rotas



- Room bookings
- Life events bookings (Weddings and baptisms)
- Centralised funeral 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 gives the option to increase giving by inflation (roughly 50% take-up). 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. During the FfM transition period the Resources team will support your church to make the most of the Parish Giving Scheme.

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. During the FfM transition period the Resources team will support your church to make the most of digital giving.

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 likely that some larger Parishes 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 cover:

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

The Shadow PCC / the new PCC for the larger Parish will receive the latest 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. This will improve communication and data storage / GDPR compliance.

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 day to day 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 bookings - coordination/invoicing/payments
- Document storage across the Deanery
- Finance – supporting the Treasurer and members of the finance team with bookkeeping 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.
- 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.
- New income streams – a new role will look to support the development of new income streams and income generating activities.
- 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 for 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, chaired by a Bishop or Diocesan Secretary, gives 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 14 deaneries:

Planting and revitalisation

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

- 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 and support fundraising, income and asset development strategies:

- Right Buildings Support and Development 1 fte for 5 years
- New income streams & Buildings Project Management 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 and implementation 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:

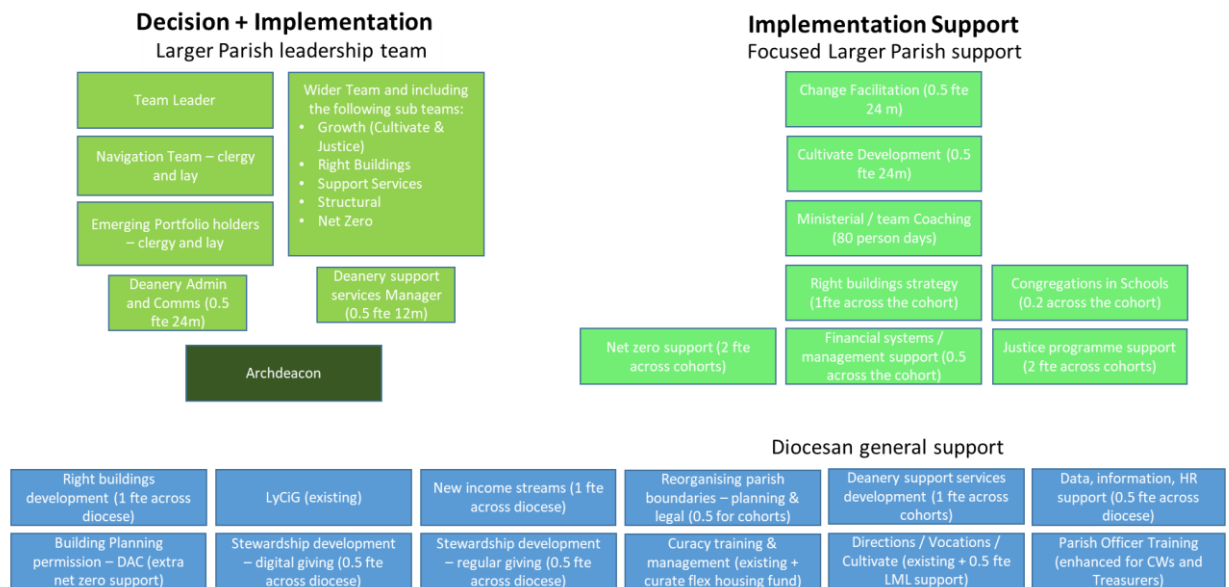
- Deanery support for comms during intensive change 0.5 fte for 1 years (1-3 fte roles over the programme)
- Programme Comms Officer 1 fte for 6 years across the programme plus some additional expert support

Programme management & administration

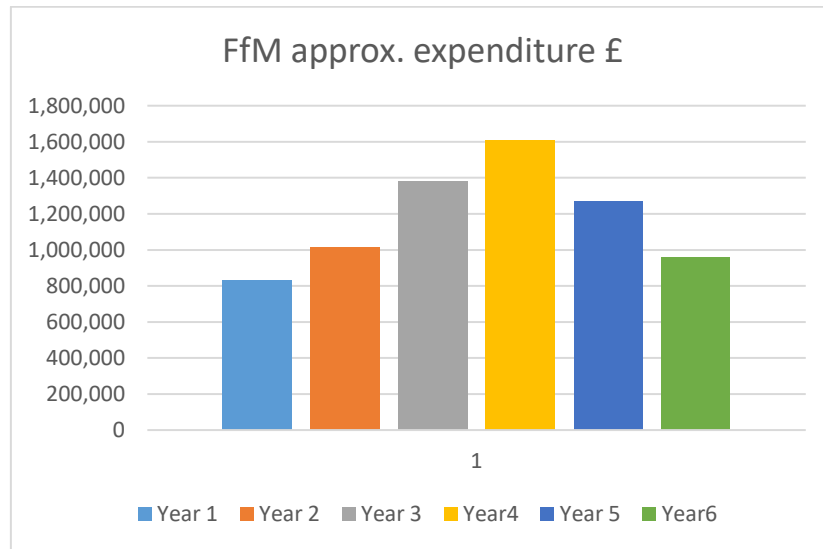
To oversee and coordinate the programme:

- 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
- Transformation 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
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	Church Representation Rules, see above
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 (DMPC)	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	Local Missional Leader, see below.
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.
Team Vicar	The stipendiary clergy assisting the Rector in leading the larger Parish. They are incumbent status and formally Team Vicars.
TofR	Terms of Reference
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.
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Appendix 2 Terms of References

2.1 The Larger Parish PCC and its sub-committees

2.1.1 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 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 churchwardens team within 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, health & safety officer etc who may not be members of the PCC.

n.b. Among its officers the PCC will appoint sidespersons, of whom some may 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 that the new parish will have one churchwarden per current place of worship (consecrated or licensed building). So, for example in Church St Helens the total maximum number of wardens in the churchwardens team will be 11, with two of these being on the PCC. For further details see Churchwarden sub-committee ToFR.*



It is also proposed that the larger Parish PCC will meet eleven times a year - eight PCC meetings and three whole parish meetings.

Three committees will be appointed by the PCC: Finance/Stewardship, Churchwardens/Buildings, Safeguarding.

Responsibilities

The PCC will:

- Support the Rector in the delivery of an annual Mission Plan, to develop and prioritise mission opportunities together with the necessary finance. Make decisions on matters of mission and ministry as brought by the Rector.
- Work to ensure the parish reaches out to all who live in our communities, whether members of the church/worship communities or not.
- Champion diversity of tradition across the parish so that all can find a place of spiritual belonging.
- Support leaders (clergy and lay), prayerfully and personally.
- Oversee the parish finances, including
 - Approving and monitoring the whole-parish budget
 - Maintaining proper record and accounts
 - Having accounts examined/audited and provided to the APCM.

The Treasurer and Finance team will lead in this area and report via their sub-committee, the Treasurer being a member of the PCC.

- Adopt and implement the House of Bishops' policies on safeguarding and a parish policy on safeguarding children and vulnerable adults. The PCC will review the implementation of the safeguarding children and adults' policy and procedures annually. The Safeguarding team will lead in this area and report via their sub-committee and representative.
- Ensure that employment and administration is undertaken efficiently throughout the parish and that appropriate insurance cover is in place for all activities. The Support Services Manager will lead in this area and report to the PCC regularly.
- Ensure that building maintenance (churches and halls, not vicarages) is co-ordinated and that the parish is compliant with statutory requirements. Ensure that all buildings are satisfactorily insured. Churchwardens, working with the Property Manager, will lead in this area and will report via their sub-committee and representatives.
- The PCC will be consulted about major changes to the forms of worship used in the parish, the appointment of a new incumbent / team vicars and any proposed pastoral re-organisation. It can also raise issues with the Bishop.
- Oversee other policies and procedures for the whole parish as necessary.

For further detail on responsibilities and division of responsibilities with church/worshipping community leadership teams see the PCC and Leadership Teams document in appendix 4.

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.

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.

2.1.2 Churchwardens sub-committee of the PCC

Purpose

The Churchwarden sub-committee's purpose is to effectively undertake, together as a team, all the responsibilities of churchwardens in the larger parish.

