

POOLE DEANERY PLAN

2011 to 2016

Jean de Garis, Chris Strain, John Waldsax

Authorisations

Reviewed by the Deanery Synod _____ (Date)

Signed _____ (Rural Dean and Lay co-chair)

1 INTRODUCTION

This document is a working guide for the ministry which is the responsibility of Poole Deanery. It does not have any direct bearing on the ministry tasks of parish staff, although we aim to make this document a useful source of information about the Poole area and its churches and a rational basis for decisions on church staffing and organisation.

We want to express our enormous debt of gratitude to John Waldsax who has given very generously of his time and expertise in both the process and the production of this plan.

Our hope and prayer is that this Deanery Plan will not only be a document which articulates our agreed priorities, but that it will also point the way to how these can be translated into reality in our parishes and sector ministries.

Jean de Garis and Chris Strain

Poole Rural Dean and Assistant Rural Dean

Goal

We can summarise the goal for the deanery plan as:-

"Before God and under the Bishop, to identify and pursue together those mission, ministerial and stewardship functions of the Church of England in this place which are better shared between our parishes than conducted within them."

There are fundamental functions specifically delegated to the deanery:-

- To ensure the mutual support of parishes for one another's spiritual care during periods of vacancy or sickness of parish staffs.
- To assist the diocese in allocating the financial costs of the diocesan ministry fairly between the parishes.
- To make proposals for the Bishops through the Archdeacon of Dorset as to how the ordained stipendiary staff shall be deployed.

Previous deanery plan (2006-2010)

The deanery plan in 2006 consisted of a list of 5 goals for benefice staff and PCCs to take note of for the period to 2010. They were as follows:-

1. Each parish/Christian community to adopt a continuous programme for adult growth and nurture.
2. Each parish/Christian community to identify one aspect of work with children or young people to start or to strengthen, and to take action.
3. Each parish/Christian community to consider the Synod's suggestions for co-operative action and to explore with whom and in which areas, and/or networks, and/or target groups, if any, collaboration would benefit more the growth of the Kingdom of God than working alone.
4. Each parish/Christian community to identify one aspect of their relationship with the community that is most likely to become emerging church, or as a consequent of 3 above, seek with the help of other parishes or communities, to develop it.
5. Each parish/Christian community to identify an individual, or experience, or programme or event in their church's life in which they have seen God at work which they offer as a resource to the deanery.

It should be noted that while progress was made in establishing a Fresh Expressions initiative (4 above), there was no machinery established to deliver or monitor the other goals agreed.

Development of the Deanery plan 2011-2016

The Deanery Synod and Chapter met on a number of occasions in 2010 and 2011 to discuss the plan. This document is the resulting product. We now must seek ways of delivering the goals under the direction of the Deanery Standing Committee.

Structure

This document comprises the following components:-

1. **This Introduction**
2. **Descriptive data** about the deanery to inform decisions about shared ministry and staff deployment
3. **Staff plan** for the deanery, including our requirements for Diocesan (stipendiary) staff for the next planning period (heretofore known as the 'Deployment plan').
4. The **Life of the Deanery** – the Synod, Chapter and the projects and ministries to which we are committed and other ministries and priorities

2. DESCRIPTIVE DATA

Demographics

The deanery is by far the largest in the diocese, with (in 2005) 18.5% of the diocesan population. The deanery is served by 24 stipendiary clergy¹, 11.9% of the diocesan total. On average each paid member of the clergy serves a population of 6,139 (Salisbury diocese 4,545; C of E 7,143).

The population of Poole has grown by 2.1% in the last ten years, reaching 141,200 by the end of 2009. This figure is projected to grow by another 3%, reaching 145,100 by 2015. These projections by the ONS² exclude any influence of major housing developments, assuming that demographic trends are subject to the same influences as in the past.

The redevelopment of the Poole Regeneration area³ will increase the housing stock of Poole by a further 3,700 dwellings, which suggests that, by the end of the plan period (2016), Poole will have a population of the order of 154,000, an increase over 2009 of 9%. This compares with the previous growth rates for Poole of 2%, Dorset of 4% and England & Wales, of 5.5% over the last decade.

***Note:** This rapid period of growth in the Poole population was foreseen as plans for the regeneration of the Old Town industrial areas were being developed. They led in part to discussions between the then Archdeacon of Dorset and local councillors out of which the idea for the Poole Pioneer Minister emerged.*

Further details on the Poole population projections are available in the document [Poole population Report 2010](#).

Were the Poole⁴ clerical establishment to remain constant through to 2016, each member of clergy would be serving 6,690, very close to the national average.

