

PEWSEY DEANERY STRATEGIC PLAN FOR MINISTRY

Draft Issue 3

(February 2007)

This Strategic Plan has been created for the Parishes of Pewsey Deanery, agreed by Deanery Synod (date) and approved by Salisbury Diocese (date).

Signed:

Rural Dean.....

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Deanery Synod Lay Chairman.....

Archdeacon of Wilts.....

Draft Issue Number 3

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THE DEANERY VISION

Our overall purpose is to fulfil God's call, as part of the whole Christian Church, to make known His love and live His life in every community of the Deanery.

Given the number of small, scattered communities that comprise it, Pewsey Deanery wishes to fulfil the above by:

- * Working to reduce the isolation of these rural settlements by Christian sharing
- * giving support to the dispersed Christian community and encouraging growth of the Kingdom of God, by sharing resources, working together as much as possible to bring the Gospel to others
- * to create new ways of being 'the church'.

This Deanery Plan has been drawn up with this vision at its forefront. It should be seen, specifically not as yet another set of hard and fast rules already setting in concrete, but as a working document that provides us with guidelines that will need regular amendment and refinement through our shared experience of using it. In this way we believe it will help us all further down the road of becoming a whole community of faith-motivated believers, growing new disciples in response to Christ's Great Commission and sharing its different styles of worship and insights with mutual love and care.

INTRODUCTION BY THE RURAL DEAN

This is the third deanery strategic plan prepared in recent years. The first plan (Issue 1), published in 2000, addressed the specific 'top-down' requirement to meet lower stipendiary clergy staffing targets called for by the Diocese by year 2005. Since Pewsey Deanery had already reached its target figure in the year of publication there was little incentive for much creative thinking to be given to the exercise or implementation to pursue. The second plan drafted in 2003 was intended to grasp some of the implications of a rapidly changing scenario for exercising ministry and therefore the kind of ministry required to meet it. This plan now seeks to build on that, taking into account the continuing trends of cultural and social demography, together with the notable ecclesial and other factors distinctive in this particular deanery over the next few years. The plan therefore primarily addresses the following issues:-

1. The increasing secularisation of society as a whole and therefore the urgency for mission in ways that specifically take its effects into account.
2. The manifest problems facing the smaller churches and more isolated Parish units and the need for mutual support between parishes across the Deanery.
3. The need for Lay involvement in as broad a range of parish ministry and pastoral work as possible. It is often forgotten that this can act as one of the primary 'triggers' for vocation for ordination and is therefore seen as an important element of this plan.
4. The need to facilitate the pooling, where appropriate and practical, of skills and physical resources available across the teams, clusters and parishes of the Deanery and, where they do not exist, create them.

5. The need, when filling stipendiary clergy posts, to recruit specialist 'portfolio-holding' staff who are prepared to work together across traditional boundaries to tackle issues 1 to 4 above.
6. All the present experienced stipendiary clergy are due to retire towards the end of this five year plan.
7. The need to look forward to any possible future Deanery boundary changes and be ready for them when they take place.

At the risk of stating the obvious, one of the most important lessons to have been learned in the development of this plan is the vital need for everyone within it to understand that 'The Deanery' is emphatically not a further stratum of the 'hierarchy' but consists of all its parishes, each of which has an interest and responsibility for ensuring it is a real working tool for all. Although it is not easy to predict how the Deanery will develop in the longer term, the recent formation of clusters in both teams has we believe, put into place an effective practical and basic building -block for the Deanery of the future.

Given approval of this plan, for it to develop effectively the Deanery will greatly depend on area and diocesan episcopal support in coming alongside those charged with following it through. It will call for their encouragement and assistance in adopting what, for many, will be totally new and challenging ways of working. With such support we are confident of both the long-term continuity of pastoral care and real hope that it will result in a wider and more productive propagation of the Gospel in the Deanery over the next generation.

We live in exciting times when ordinary people are seeking spiritual reality with an earnestness and candour that offers real opportunities if we come, even half-way, out of our buildings and our institutional church world-view to meet them.

PEWSEY DEANERY PARISH STRUCTURE

The shape of the Deanery has changed considerably over the past 30 years and in the recent past. Structural changes have taken place, including the transfer of some villages from one deanery to the other at the edges. Population and parish details are summarised in Table 1 below.