Accountability & support

Churchwardens will be accountable to each other and to the PCC.

Membership



Within the current parishes there are roles for two churchwardens for each parish. In St Helens a total of 22 churchwarden roles in the FfM churches; in West Derby 18 churchwarden roles in the FfM parishes (excluding St Paul Croxteth). The pastoral scheme creating the new parish can specify the number of churchwardens which will be helpful (independent of status of church i.e. consecrated or not). The new parish will have one churchwarden per current place of worship (consecrated or licensed building), making a total maximum churchwardens team of 11 in St Helens, 9 in West Derby.

A warden is likely to therefore have responsibility for one church (a larger community) and one or two other worshipping communities (nominally smaller and may not be meeting in a church building). It would also be possible for them to have responsibility for two churches if there was a vacancy in the warden team, all by local agreement.

2 Churchwardens will be elected by their team to act as lead wardens and to represent wardens on the PCC and Standing Committee.

Transition

Before the first Meeting of Parishioners of the new parish, the Shadow PCC (with the help of the Churchwardens’ Transition Officer) will identify a list of people willing to stand for election as churchwardens in the new parish. Where possible this list will include a person from each current parish.

Nominations will be made in writing in advance of the first Meeting of Parishioners. The process for election will happen as normal at that meeting using the standard forms [here](#).

Role and Responsibilities

For role and responsibilities see churchwardens role description. Note that within a larger parish the role of churchwarden changes from current custom and practice (see role description and table below for details).

Frequency of meetings

The Churchwardens sub-committee will formally start to meet after the first meeting of the larger Parish PCC. They will meet every two months.

Revision of Terms of Reference

These Terms of Reference, together with the role descriptions of Churchwardens and Sidespersons, shall be reviewed by the Committee annually and signed off by the PCC at its first meeting following the APCM.

Churchwarden’s role transition into the larger parish.

This following table describes the transition of the churchwarden role from what it has been, in current smaller parishes, to how those tasks will be undertaken in the larger parish. A tick means that there is some involvement – see role descriptions for details.

Category	Item	Intensity 1-3	Frequency	Church Warden	Sides- person	Support Services
Governance	PCC	3	Bi-Monthly	✓ x2		
	Standing Ctte	3	Monthly	✓ x2		
	Finance sub-Ctte			no involvement		
	Wardens sub-Ctte	3	Bi-Monthly	✓		✓



	Local Leadership Teams	2	TBD	✓		
Ministry Support	Critical Friend	1		Mostly covered by the clergy and lay leadership Team, and parish Rector		
	Days off & hols	1				
	CMD, etc	1				
Reporting	Service attendance records	3	Weekly		✓	✓
	AGM Fabric	2	Annual	✓		✓
	Visitation articles.	2	Annual	✓		
Worship	Sidespeople & welcomers rota	3	Weekly	✓		✓
	Set up & Close down	3	Weekly	✓	✓	
	Supplies for HC, candles/incense	1	Monthly		✓	✓
	Admin of HC	1	Weekly	✓	✓	
	Books & service orders	2	Weekly		✓	
	Rotas for readers & Intercessions	2	Monthly		✓	✓
	Registers	1	Weekly	✓	✓	
	Seasonal furnishings	1	Weekly	✓	✓	
	Notices and general comms	3	Weekly	✓	✓	✓
	Occasional services	3	Monthly	✓	✓	✓
People GDPR	Visiting clergy	2	Monthly	✓	✓	
	Electoral Roll	1	Annual		✓	✓
	Membership lists	2	Monthly		✓	✓
	Missing members / sick	3	Weekly	✓	✓	
Fabric	Discreet concern for unity / harmony	3	Weekly +	✓	✓	
	Security / keys & keyholders esp. Safe keys	3	Weekly	✓	✓	
	Cleaning & equipment & safe storage	2	Weekly	✓	✓	
	Compliance.. Insurance, Gas, Elec, Fire,	2	General	All compliance to be handled centrally by Support Services Property Officer		



	lightning, asbestos					
	CCLI	1	Annual			✓
	Faculty App'tn	1	As & when	✓		✓
	Regular inspection & response	2	Monthly	✓	✓	✓
	Terrier	1	Annual	✓		✓
	Logbook	1	Monthly	✓		✓
	Hire and lettings	3	Weekly	✓		✓
	Church Hall, management & compliance	3	Weekly	✓		✓
Property	Inventory	1	Annual	✓		
	Purchasing protocols	2	Weekly			✓
	Organ tuning	1	Annual			✓
	Bells & ringers	1	Monthly	✓		✓
	Graveyard	2	Monthly	✓		✓
Money	Signatory	3	Parish finance team to manage and oversee all categories in this section			
	Securing collections	3	Weekly	Carried out by local Finance coordinators and Finance assistants		
	Counting & recording	2	Weekly			
	Petty Cash	3	Weekly			
	Scrutiny of processes	1	Annual	✓		
Safeguarding	DBS	2	Annual	Safeguarding Team (PCC sub-committee) to handle all this		
	Ensuring compliance	3	Weekly			
	Fit & Proper	1	Annual			
	Training	2	Annual			
	Agreements, 'need to know'	1	Weekly			
Ceremonial	Episcopal visits, wandering	1	Occas'l	✓	✓	
	Confirmations, deanery events	2	Occas'l	✓	✓	
	Licensings and inductions	2	Occas'l	✓	✓	
Vacancy & Sequestration	Cover	3	Weekly	✓	✓	✓
	Fees for visiting clergy	2	Occasional	✓		✓
	Parish Reps	3	-	✓		



2.1.3 Safeguarding sub-committee of the PCC

Purpose

The Safeguarding Team operates under delegated authority of the PCC, as one of its sub-committees, with a remit to assist the trustees to fulfil their oversight responsibilities in relation to safeguarding and to provide additional support for the Parish Safeguarding Lead and Parish Safeguarding Officers.

Accountability & support

The Safeguarding Team will be accountable to each other and to the Parish Safeguarding Lead. The Parish Safeguarding Lead will be accountable to the PCC.

The Diocesan Safeguarding Team at St James' House will support the team as will the local Support Services team.

Membership and roles

The Safeguarding Team will consist of an overall Parish Safeguarding Lead (lay person & PCC member), Parish Safeguarding Officers (who each have connection/responsibility for specific worshipping communities), Support Services Lead Recruiter and additional recruiters.

The Safeguarding Team will be formally appointed by the PCC annually at its first meeting following the APCM and will be chaired by the Safeguarding Lead who will be responsible for the team's work and wellbeing.

Responsibilities

- Review and submit to PCC all changes to safeguarding policy and procedure.
- Ensure all worshipping communities are adhering to the Church of England Safeguarding Policies and Procedures.
- Ensure Safer Recruitment of paid workers and volunteers is carried out across all worshipping communities.
- Review and agree regular training needs, as and where needed.
- When the Safeguarding Team meet; minutes of these meetings will be kept, and the minutes of the previous meeting will be agreed, signed and forwarded to the PCC. In addition, the Safeguarding Team will also meet as and when necessary, should a situation warrant action.
- The DBS administrators will work alongside the PSO's [Parish Safeguarding Officers] to ensure DBS [Disclosure and Barring Service] checks are regularly updated, and new ones applied for, as and when deemed necessary by the safeguarding committee.
- Records with all the relevant information will be kept up to date and kept by the DBS administrators and overseen by the PSO's.
- At each meeting the PSO's and DBS administrators will report on any activities undertaken since the previous meeting.
- Endeavour to keep up to date with ongoing training and updates of safeguarding policy and guidance, in order to fully comply with Diocesan policy, and where we have uncertainties, we will clarify with the Diocesan Safeguarding Officer.
- Point out any shortfalls to anyone who may be unaware of safeguarding guidelines, or to encourage them to seek further specific training.
- Ensure the safeguarding dashboard is maintained at the required frequency and presented regularly to the PCC.



Frequency of meetings

The Safeguarding Team will begin to meet informally prior to the larger parish being formalised, will formally meet after the first meeting of the larger Parish PCC.

The Committee will initially meet monthly (either face to face or by Teams/Zoom): once safeguarding systems have been established and are fully operational the Committee will determine how often and in what format it should meet (it is recommended that the Committee meets at least quarterly).

Revision of Terms of Reference

These Terms of Reference shall be reviewed by the Committee annually and signed off by the PCC at its first meeting following the APCM.

2.1.4 Finance sub-committee of the PCC

Background

As the Trustees of the Charity that forms the legal expression of the new larger parish, the members of the PCC have responsibility for the finances of the parish. In practice this means they are collectively responsible for ensuring the financial affairs of the parish are managed for the benefit of the parish and in line with statutory requirements and good practice. This includes producing and monitoring progress against an annual budget as well as publishing annual accounts for the parish.

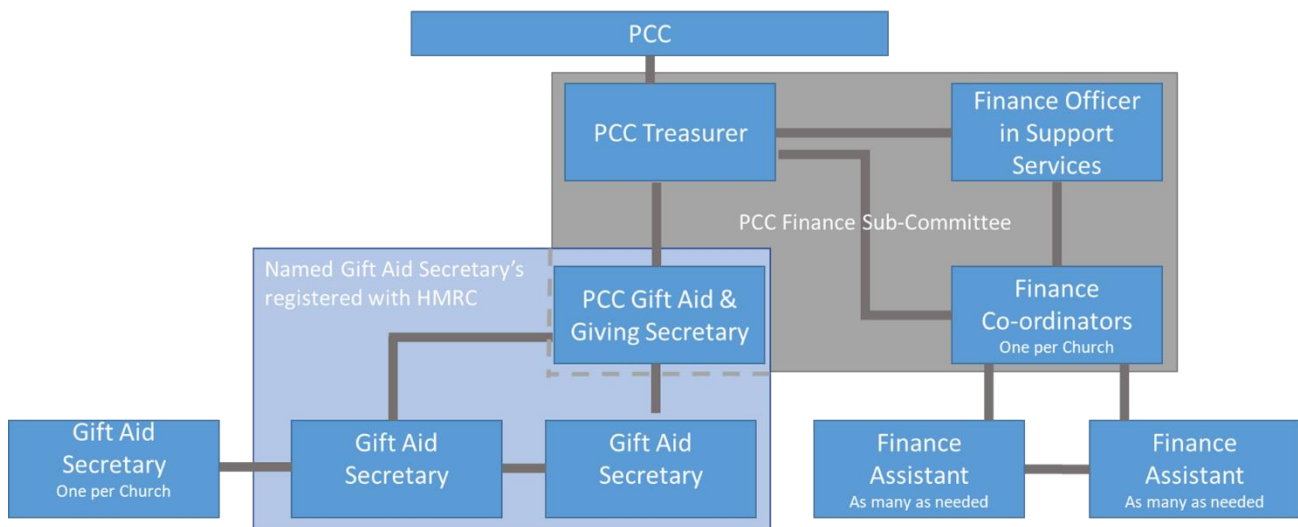
However, there will be a number of financial activities that are still most appropriately fulfilled at a church / worshipping community level. These will not generally be governance actions, but rather operational, as each church / worshipping community goes about its mission and ministry. Each church / worshipping community leadership team will have a budget to work to and will be able to access real time reports on its income and expenditure through a member of the PCC Finance Committee (a Finance Co-ordinator).

The PCC appoints a single Treasurer for the larger parish, responsible for ensuring that the PCC's finances are managed according to the processes laid down, meeting all legal requirements and that all financial data is provided in a timely manner. In addition, the PCC Treasurer will be asked to encourage the development of best-practice in the areas of regular automatic giving (PGS), stewardship, legacies, budgets and digital giving.

The **PCC Treasurer** is supported by a Finance Team which helps with the day-to-day management of finances, both at whole parish level through the **Support Services Finance Officer, PCC Gift Aid & Giving Secretary**, and within local churches and worshipping communities through locally based **Finance Co-ordinators, Finance Assistants** and **Church Gift Aid Secretaries**. The PCC Treasurer and Finance Committee will also be able to access support from the diocesan resources team.



The larger Parish Finance Team



The Finance Officer is expected to be a part-time paid role reporting to Support Services Manager

The PCC Finance sub-committee

Purpose:

The PCC Finance Committee’s purpose is to support the PCC Treasurer in developing and maintaining robust financial procedures and co-ordinating the finances across the larger parish.

Accountability & support:

The PCC Finance Committee members will be accountable to each other and to the PCC Treasurer. The PCC Treasurer will be accountable to (or a member of) the PCC.

The *Financial Systems & Data Officer* at St James’ House will support the team with technical and process knowledge and experience, IT systems and training and the *Finance Resources & PCC Gift Aid & Giving Secretary* at St James’ House will support the team with PGS and Gift Aid communication, transition and training.

Membership and roles:

The PCC Finance Committee will consist of the PCC Treasurer, the PCC Gift Aid & Giving Secretary, the Support Services Finance Officer and church / worshipping community based Finance Co-ordinators.

The number of people in the PCC Finance Committee, (influenced mainly by the number of Finance Co-ordinators) is open for local determination, however it is recommended that the team includes one representative, a Finance Co-ordinator, from each of the larger leadership teams (i.e. likely to be the existing churches to start with). This representative will also be the named Finance Co-ordinator for one or two smaller worshipping communities leadership teams.

The PCC Finance Committee will be formally appointed by the PCC annually at its first meeting following the APCM and will be chaired by the PCC Treasurer who will be responsible for the team’s work and wellbeing.



Responsibilities:

- Agree and implement procedures for:
 - payment requests and authorization
 - bookkeeping in the online system
 - cash management including paying-in to bank
 - payroll
 - expenses
 - access to payment cards / debit cards (if appropriate)
 - Gift Aid donation records & claims
 - reporting
- Review accounting reports and share information and insights across the parish and within local churches / worshipping communities
- Develop a yearly balanced budget for the PCC including budgets for each church / worshipping community and any portfolio ministries
- Facilitate/champion the adoption of the Parish Giving Scheme (PGS) and new Gift Aid procedures (using MyGiving.Online)
- Ensure members of the Committee and wider finance team receive appropriate training
- Communication and advocacy of how finances are managed across the parish for the benefit of mission and ministry within individual churches / worshipping communities as well as across the wider parish and diocese.
- For the first year:
 - Champion and implement the rationalisation of bank accounts
 - Support the local church/worshipping community leadership teams as they transition from being a group of multiple independent charities, to being part of a single unified charity
 - Communicate the new church/worshipping community finance roles and advocate for people to fill the roles, mapping those who will be involved in finance in each

Frequency of meetings:

The PCC Finance team will begin to meet informally prior to the larger parish coming into being, and will formally meet after the first meeting of the larger Parish PCC.

The Committee will initially meet monthly (either face to face or by Teams/Zoom): once finance systems have been established and are fully operational the Committee will determine how often and in what format it should meet (it is recommended that the Committee meets at least quarterly).

Revision of Terms of Reference:

These Terms of Reference shall be reviewed by the Committee annually and signed off by the PCC at its first meeting following the APCM.

2.2 Clergy Leadership Team

Purpose:



The CLT's purpose is to work with the Rector to deliver structured and purposeful priestly leadership for the development of the mission and ministry of the larger parish.

Accountability:

For week-by-week activity the CLT will be accountable to each other and to the Rector. The Rector will be accountable to the Archdeacon. The CLT will be accountable to and liaise with the PCC, through the Rector and two other clergy members of the PCC.

Membership and roles:

- All the stipendiary clergy of the larger parish will be members of the CLT.
- Other clergy (SSMs) may be invited at the discretion of the Rector and in reference to their working agreement.
- Retired clergy will not be members of the CLT, but will engage in specific areas of ministry through the work of other teams and by agreement.
- The CLT will be led by the Rector.