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In the west the Swanborough Team of eight parishes combined with the four parish Pewsey Team in 1998 to create the Pewsey and Swanborough Team (total 12 parishes). In the eastern end, the Savernake Team was formed in December 2002 by the merger of the former Wexcombe Team of eight parishes and the Bedwyn Group of three parishes (total 11 parishes).

In addition to the two main teams, in early 2003 the Benefice of Upavon, Rushall and Charlton at the western end of the Deanery was transferred from the Stonehenge Deanery (in the Archdeaconry of Sarum) to the Pewsey Deanery

(Archdeaconry of Wilts). At present the Upavon Benefice is a separate entity within the Deanery and further deliberations will be necessary before its final position in the Deanery is established.

These changes were all aimed at creating a better balance between the Deanery Teams and for making more efficient use of clergy but, in the event, with the limited clergy staffing of both teams we believe they still do not fully address many of the root problems of ministry and mission in their widely scattered parishes. We have already started to try and encourage greater sharing of resources and co-operation by creating a number of parish clusters and this concept, coupled with the objectives of this new plan will hopefully help to solve many of those problems (see **Objective C** later).

Table 1 PEWSEY DEANERY PARISH STRUCTURE AND POPULATIONS

Team/Parish	2001 Census	2007 Fairer Share	Church Location
Pewsey & Swanborough			
Alton Barnes	189	21	Central
Beechingstoke	128	18	Central
Easton Royal	230	22	At end of village
Huish	23	Included in Oare	Rural
Manningford Bruce	314	13	On village outskirts
Milton Lilbourne	430	36	Central
North Newnton	319	19	Central
Oare	250	17	Central on main rd
Pewsey	2,638	92	Central on main rd
Stanton St Bernard	135	27	Central
Wilcot	205	17	On edge of village
Woodborough	240	25	On edge of village
Wootton Rivers	210	16	Central
Upavon Benefice			
Charlton	88	6	Central
Rushall	134	20	On edge of village
Upavon	1218	34	Central

Table 1 PEWSEY DEANERY PARISH STRUCTURE AND POPULATIONS (Cont.)

Team/Parish	2001 Census	2007 Fairer Share	Church Location
Savernake			
Burbage	1,275	123	Central
Chute	383	26	Centre spread area
Collingbourne Ducis	841	28	Central on main rd
Collingbourne Kgstn	401	18	Central on main rd
East Grafton	560	23	Central
Great Bedwyn	1,030	31	Central
Ham & Buttermere	189	18	Centre of rural area
Little Bedwyn	175	15	Central
Shalbourne	427	18	Central
St Katharine's	112	30	Central
Tidcombe & Fosbury	136	11	Centre of rural area
Totals	12,280	724	

PEWSEY DEANERY GEOGRAPHY (SEE APPENDIX B)

The Deanery stretches from the west of Hungerford to within 8 miles east of Devizes. Spanning the Pewsey Vale, it is an area of outstanding natural beauty with four main centres of population (larger villages) Upavon, Pewsey, Burbage and Great Bedwyn, the remainder comprising small rural hamlets and villages. East to west, the Deanery is split roughly in half by the A338/B3087/A345 Hungerford to Upavon road and from north to south by the A346/A338 Marlborough to Salisbury road. Away from these main routes, the villages are connected by narrow, winding, rural roads, so that travel can be quite restricted and time consuming. The Kennet and Avon Canal also runs through the Deanery from east to west, as does the main railway line from Paddington to Penzance. There are stations at Bedwyn and Pewsey with regular trains to London (about one hour). Down-land to both the north and the south of the Pewsey Vale make further natural boundaries to the Deanery.

There is a great deal of Grade 1 farming land in the area and until recently rural pursuits and farming provided the main sources of income. Increased mechanisation and local housing being sold to in-comers means that the Deanery is no longer almost exclusively rural but consists of a wide cross section of people, with some still working on the land, but many commuting to London, Swindon. Reading

and Bristol, others engaged in the service and leisure industries and of course many elderly and retired. The proximity of Salisbury Plain means that there is a certain

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military presence in the mid to western parts of the Deanery.