Responsibilities:

The following list of responsibilities describes the work of the CLT as it leads the development of the mission and ministry of the parish week-by-week:

- Intentionally provide clergy with collegiality, support, accountability and encouragement. Worship, create and celebrate together.
- Regular tracking of the health and viability of all worshipping communities, using the parish tracking tool. Adjust clergy resource deployment accordingly, with sensitivity and through consultation. Particular collegial review around communities in transition e.g. where a building is being closed, the future of the worshipping community. Review dashboard data to inform this work.
- Tracking against the Mission Plan (that is developed by the Growth team), taking action as required to deliver the plan.
- Freely give information to the Growth team regarding the above to inform their yearly mission planning work.
- Review the Mission Plan, along with the Navigation team, prior to sign-off by the Shadow/new PCC.
- Review ideas coming out of portfolio teams for information, support/development of the ideas and coordination.
- Development of joint ways of working for clergy e.g. joint resources for worship and discipleship, parish-wide events, joint mission activity that may be beyond scope of current portfolios.
- Create space for training and coaching as appropriate.
- Facilitate the Support Services team to maintain a database of worship communities, justice initiatives and lay leaders.

Key Relationships

- The Growth Team lead
- Nav team

Term and Frequency:

The CLT will meet weekly or as defined by the Rector in agreement with the team.



2.3 Change Portfolio Teams (during the 'acting as if' transition phase)

2.3.1 Navigation Team

Purpose:

The Navigation team is a team of clergy and lay who have specific skills to serve the emerging larger Parish in navigating the change ahead. The team will meet regularly and a secretary will take action/decision minutes that will be sent to the wider leadership teams for transparency (change teams and FfM PCCs etc). Because one of the important roles of the Navigation team is to coordinate, they must be fully aware of developments in each change portfolio team; portfolio leads will therefore regularly attend Navigation team meetings to update on their area of leadership.

The Navigation team members will have specific skills that lend themselves to the tasks of strategy development and coordination, and communication 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/enabling
- Prioritisation and coordination of leadership and resources, particularly for ministry and change portfolios
- Communication with the wider leadership teams
- People development

Standard agenda items may include:

- Overall planning and progress (take action on areas moving slowly etc)
- Programme measurement review
- [Structural change, liaison with the BPO team regarding deanery plan and pastoral reorganisation](#)
- Transition progress, and particularly for finance, churchwardens and safeguarding
- Leadership deployment to ministry, change portfolios and worshipping communities
- Portfolio progress (invite portfolio leads on rolling basis)
- Communication

Accountability:

The Navigation team will be accountable to each other and to the Change Leader/Rector designate. Ultimate accountability is to the New Parish PCC when formed, and prior to that to the Shadow PCC / 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 Lead will be the Change Leader and later the Rector designate. It is suggested that the remainder of the team is made up of three other clergy and four lay people. The Change

Leader 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 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. The administrator should be line managed by the Change Leader until the Rector designate is appointed.

Term and Frequency:

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

2.3.2 Other Change Portfolios Teams

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, Cultivate, Communications, Right Buildings, Support Services Oversight, Finance, Safeguarding.

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 Change Leader / Rector Designate. 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. Depending on the type of proposal, it will then be reviewed by the appropriate bodies for that subject – one or more of: the shadow PCC / larger parish PCC / Deanery Synod / current PCCs.

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.

Change Portfolio Teams:


- Growth

The Growth team's purpose is to give strategic oversight to missional activity, particularly aimed at the growth of new and existing worshipping communities and justice initiatives. Specifically, to ensure that:

- the missional priorities of the new parish are being made explicit, targeted and pursued
- a mission plan is prepared each year to communicate the priorities for the next 12 months
- there is a particular emphasis on diversity of tradition, to reach a wider and younger demographic
- a Cultivate portfolio team is in place so that
 - there is a flow of new lay leaders
 - all worshipping community leaders are well supported and networked
 - new worship communities and justice initiatives are being planted
 - existing worship communities and justice initiatives are following best-practice to grow
 - pyramid reviews are taking place in each worshipping community every six months

- Cultivate

The Cultivate team's purpose is to work with the Cultivate Coach to facilitate Cultivate during the two-year 'working as if' phase of Fit for Mission, and then ensure it runs in a suitable and relevant way going forward. Specifically to ensure that:

- there is a flow of new lay leaders who are planting new worship communities
 - all worshipping community leaders are well supported and networked (including have a mentor)
 - new worship communities and justice initiatives are being planted every year
 - existing worship communities and justice initiatives are following best-practice to grow
 - the Cultivate course is being run every year, and new (and existing) worship community leaders are being mentored by clergy or key lay leaders and are supported through Cultivate Leaders' Groups, termly gatherings and annual retreats
- 

- Pyramid Reviews are taking place in each new worshipping community every 6 months

- Communications

The local Communications team will support the Navigation Team to ensure effective local communication, advocacy and good news is shared well. Their task is to develop and deliver a communications strategy to ensure relevant information and news is disseminated effectively to the correct people across the emerging larger parish throughout the transition period and beyond.

- Right Buildings

The Right Buildings change team will work to deliver a Right Buildings proposal for the larger Parish. The team will ensure that local intel is uncovered, understood and fully taken into account in the process. 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 property (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. It should be noted that the team is making a proposal only, not a decision. After the proposal is created, existing PCCs will be consulted on the proposal, then it may be modified by the Navigation team, before being put to deanery synod for approval. All decision-making is in the hands of the local team.

The local team will be assisted with process and expertise during the proposal phase by the Buildings Strategy Manager (professional surveyor).

Following approval of the Right Building's proposal, if there is more than one building subject to some sort of change, a new Right Buildings delivery team will be established to co-ordinate and deliver the right buildings recommendations within the larger parish. The Right Buildings delivery team will be a delivery and implementation group reporting to the parish Rector.

The Right Buildings delivery team will have the following resources:

1. Larger Parish programme board lead/chair – nominated by the Rector
2. Programme management administration support – from within the FfM team
3. Senior Buildings project manager – from within the FfM team
4. Project manager – appointment based on scope and budget of the re-ordering programme
5. FfM fundraiser – to lead the fundraising for the re-ordering programme
6. Buildings strategy manager – to support work around the Right Buildings proposal handover

The Right Buildings delivery team will be supported in the following areas:

1. Site development/shared use and disposals – Assistant Diocesan Secretary
2. Sale of buildings – Bishops Planning Officer and Team
3. Sale of buildings – Building Release Officer from within FfM team
4. Net Zero – support from the Diocesan Environmental Officer, and part time project manager
5. Small minor improvements and repairs – support from the Church Buildings Support Officer



6. Larger Parish appointed Property Officer within Support Services
7. Diocesan Building Advisor – quinquennial and buildings reports

NB – The Net Zero 2030 team will work with the right buildings delivery team to enable and facilitate decarbonisation of buildings within the scope of the Right Buildings proposal. The team will propose interventions appropriate to each building and worshipping community to progress changes in achieving Net Zero delivery.

The Right Buildings delivery team will work towards completion of the scope of works defined within the Right Buildings proposal (reordering being funding dependent) including:

- Project Management capacity
 - Priority ordering for schemes
 - Fundraising
 - Building Disposals
 - Procurement – RIBA stage 1 to 4
 - Contract and contractor management
 - Financial accounting and contractor payments
 - CDM and Health and Safety management
 - Project completion and evaluation
- Support Services Oversight

The Support Services Oversight Team will develop a proposal and then work together to ensure a fit for purpose and efficient Support Services Team is developed. The Oversight Team are tasked with overseeing the definition, strategy and formation of the future Support Services Team (not being part of it).

Once the definition has been made, it is envisaged that a Support Services Manager will be employed to resource the transition and employment of other staff, and manage them going forwards. Staff roles are likely to be part time and are likely to be local people who have a heart for serving the church. The main roles will probably be paid but other roles will be voluntary – the exact definition is a matter for this Oversight Team. The aim is to use best practice IT and procedures to deliver high efficiency, in service of the whole larger parish, for the key aspects of administration. The aim is to do more with greater consistency and efficiency across the larger geography.

Within the Fit for Mission programme a Support Services IT Manager (one post across the Diocese) is responsible for delivering a suite of best-practice IT packages, with associated procedures and training. These will then be easily adopted by each deanery Support Services Team. This means that the Oversight Team does not need to be concerned about what IT will be adopted and can concentrate on discernment of roles (paid/voluntary).

The Fit for Mission budget includes some funds to help employ new and transition existing admin roles in each parish to Support Services Team roles (specifically 12 months of 0.5 deanery Support Services Manager, 6 months of 4 FTE other staff). Transition is not code for redundancy. However there is a real piece of work to be done to consolidate and extend the work of paid roles in current parishes, moving people where possible to be part of the new Support Services Team.

The Support Services Oversight Team's proposal may include:



Administration:

- 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 etc
- Funeral administration
- Measurement data and statistics collation

Buildings management:

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

Financial management:

- Bookkeeping and payments
- Gift Aid donation records & claims including promotion of the Parish Giving Scheme
- Payroll
- Reporting

Human Resources Management

- Finance

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

This team will also then become the finance sub-committee of the PCC, working together to manage finance against budget across the larger parish – see section 2.1

The Finance change team will consist of all current PCC Treasurers or others with good finance experience if a current Treasurer is unable to join the team. The exact number of people in the Finance team is open for local determination. The Finance team will be led by the Finance team Lead, responsible for the team’s work and wellbeing.

The Finance Change team will navigate the financial transition by:

- Gathering data
- Facilitating/championing the adoption of the online accounting system, MyFundaccounting.Online (MFAO)
- Facilitating/championing the adoption of the Parish Giving Scheme (PGS) and new Gift Aid procedures (using MyGiving.Online)
- Review and contextualise new financial processes and procedures (from those suggested by the FfM team)
- Communication and advocacy
- Develop a yearly balanced budget on behalf of the Shadow PCC for the first year as a larger parish



- Safeguarding

The Safeguarding sub-committee of the new PCC (see section 2.1) will be developed by bringing together all the Parish Safeguarding Officers and Safer Recruiters during the 'acting as if' period. A FfM Safeguarding Coordinator will bring together that group and they will prepare for working as a safeguarding team using new software to make their roles easier. The suggestion is that Support Services will assist this team by doing most of the safer recruiting work.

2.4 Ministry Portfolios

Purpose:

Ministry Portfolios will be established to facilitate a new, collaborative approach across the larger parish; they will share expertise and resource to enable more ministry to happen in more places.

With a focus on the four priorities, specific areas of ministry will be identified by local leadership (i.e. clergy leadership teams and FfM Navigation Teams) to be co-ordinated parish-wide; obvious examples could be discipleship, youth work, children's work, and chaplaincy.

Portfolio Teams will function in one of two ways:

They may be tasked with both developing strategy and the actual delivery of an area of ministry across the larger parish. An example could be a 'youth portfolio' where activities were planned and delivered by a team operating parish-wide; or

They might focus on developing strategy overseeing and resourcing local volunteers to deliver ministry in local settings. An example of this might be 'toddler groups', where the portfolio team would ensure the ministry is resourced across the larger parish, but delivered locally by members of individual of the worshipping communities.

In addition, 'Advisory Teams' might sit alongside, informing and supporting everything that happens in the larger parish. An obvious example could be a 'Disability Advisory Group' who will ensure that all portfolio teams, worshipping communities and justice initiatives are aware of and making necessary provision for those with disability and access needs.

Initial ministry portfolio teams will be established during the transition process, reflecting the shared priorities of the larger parish, with others developing as necessary.

It is envisaged that each portfolio team will possess an understanding of the needs and opportunities presented across the larger parish. They will ensure that their area of ministry is coordinated, resourced and delivered through all relevant worshipping communities and justice initiatives within the parish. This 'joined up' approach will pool resources, reduce repetition, and maximise impact across the parish.

Many churches are already working closely with neighbouring congregations, for example in the delivery of justice initiatives. These relationships could be seen as the blueprint for a ministry portfolio, but on a parish wide scale.

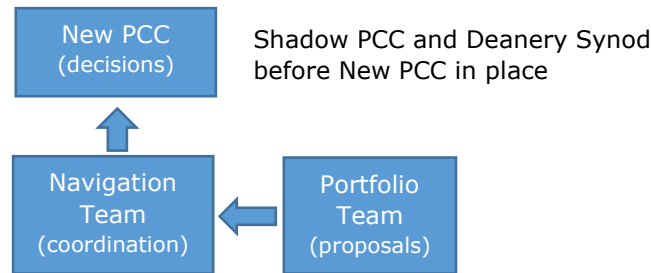
All these changes will be locally driven and agreed, and will ensure that certain priorities are properly resourced (e.g. younger and more diverse).



Accountability:

A portfolio team will be accountable to each other and to their portfolio lead. The portfolio lead will be accountable to the Rector, or other named clergy member. Regular reviews will be a priority to reflect on progress and set future vision and goals.

Coordination of the portfolio teams’ work within the New Parish will be managed by the Navigation team during the transition process; 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 lead will ensure that these are written down in a document that is agreed by the portfolio team and Navigation team, so that others can easily understand, agree and support their work (see change teams TofRs for examples that also include role descriptions).

The portfolio lead may be lay or ordained but a Clergy Team member will be allocated to each portfolio as either lead, team member or sponsor/mentor to ensure consistent accountability and sharing of information across the CLT.

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.

Navigation Team will review membership of portfolio teams checking for diversity and engagement across the parish

The portfolio 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 coordination of the particular area of ministry across the whole of the New Parish geography, ensuring that their vision and objectives are informed by and support the overarching Parish vision.

Portfolio teams will be responsible for the training and support of those engaged in their area of ministry across the larger parish.

Portfolio teams ensure that there is effective communication between Parish leadership and everyone involved in the delivery of ministry across the larger parish.



Portfolio teams will agree criteria for success e.g. to be younger and more diverse, and will measure and report the impact of their work against this.

Portfolio teams will be responsible for ensuring that the tradition and churchmanship of each worshipping community is maintained in the delivery of their ministry. This might mean adapting the approach and/or materials accordingly: while we are working towards a 'joined up' approach, we acknowledge that it does not necessarily mean 'one size fits all'.

Portfolio teams will ensure that their work is appropriately linked with other portfolio teams and worshipping communities.

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.

Core Portfolio Teams (to focus on the four Fit for Mission Priorities and ensure they are addressed by other portfolio teams):

- Evangelism
- Discipleship
- Developing Leaders (the Growth Team will be leading on the development of lay leaders of worshipping communities through Cultivate, but there may be wider lay leadership work to develop)
- Justice

Suggested Portfolio Teams (to be defined by each local New Parish team):

- Planting (Resource Church Leader if exists)
- RofL/Prayer & Worship
- Funerals and Bereavement teams
- Children (primary)
- Young people (11-25)
- Partnership development
- Chaplaincy


Appendix 3 Roles

3.1 Rector of a larger parish sample role description

Context:

A number of parishes in this deanery have decided to move ahead to become a larger parish together. The Fit for Mission programme is supporting this transition. Fit for Mission is a Strategic Transformation Fund-funded, locally-led transformation project aimed at making better provision for sustainable mission and ministry.

The aims of the Fit for Mission programme include:

- Intentional focus on missional work and mission planning.
 - A culture of clergy accountability (principally to one another, but also to the bishop(s) for those missional priorities) and systems to make accountability real.
 - Team members leading on different areas of discipleship and evangelism ("portfolio working") to build and share expertise.
 - Development of lay ministry, including the Cultivate programme to develop and support
- 

lay people in missional leadership.

- Decision-making and budgeting together to support this work, including pooling of financial risk.
- Shared central services around buildings, admin, finance, fundraising, safeguarding etc to ensure a quality offer from the Church while lifting the burden from volunteers.
- Ensuring we get the right buildings (including churches and halls etc) – which we will need to develop, maintain, close etc and a viable plan to do so sustainably.

X of the Y parishes in the deanery are engaged in this programme, from a variety of church traditions and serving a variety of different communities. It is planned that early in [year] these will become a single new parish which will be resourced by a team ministry of Z stipends. The Team Rector will be the leader of this large clergy team and will have general oversight of mission and ministry across the whole parish.

The postholder will be appointed initially with a licence in one of the current parishes and will work with others to develop the culture and structures needed for this future. When the new parish is formed the postholder will be named as the first rector.