The general rising cost of houses has, in part, led to an increase in younger and more wealthy commuter-families coming into our villages. However, this exciting 'new blood' in our communities relies much more on 'networks' for its inter-relationships displacing to some extent past reliance upon 'neighbours' and village 'community-spirit' to fulfil that function. These networks are influenced by the Internet, greater mobility and often distant location of work-places and friends. All these we need to understand better and properly take them into account in our strategic plans for the Deanery.

PEWSEY DEANERY RESOURCES IN 2006

Stipendiary clergy

Since January 2007 the two previously vacant stipendiary posts in the Pewsey and Swanborough Team have been filled, at which point the Deanery again reached its full complement-target of 6.5 stipendiary clergy set by the Diocese in 2005. A curate, ordained in 2005 and priested in 2006, has recently been appointed to the Savernake Team for further training and a further candidate for stipendiary ordination from Burbage has started training.

Non Stipendiary Clergy

The Deanery has one long-established NSM in the Savernake Team. In Burbage one candidate has completed ordination training for NSM and was ordained in 2005 and priested in 2006. A further two NSM trainees are already undergoing training.

OLMs

There is one OLM priest licensed to the Pewsey/ Swanborough team (Note: but not licensed to operate in the Savernake Team).

Other Clergy/Lay Ministers/LPAs

Approximately six active retired/Licensed to Officiate clergy are available in the Deanery. There is one Sarum Reader active in the Deanery and 19 LPAs in the Savernake team, 19 also in the Pewsey and Swanborough team and 9 in the Upavon Benefice. Burbage has, in addition, a fully trained voluntary counselling co-ordinator with an assistant.

Churchwardens & PCCs

Each of the 27 churches of the Deanery has a PCC with the normal complement of officers. Currently four of these parishes have only one churchwarden.

Children's workers

There are 11 primary schools (1019 children in 2005) and 1 secondary school (422 children in 2005) in the Deanery and about 200 (14% of the total) of these children are estimated to be regularly involved in church activities.

To meet this important mission-challenge, a team vicar was appointed to the

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Pewsey and Swanborough Team in 2003 with a remit, as part of her duties, to encourage the growth and development of children's work in schools throughout the Deanery. Although this priest left in 2005, this work is being built on through the recent appointment of her replacement as Team Vicar with a 'portfolio' remit for Youth and Education (see also Objective . A Deanery youth worker and Children's worker, both of whom could advise, train and co-ordinate work with young people would be additional assets to be provided as Deanery finances develop in the future.

Child Protection Officers (CPO)

There are two fully trained voluntary staff, a CPO and one assistant, in each of the teams and also in the Benefice of Upavon.

Information Officer

The Deanery has appointed a voluntary information and communications officerr

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Information Officer

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Administrators

Both teams of the Deanery have a part time administrator who take on a considerable part of the teams' administrative burden.

PEWSEY DEANERY RESOURCES FOR THE FUTURE

As is clearly the case for the whole body of the Church we would always welcome the allocation of further clergy but, assuming the success of the recommendations and actions of this strategic plan, we believe that the Deanery will be viable at the above staffing levels for at least the next five years or so.

PEWSEY DEANERY OBJECTIVES

The issues highlighted by the Rural Dean in his introduction form the basis for most of our primary objectives in this Plan which are listed below. Actions for all the objectives can be found at Appendix A.

A. Focus on mission

We wish to encourage and develop greater mission at the level of the parish and the deanery. We intend to try and encourage new thinking and action on mission across the Deanery over the next five or ten years.

At deanery level this will consist of deanery initiatives for outreach, specialised portfolios such as youth and children's work as part of clergy responsibilities, training and assisting parishes that do not have the manpower/resources at the local level (see Items F, G and H below).

At parish level this will consist of each setting its own measurable targets and Action Plan for mission (**see also Annex A**) and either proceeding on its own initiative and utilising its own skills/resources or if necessary seeking such assistance that may be available elsewhere in the cluster/Team/ Deanery or Diocese.

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B. Lay Participation in Ministry and Pastoral work

We wish to encourage and develop lay leadership and accountability for many more worship and pastoral matters than has previously been the norm because this is seen as a primary method of providing the opportunity and experience out of which may blossom the vocation for ordained ministry that we are seeking to foster. The objective is to develop robust, self-confident and more self-sufficient church congregations that are best able to meet their pastoral and ministry needs and those of their local communities in the most effective and attractive way.

We believe that the future of the Church in the area and probably everywhere depends very much on this approach. We intend to encourage new thinking on these

matters across the Deanery over the next five or ten years. In this way we look forward to our largely rural churches continuing to develop into the positive, outward-looking, enthusiastic mission environment that will both foster new vocations and also appeal to the type of dynamic clergy that we have been blessed with so far.

At deanery level action will consist of deanery initiatives for training and assisting parishes that do not have the manpower/resources at the local level (see Items F & G below).

At parish level action will initially consist of each parish conducting a 'Healthy Churches Handbook' audit and then setting its own measurable targets and creating an Action Plan (**see also Annex A**) aimed at increasing lay participation in its daily life. The parish will then proceed on its own initiative to put fulfil them utilising its own skills/resources complemented, wherever needed, by such assistance that may be available elsewhere in the cluster/Team/ Deanery or Diocese.

This all may take some time to be fully realised but we believe it is one of a number of our objectives that will also help create more space for the clergy and laity mutually to exercise mission and pastoral care within and, ideally, across parish boundaries thereby much enhancing Deanery flexibility and effectiveness in meeting other objectives listed below.

C. Development of parish clusters

Unlike some others in the Diocese, Pewsey Deanery comprises just two Teams and each covers some 12 or so parishes and the Benefice of Upavon with its three parishes. It is difficult for many of the parishes in a team to feel much affinity with others in the Team except those that are contiguous with, or lie close to their immediate boundaries. A few of course 'get on' better with some than with others and so the principle may not strictly apply universally, but close proximity seems more likely to encourage co-operation and mutual support than not.

This thinking led, first, the Pewsey and Swanborough Team and latterly the Savernake Team, to grouping our parishes into a number of contiguous (loosely) clusters of parishes, each with a member of team clergy attached to it, on the

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assumption that they might be more likely:-

1. To share common facilities - schools/members of congregation (worship preference etc)/shopping centres/Post Offices/Pubs etc
2. To contain cross-boundary friendships
3. To contain cross-boundary colleagues/workplaces
4. To better understand each others' needs/ strengths/weaknesses

5. To develop a sense of cohesion/'belonging'
6. To be willing and more efficiently share resources with a neighbouring parish than with one with which they have no regular contact or relationship.

Note: Cluster/PCC relationship. It is important to emphasise here that the cluster is not intended to be a further level of parochial management that might usurp the inherent legally-constituted status of the Parochial Church Councils involved. Individual PCCs will continue to hold their traditional (and legal) responsibilities for the finances and general conduct of their parishes and church buildings. The Cluster principle has been introduced solely with the intention of encouraging our parishes to develop closer relationships with each other than may have existed before and to share ideas, resources and skills to their mutual benefit. We expect different clusters to develop at different rates and even for the mix of member parishes to vary with time to suit changing circumstances. Therefore, quite deliberately, we have not laid down any strict instructions for their conduct other than the guidelines offered herein to encourage dialogue during the growth stages on such items as:-

1. Topics of mutual interest and concern
2. To give parishes opportunity to seek any mutual support (physical resources/skills etc) they might need
3. To avoid unnecessary duplication of effort in any appropriate way
4. Feedback (to Deanery Synod) comments on Synod Minutes items
5. Feedback (to Deanery Synod) any problems in cluster-working

We want the 'cluster' to become both simple to operate, relevant to its members and, above all, a useful support for parishes. The present clusters are as follows:-

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Pewsey & Swanborough Team Clusters

Wootton Rivers, Easton Royal, Milton Lilbourne
Wilcot, Huish, Oare
Pewsey
Manningford Bruce, North Newnton, Woodborough
Stanton St Bernard, Alton Barnes, Beechingstoke

Savernake Team Clusters

St Katharine's, Great Bedwyn, Little Bedwyn, East Grafton
Shalbourne, Ham, Tidcombe
Collingbourne Ducis, Collingbourne Kingston, Chute
Burbage

Benefice of Upavon 'Cluster'

Upavon, Charlton, Rushall

Note: Pewsey and Burbage are looked upon as individual clusters at present due to their size relative to other parishes. Each has been advised that it may join another cluster in the future if that is deemed beneficial to both cluster and parishes. There is also an urgent need to resolve the position of the Benefice of Upavon within the Team structure of the Deanery. The development of the cluster principle into a successful 'modus vivendi' will be an important aspect of the Deanery's effort over the next five years or so.