The Leadership role:

In our diocesan vision we have identified four priority areas for our work in mission in this season:

- • Introducing people to God through Jesus Christ
- • Deepening discipleship, especially by means of our Rule of Life
- • Developing Christian leaders in every place
- • Working for justice

Like everyone entering a new role in the Diocese, you will accept the priority of these areas, and will measure your ministry by effectiveness in these areas. You will be accountable (through the Ministerial Development Review as well as through regular meetings with your colleagues) for how they are being implemented within your area of responsibility.

In common with all clergy in the diocese, you will work together with others to:-

1. Establish a culture in the local Churches as the body of Christ of active discipleship in service, witness and leadership.
2. Lead congregations to develop prayerfully a strategy for mission and Church growth, including aligning the local Church missional strategy with the Diocesan strategy.
3. Implement a disciple-making process appropriate for the local context.
4. Identify, train, release and support new leaders and teams.
5. Identify and encourage the gifts of others, assisting people to seek God’s calling for their lives.
6. Follow as part of your own discipleship the Diocesan Rule of Life, and also to encourage members of your congregations to commit to the Rule of Life themselves.
7. Develop the distinctive ministry of the local Church within the wider context of the Diocese and Deanery, and also the local ecumenical setting, and as part of that context to establish and maintain good collaborative working relationships with other clergy and with lay colleagues.
8. Lead your congregations both to pray for justice in the Church and the world and to recognize how, working with others, your congregations can work for more justice in the Church, your local communities, and the world.
9. Ensure that safeguarding, financial and other governance disciplines are followed.



The Priorities:

The Team Rector will have general oversight of the new parish, including:

- Leading the clergy team through transition into new ways of collaborative working aligned with your locally defined growth outcomes.
- With the team, identifying particular missional opportunities amongst those living and working in the parish, including schools, community and neighbourhood groups, and businesses etc.
- With the team, shaping and implementing local missional strategy in the four areas of introducing people to Jesus, deepening discipleship, developing Christian leaders and working for justice.
- Creating a positive culture of accountability for clergy and lay people; be accountable yourself to the team, Archdeacon and Bishops.
- Being chair of the PCC.
- Planning within the new Parish sustainable and life-giving patterns for the celebration of the Eucharist, worship services, baptism, confirmations etc.
- Ensuring curates, licensed lay ministers and other lay people engaged in ministry are supervised as required.
- Engaging closely with the deanery in matters of governance and wider decision-making, recognising that the role of the deanery is likely to evolve significantly under Fit for Mission.

During the transition period, the Rector-Designate will

- Work closely with all those engaged in the Fit for Mission programme in the deanery to ensure successful transition to new ways of working.
- Take particular responsibility for forming the culture and agenda of both the clergy team and the shadow PCC in preparation for this future.

Key relationships:

- the clergy team and other leaders and teams ministering in the new parish
- the new PCC and others with governance responsibilities in the new parish
- other leaders in the deanery, particularly the Area Dean and Lay chair
- civic, public sector, business and ecumenical leaders
- Bishops, Archdeacon and Diocesan leaders
- during the transition period, the Fit for Mission programme team

Appendix 4 Cohort 1 documents

4.1 Leadership teams

Context and definitions:

When the new larger parish comes into effect there will be one PCC for the whole parish. This PCC has specific governance roles and responsibilities as outlined in the document 'PCC and Leadership Teams'. There will be local leadership teams for our existing churches with their worshipping communities and for new worshipping communities.

Leadership teams are not PCCs by another name. The governance of the parish and the related practical tasks required in a church / worshipping community are approached separately but in relation to each other. In this way the gifts of local members allow for both good mission and ministry, and good maintenance and management.



A leadership team will be primarily focused on people and how more people are able to meet Jesus, be discipled, grow into leadership roles of all kinds and engage with bringing justice in our communities and the world.

In order to allow the leadership team to focus on these aspects, the Churchwarden of each building will convene a team of Sidespersons (called The Warden’s Team in St Helens) to ensure the practical duties around a building are taken care of. These will include rotas for opening up, setting up for services, cleaning, regular buildings check & minor maintenance, liaison with the Property Officer (Support Services), attendance data collection etc. Each Churchwarden will be supported by the other Churchwardens in the larger parish who meet regularly as a team (sub-committee of the PCC).

These relationships are shown in the diagram following.

Leadership Teams will all follow the same principles but may have different patterns of specific arrangements, for example regularity of meetings. Therefore to help working out the agreement for each leadership team, below there is an indication of shared principles and responsibilities and those which are more particular to the larger church leadership teams.

Here when referring to a church leadership team we mean that of an existing church building and their worshipping communities – this leadership team may have oversight of more than one worshipping community, an existing building and a broad geographical view of their local communities. When referring to a worshipping community leadership team we mean a leadership team for an existing or particularly new worshipping community which is focussed on one group of people perhaps in a very specific context or to reach a particular network or interest e.g. a new worshipping community in a primary school.

Role and Purpose:

All Leadership Teams will be:

- Mission focused, seeking and planning for appropriate mission opportunities and taking responsibility for implementing their mission plans
- Committed to prayer and discipleship for themselves and their communities
- Ensure appropriate pastoral care
- Play their part in enabling good communication and flow of information
- Accountable to each other and the appropriate people in the Larger Parish for all aspects of mission and their leadership roles
- Focused on the 4 strategic priorities of the diocese and the local shared vision (introducing people to Jesus, deepening discipleship, developing Christian Leaders, working for justice)
- Aware of and implement all relevant policies agreed by the PCC
- Take personal responsibility in all safeguarding, referring to their local named safeguarding officer

Church Leadership Teams will:

- Focus on developing and implementing mission in the local area to ensure the four priorities are being developed including having an informed view of all missional activity, justice initiatives and worshipping communities in their local communities
- Feed ideas into the annual parish mission plan and also formulate, implement and monitor a local mission plan
- Maintain focus on the four priorities, the larger parish vision and the prayerful aim for the church as a whole to become younger and more diverse
- Be committed to and enable prayer for the mission of the church/worshipping communities in their area
- Ensure appropriate pastoral care and discipleship
- Keep good communication with the Churchwarden and their team over practical and governance issues



- Be committed to knowing their local community or network, being aware of the needs of the community and areas of need and opportunity
- Ensure data is gathered and given to the support services team, then use this data in their own tracking and monitoring
- Agree the local budget with their local finance team member

Worshipping Community leadership teams will:

- Have an accountable small team for leading and enabling their worshipping community and/or justice initiative
- Authorise expenditure against a delegated budget that has been agreed by its associated church leadership team or the PCC
- Provide information required by the PCC or larger leadership team, for example attendance
- The leader will have regular one to one accountability and mentoring meetings with their agreed clergy leader and communicate well between this mentor and their team

Membership and roles:

These are the principles for all leadership teams, though larger and smaller leadership teams will make appropriate and proportionate arrangements in terms of size, frequency and length of meetings.

- Each Leadership Team will be chaired by either the named clergy lead for the church or by the named lay leader (LML) of a worshipping community under the oversight of a named clergy lead.
- If members of the team do not include the local finance team member, churchwarden, safeguarding member of the local church these individuals will be regularly consulted and invited to appropriate meetings.
- The size of the team will depend on the size of the church/worshipping community but is likely to be 6-8 people for church leadership teams and 4-6 for worshipping community leadership teams, the majority being lay members.
- All members will be safely recruited (in a process agreed by the PCC) and names given to the PCC
- Members should have attended the church for a minimum of 6 months and continue to attend (if they leave the church or miss multiple meetings they will no longer be a member of the leadership team)

Appointing the team members:

When selecting members for all teams, consideration should be made to seek a complementary group of people but not a homogenous group of people to ensure diversity. The lead should seek people with a demonstrable faith, commitment to prayer alone and together, passion for mission, vision, creativity and appropriate risk taking.

For church leadership teams:

- The team will be initially selected by the clergy lead.
- The first leadership team selected will then be ratified by the current PCC of the church before the new parish comes into existence. Thereafter, the local leadership team members will be involved in reviewing membership and agreeing new members which will be reported to the PCC.
- The team should regularly check: whether the team has the right mix of people/who is missing from the team, review progress of the mission plan against the four priorities, review the health of the team and the church.
- The team will complete all Pyramid Reviews and ensure Pyramid Reviews for all linked worshipping communities take place. This will include reviews of membership and function with the Team Rector.