D. "New Ways of Church versus "Church is for Sundays only" mindset

Society has developed so many alternative popular activities for week-ends that we need to be flexible and imaginative in finding new ways of being church to take account of the effects of this increasing 'secularisation'.

At Deanery level we will be creating a data bank of project ideas, offering encouragement, acting as broker in the sharing of skills and resources and taking any other steps needed to help parishes in their 'new ways' projects. Where we all consider that a project is best handled either at cluster or at deanery level, the appropriate body will be asked undertake the planning, co-ordination of effort and progress monitoring involved.

At Parish level We believe that there is an urgent need to encourage parishes to explore new ideas for both events and times which are more appropriate to the modern lifestyle and which attract the 'un-churched' into God's Kingdom. Some parishes are already well ahead in this respect but PCCs are asked look at their own churchmanship (for instance using the Healthy Church Handbook for audits) and decide what more they need to and can do in response to this challenge and add them to their own Action Plans (**see also Annex A**). As the clusters develop, further skills and resources that are not immediately found within the parish will perhaps become available from the cluster or Deanery.

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E. Recruitment of staff with 'Portfolio' and deanery-wide remit

For this to be workable we need to identify which specific gifts and skills are required not only for the specific post but also for the good of the deanery and cross-boundary working. Job descriptions and advertising for vacant clergy posts need to be clear that the successful applicant will be expected to operate on a deanery-wide basis. In the longer term we will be looking to recruit lay specialist staff with similar Deanery-wide responsibilities who can inherit some of the initial clergy portfolio responsibilities perhaps, but this will depend very much on the overall financial state of the parishes and Deanery.

F. Pooling resources deanery-wide

Much has already been said for the need to fill skills gaps in parishes that may be needed to achieve other objectives. In summary, pooling resources will:-

- Allow appropriate funding
- Avoid duplication of effort
- Avoid re-inventing the wheel
- Provide specialist expertise equally for all parishes
- Assist in administration/secretarial/printing
- Provide best-practice advice (Child protection, youth matters, faculty applications etc)
- Widen scope for musical and 'high-tech' events

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- Widen scope for musical and 'high-tech' events

G. Providing deanery-wide lay training as required

Mission
Learning and discipleship for all
Raising skill levels and effectiveness
Ensuring uniformity of standards
Minimising costs
Youth groups leadership training
Bishop's Certificate
LPA training
Stewardship
Worship

H. Achieving a phased ordained staff replacement programme

Agree on sequence, timing and talents and negotiate, where possible, a resolution of the issues with the appropriate authorities.

I. Ensuring that the Deanery is ready for any future boundary changes

The possibility always exists for further boundary changes in the future and we need to bear this in mind and be ready for them as far as circumstances allow.

For example, to the south, the Tidworth "super-garrison" is already bringing families

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to live in Pewsey Deanery. They present particular pastoral needs during operational deployments but also mission opportunities among a younger population. We need to ensure our communication links with the Diocese are open so that we are aware of possible changes in good time to accommodate them effectively and adjust the strategic plan accordingly.

J. Finance

The Deanery will continue as before to collect and account for the Deanery Share for the Diocese, and also such further funds as the Deanery Synod may decide to collect for Deanery purposes. (Youth work, Deanery missions etc). The Deanery will also aim to offer assistance to parishes in their stewardship initiatives, should it be requested,

STRATEGIC PLAN REVIEWS

The deanery Strategic Plan will be reviewed by Review Committee of not less than seven members, three from each team plus the Rural Dean and will be updated bi-annually or more frequently as circumstances dictate.

APPENDIX A

PEWSEY DEANERY ACTION PLAN 2007

DEANERY 'FOCUS ON MISSION' ACTION PLAN

See separate attachment

APPENDIX A

PEWSEY DEANERY ACTION PLAN 2007 (Cont.)

DEANERY 'LAY MINISTRY' ACTION PLAN

See separate attachment

PEWSEY DEANERY ACTION PLAN 2007 (Cont.)

DEANERY 'LAY MINISTRY' ACTION PLAN (Cont..)

See separate attachment

APPENDIX A

PEWSEY DEANERY ACTION PLAN 2007 (Cont.)

DEANERY 'CLUSTER DEVELOPMENT' ACTION PLAN

See separate attachment

PEWSEY DEANERY ACTION PLAN 2007 (Cont.)

DEANERY 'NEW WAYS' ACTION PLAN

See separate attachment

DEANERY 'STAFFING ISSUES' ACTION PLAN

See separate attachment

DEANERY 'FINANCIAL' ACTION PLAN

See separate attachment

ACTIONS 'MENU'

This list is neither obligatory nor comprehensive, it is merely offered to 'kick-start' ideas for additions/deletions to both deanery and parish Action Plans. Whilst conducting their 'Healthy Church' audits parishes may find it helpful to add any elements of this list to their own Action Plans that may be relevant to them.

On request, the Deanery will:-

- a. **Organise Deanery-wide such as:**
 - Away/quiet days
 - Prayer courses

- Lent/Advent courses
 - Parenting courses
 - Marriage/baptism courses
 - Group trips to Spring Harvest etc
 - Children's/Youth Festivals
 - Music/Arts festival
 - Open-to-all talks (nationally recognised spkrs)
 - Trips/visits to places of interest
 - b. Assist local outreach support initiatives**
 - c. Assist with individual parish/cluster "Healthy Church" audits**
 - d. Initiate/co-ordinate Deanery-wide 'Open Church' weekends etc.**
 - e. Organise Deanery-wide Lay training such as:**
 - Training days for PCC officials
 - Churchwardens
 - Secretaries
 - Treasurers
 - Diocesan Lay Learning & Reader Training Scheme
 - Bishop's Certificate
 - Prayer ministry
 - House/Home group leadership
 - Prayer group leadership
 - Bible study
 - Alpha course leadership and follow-up
 - Junior church/Sunday School
 - Child protection
 - New mission ideas
 - Stewardship ideas
 - Schools liaison
 - Ecumenical liaison
 - f. Assist with faculty preparation and presentation**
 - g. Assist in preparing/manning 'special' services**
 - e.g. Healing, Taize etc
 - h. Assist parish/cluster clergy/lay leader appointments**
 - i. Provide general administrative help ;**
 - : Draw up a Deanery /clusters/parishes "Who's Who"
 - Printing
 - IT support
 - Web-site
 - Deanery calendar
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- j. Help improve Diocesan/Deanery/cluster liaison/communication**
 - k. Provide cluster-level discussion facilities for:-**
 - LPA's
 - Child Protection issues
 - Financial issues
 - Alpha matters
 - Cluster matters
 - Pastoral matters
 - Youth outreach
 - Schools liaison
 - Environmental issues
 - Boundary issues

Local authority/community issues

- l. Refine/expand (to financial budgets) 'portfolio' remits for:-**
 - Youth
 - Schools
 - Vocations
 - Mission
 - Training
 - Liturgy
 - Marriage/parenting/baptism/confirmation trng.

- m. Maintain a 'bank' of expertise for clusters/parishes :**
 - Lay - legal, financial, communications, training, events management
 - Clergy - Ministry, mission, pastoral, stewardship, outreach

- n. Maintain a database of resources available to clusters/parishes:**
 - List of mission/new ways of church/outreach ideas
 - People with specific talents/expertise prepared to help
 - Equipment available for temporary loan (printers, OHPs, video/CDplayers/projectors, amplifiers/speakers, screens, laptops, presentation programs etc)
 - Buildings suitable for specific types/sizes of gatherings.
 - Building booking contacts
 - Building redundancy liaison
 - Ecumenical links/contacts

- o. Create support groups as and when necessary to fulfil the above**

- p. Finances**
 - Compile and report on Deanery Budget
 - Keep parishes updated on Share and Diocesan financial matters

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APPENDIX C

PEWSEY DEANERY PARISHES AND CLUSTER MAP

See separate attachment