- Every member is appointed for a term of 3 years, in the first instance these will be staggered for 1, 2 and 3 years to ensure a whole leadership team doesn't change at the same time.
- Membership can be more fluid than a PCC, the team can agree together at any time to invite a new member. In certain circumstances membership may be reviewed sooner than the appointment length or annual review.

For worshipping community leadership teams, all of the above principles apply but the team will be selected by the lay leader in consultation with their clergy lead. In the case of a new worshipping community, because the team may be smaller, an initial period agreed rather than a range of 1,2,3 year appointments.

Accountability:

All leadership teams have a shared responsibility for their relationships and working through decisions, change and conflict together.

Local teams will decide how often to meet, this is likely to be monthly.

The team will begin each year with a team day together, agreeing their commitment to their roles and forming good relationships, this should include agreement on how they will pray and think together, make decisions and manage conflict, creating a covenant agreement together.

Each team is accountable to the PCC, the Team Rector and to each other.

Lay members are accountable to the clergy lead, who is accountable to the Clergy Leadership Team (CLT) and Team Rector.

A written annual mission plan should be created by the leadership team each year. The mission plan and its implementation should be well communicated by the team.

A written record of tracking monitoring and significant decisions/summary of conversations should be kept by the team and available to church members. Eg Simple action point with dates.

Where a leadership team is lay lead, a regular pattern of accountability 1 to 1 meetings with the clergy lead must be agreed and recorded in a similar pattern to clergy : rector accountability meetings.

Key Relationships

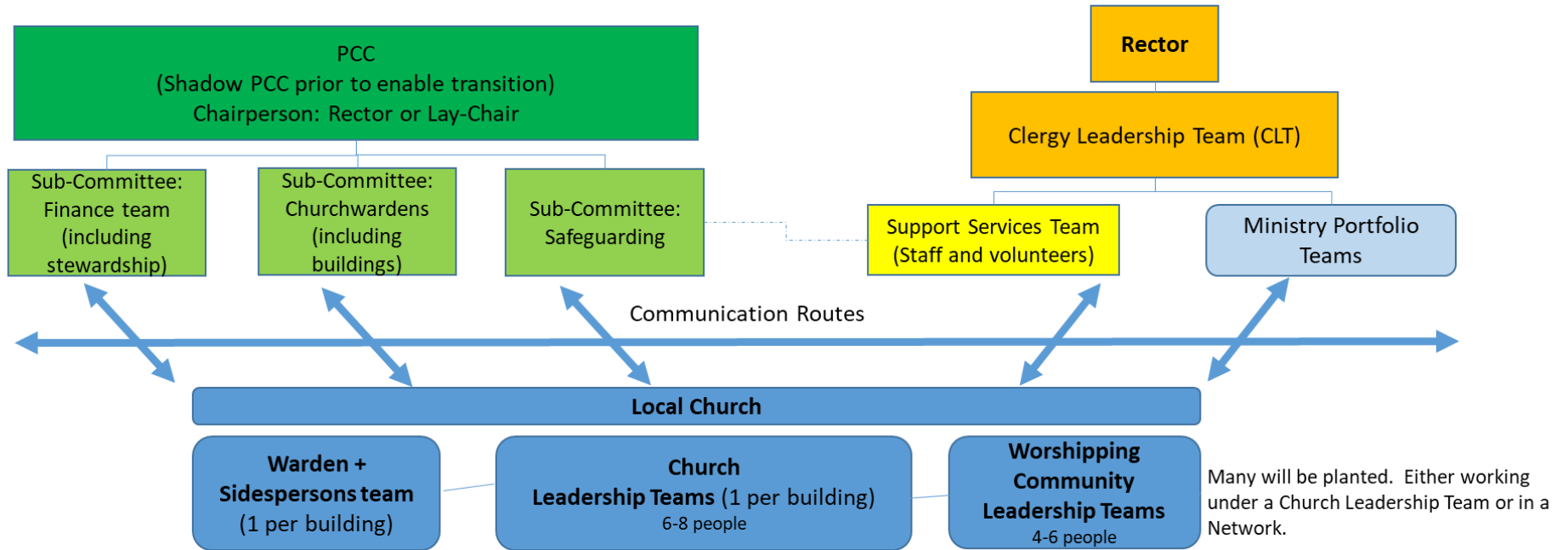
- Clergy Lead
- Team Rector
- PCC
- Finance Team member
- Safeguarding Team member
- Church warden
- Local congregation

Term and Frequency:

3 year term, renewable with agreement with the chair
Frequency of meetings to be decided locally



New Parish PCC & Local Leadership Teams



- Each church leadership team to have:
- Oversight by a Priest
 - A leadership team comprised of:
 - A focal leader (LML, Reader, Priest or Deacon)
 - x2 key lay leaders
 - Key local ministry leads
 - Finance team member*
 - Churchwarden team member*
 - Safeguarding team member*

Support Services
performing task for the leadership teams:
general admin, bookkeeping, payroll, buildings maintenance, safeguarding admin & records etc.

*Local decision as to whether these are permanent members or ad hoc

- Each worshipping community Leadership Team to have:
- Oversight by a Priest
 - A leadership team comprised of:
 - A focal leader (LML, Reader, Priest or Deacon)
 - Minimum x2 key lay leaders
- Access to a named:
- Finance team member
 - Churchwarden team member (attends some meetings)
 - Safeguarding team member



4.2 Larger Parish PCC Protocol (from Christ our Hope Liverpool – West Derby deanery)

Introduction

The following protocol represents an agreement between the Parochial Church Council of Christ Our Hope Liverpool (PCC COHL) and the parish meeting (the people of the parish). It aims to clarify expectations for both PCC COHL and parish meeting, so that everyone can support the PCC COHL in their governance role for the flourishing of mission and ministry across the whole of the parish. Our intention is to offer support from the centre, enabling churches to act in their locality, to 'support centrally and act locally'.

By PCC we mean the PCC of COHL, by Parish Meeting we mean a regular meeting of all members of existing worship communities within COHL, by worship community we mean the members or congregation of an existing church. LLT the Local Leadership Teams of existing and new Worshipping Communities.

The PCC (trustees) of COHL have the legal responsibility for Safeguarding, H&S Compliance and Financial Management for all worship communities. (This including reporting to relevant agencies.) This responsibility is practically outworked by delegating authority to the sub-committees of Finance, Safeguarding and Wardens that are tasked by and report to the PCC (trustees). Each sub-committee is made up of representatives from each of the local Church Communities. The LLT have responsibility for pastoral care of the local community and developing local mission.

Protocol

Mission and Ministry

The Rector and PCC will

- Collaborate more so that we can see the best practices in mission and ministry happening all across the larger parish.
- Provide central support that enables and empowers local leadership teams to make decisions about and deliver local ministry and mission.
- Support the individuality of churches and to see all traditions flourishing in the larger parish.
- Consult the local leadership team about any proposed changes to clergy responsibilities, including clergy appointments.
- Consult clergy, and leadership teams about significant changes to the practice of local churches.

The current stipendiary clergy will continue to serve their current church community (their named clergy person with oversight responsibility) and chair the LLT.

Wellbeing

The Rector and PCC COHL will

- Work on the principles of the Clergy Covenant for Wellbeing and will expect local leadership teams to do the same.
- Encourage the development of a Lay Covenant for Wellbeing and subsequently act according to the principles.

- Have access to an agreed (with Archdeacon) a role description for each member of the clergy team ministry, including expected time commitment and availability, and will communicate that as appropriate Local Leadership Teams.

Finance

General Principles

- There will be a single overall budget for the whole parish but within this overall budget each Church/Worshipping Community will have its own income and expenditure budget agreed annually between it and the PCC COHL.
- All Churches/Worshipping communities will bring in income annually to cover their agreed expenditure, as per their budget.
- All income that comes into a Church or Worshipping Community will be credited to that community's fund. Through conversation there may be occasion when one Church/Worshipping Community wants to generously support another. Again, this would be agreed within the budgeting process.
- The PCC of COHL, as the Trustees of the Charity, legally have governance responsibility for all finances across all Churches/Worship Communities in the new Parish. The PCC Treasurer and Finance Sub-Committee are tasked with maintaining accurate accounts, ensuring financial compliance and reporting on finance to and on behalf of the PCC COHL.
 - Funds and assets given by the members of the Churches/Worshipping Communities forming the larger parish, will be under the guardianship of the PCC Members as the Trustees of the whole of the larger parish. The Parishioners acknowledge that PCC Members have a legal duty of care to ensure the assets are used for the benefit of the whole parish, and the PCC Members acknowledge that this includes using those assets to benefit the worshipping communities for which they were given.
 - Current designated funds being saved for a particular use (e.g. a church has been raising funds for a toilet in church) will be respected and retained for that purpose by the new PCC. The current PCC of each Worshipping Community should list such funds for the PCC of COHL.
- The PCC COHL will operate under certain fiscal rules, namely:
 1. The PCC COHL will aim to breakeven, in each financial year and must break even over a 3-year cycle. Financial losses may be acceptable on a limited scale over a short period, within the context of breakeven over the 3 – year cycle. Consecutive annual losses will only be acceptable in extraordinary circumstances (to avoid perpetuating reductions in reserve levels).
 2. Strict budget discipline will apply in all areas of activity. Flexibility between budgets is acceptable, flexibility beyond budgets is not. Investment and cash reserves to be maintained at a minimum of four months operating expenditure.
 3. 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.

Practical Financial Controls

The Finance sub-committee will develop a handbook of financial controls, that will be agreed and adopted by the PCC. These controls will be implemented across the churches and worshipping communities in the parish. They will also be kept under regular review.

Restricted Funds and Legacies

- Any money restricted by the donor, past or future, remains restricted and can only be used for its intended purpose. This includes ad-hoc donations, grants and legacies.
- Where unrestricted legacies are received from church members the PCC will account for the likely wishes of the donor, and will consult the local Leadership Team about the appropriate use of legacies.

Parish Meetings

Regular parish meetings (at least 3 a year) may include:

- Opportunities to deepen unity and understanding
- Updates on mission and growth
- Feedback from Church Wardens
- Updates from LLTs
- New or significant issues or initiatives
- Consultations or communication with all members of the Parish
- Review of the effectiveness of this PCC COHL Protocol and how we are working together
- PCC report on progress against budget for each Worshipping Community and central budgets.
- PCC will highlight any out of budget payments
- Opportunities for development and inspiration focussed on the four missional priorities

Communication and Administration

In order to streamline administration and improve communication we will use the following IT:

- ChurchSuite to communicate, manage volunteer recruitment, manage events, manage rotas, bookings etc. Each parishioner will be encouraged to use the My Churchsuite app.
- The National Church 'Service Register' app (on a phone or tablet or inputted onto the 'Service Register' web page) to log attendance.
- Parish Giving Scheme and the electronic forms of giving that integrate with MyFundAccounting. Online, including MyGiving.Online for non-PGS gift aid.
- MS365 including Sharepoint for central file storage.
- COHL to own social media sites including You Tube, Facebook.
- COHL to have a website with potential for church pages or link to own sites.
- Standard format for email addresses @cohl.org.uk for clergy and staff with potential this to include key lay people.

4.3 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-opts, 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 2.1.1 of the Scoping Document.

For consideration by the clergy and parishes in the 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).

4.4 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) The Deanery Plan, approved by Deanery Synod, will be used as a Parish Profile. If an approved Deanery Plan is not available then the Fit for Mission Delivery Team will produce a draft of the parish profile, drawing from documents including the Deanery Plan draft, 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.

- 4) 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 including episcopal interview)
- 5) 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 Shadow PCC to the selection process. If a Shadow PCC has not yet been formed then 2 lay representatives from among the members of the deanery synod from the FFM churches.
 - 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 profile

Only 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
 - a. finalise the Parish Profile, Person Specification and Role Description.
 - b. decide mechanics of interview and organise any training (e.g. unconscious bias training and interviewer training)
 - c. 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.

4. The interview panel previously selected is confirmed.
5. All application forms are sent to the Bishop, Archdeacon and Diocesan Safeguarding Advisor for review. The Bishop's office will check the Archbishops' List.
6. The panel shortlists suitable candidates.
7. The panel arranges and conducts the interviews (*guidance, checklists and sample questions are available*)
8. 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.
9. 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.
10. Archdeacon debriefs unsuccessful candidates
11. 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 and how this will be managed.

4.5 Change Leader definition process

What the Change Leader will do

Work in partnership with the Area Dean, clergy, lay leaders and Change Facilitator to enable the early part of the FfM change journey in the 'working as if' period.

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

- 1) The Navigation team
- 2) The Clergy Leadership team (CLT)

The Change Leader will liaise closely with the Change Facilitator who will connect the FfM team to the deanery team and be the funnel for resources to flow at the right time. A close working relationship between the two will therefore be essential.

A half time administrator will be paid for by FfM to work in the deanery. This administrator can assist the various local teams in their transition, and help as part of the new Support Services team.

Notes

- a) This Change Lead 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 and through a process very similar to the clergy appointment process. Leadership of the Clergy Leadership and Navigation teams 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 Lead will be one of the clergy from within the deanery.
- d) The timing of the process needs to result in the Change Lead 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 Change Lead 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 Change Lead 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 Change 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)

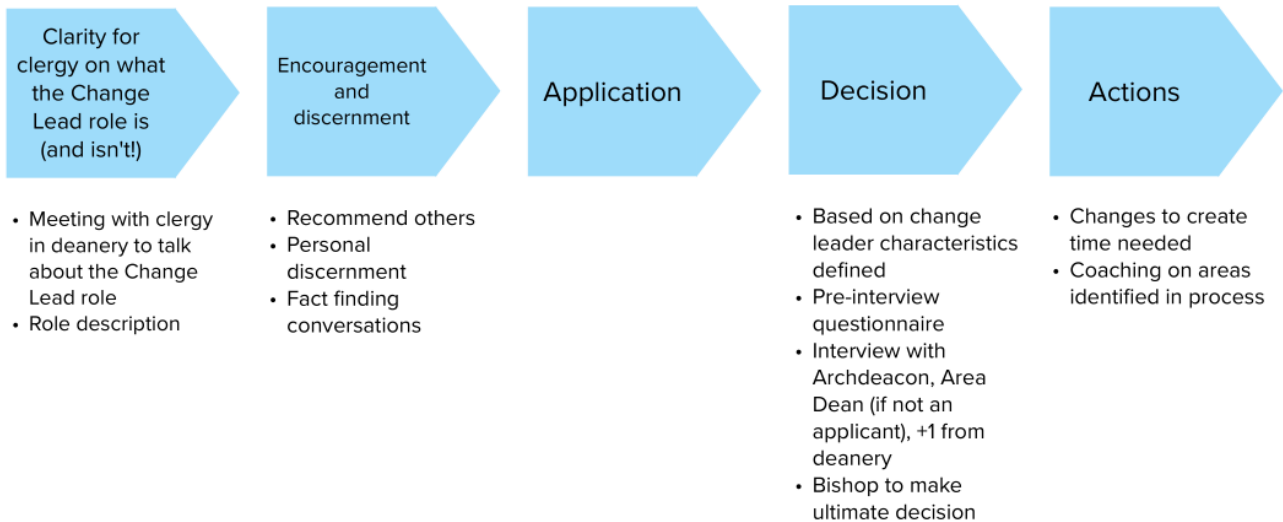
- A passion for Fit for Mission driven by their missional mindset and dissatisfaction with the status quo
- The capacity to give enough time, with a willingness to make the time through pausing, delegating and giving up some current commitments
- An enabler of others (who knows that the best fruit grows 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 change lead

The process for appointing the change lead 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 Change 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) or other deanery representative, and a FfM team member. The short 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 Change 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, a coach will be allocated.
- Induction into the role by the FfM team.
- Peer support from cohort 1 change leaders.