¹ "Clergy" unless otherwise qualified, refers to parochial **stipendiary clergy** and excludes sector ministers, training curates, associate ministers and LLM's. We have treated the **Pioneer Missioner** and his associated church fellowships as a benefice for the purpose of this analysis. There is also a licensed lay school chaplain and one of the curates is stipendiary.

² Office for National Statistics.

³ Defined as Hamworthy, Poole St James and Longfleet parishes.

⁴ Poole deanery (with some parishes in Bournemouth, Dorset CC)

Several of the Poole Deanery benefices are in Bournemouth. The projections for Bournemouth overall indicate that the 2009 population of 165,200 will increase by 1.5% to 167,600 in 2016. Although this growth rate is significantly lower than Poole's, for the first time Bournemouth births are exceeding deaths and the population no longer depends solely on inward migration. Detailed data by ward is available in [PopulationTrendsBournemouth2010.pdf](#). Demographic data by ward is available for Bournemouth parishes. One benefice is within Dorset CC and includes Purbeck's second largest town, Upton. Part of Poole Borough (Canford Magna) falls within Wimborne deanery.

Church life

Attendance

There are now 7 years of data from the annual Fair Share (FS) count figures on attendance, generally recognised as a much better guide to congregational metrics than ER (Electoral Roll) figures, so prone to educational and other distortions. We can therefore begin to see not only snapshots but to draw some conclusions about trends.

Conclusions

The following conclusions are based on the trend lines over seven years.

1. The attendance in Poole churches has been remarkably stable over the period, with a variation of less than 1%. This contrasts vividly with the national figures which map a decline of 7.5%, or 1.08% per year for the last 7 years for which data are published⁵.
2. As expected there are individual variances, with 5 parishes declining, 7 (including PMC) growing and the remaining 10 within +/- 1% per year either way. "Declining" means falling at more than 1% per year; "Growing", increasing by more than 1% per annum⁶.
3. The "Sheffield formula" relies on a national weekly average of 131 attendances per head of clergy to balance the supply of and demand for stipendiary clergy across England. Ten of our parishes are below this figure, balanced by the 11 who have higher attendance. We should be concerned and considering action where parishes are both falling in attendance and are already below the Sheffield target.
4. Overall Poole deanery, despite currently being 15% over the Sheffield target, will be very close to the national population/head target by 2016. This suggests that we should track the actual development of our population base carefully and consider requesting a revision of the target for the deanery based on population growth.

The detailed data is below as well as a summary for 2009-10 with the latest roll and pastoral service data from the 2010 returns.

⁵ C of E statistics: http://www.churchofengland.org/media/1122447/parochialchurchattendance_2000to2008.pdf

⁶ Rates of growth are obtained by fitting the best straight line to the seven years Fair Share attendance data.

Table 1 POOLE DEANERY: ATTENDANCE TRENDS 2004-2010

<i>Parish</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>Average</i>
Branksome Park All Saints	314	308	278	331	306	304	297	305
Branksome St Aldhelm	134	143	138	126	124	103	101	124
Branksome St Clement	204	182	176	174	177	180	194	184
Broadstone	216	226	214	190	207	229	217	214
Canford Cliffs and Sandbanks	173	149	156	152	142	134	122	147
Ensbury Park	114	115	119	115	112	118	106	114
Hamworthy	110	98	129	131	131	137	125	123
Heatherlands St John	145	161	152	172	153	145	150	154
St Andrew Kinson	184	152	203	206	210	158	172	185
West Howe St Philip	51	51	55	53	54	53	53	53
Lilliput	164	151	140	134	137	122	115	138
Longfleet	359	397	441	446	449	460	460	430
Lytchett Matravers	82	87	81	84	73	68	76	79
Lytchett Minster	151	147	171	152	154	159	179	159
Christ Church Creekmoor	89	89	105	91	93	97	91	94
Oakdale St George	152	150	149	157	152	157	167	155
St Paul's Canford Heath	72	76	77	83	88	92	93	83
Parkstone St Luke	175	175	178	182	186	183	190	181
Parkstone St Peter and St Osmund	213	220	235	190	165	177	152	193
Poole St James with St Paul	155	156	149	158	159	152	147	154
Talbot Village	318	316	319	320	330	306	314	318
Poole Missional Communities					4	19	38	20
Total	3,575	3,549	3,665	3,647	3,606	3,553	3,559	3,607

Table 2 POOLE DEANERY: PARISH METRICS WITH STAFFING 2009-10

/	Pop. ⁷	FS 2010	Children ⁸	Avg. FS 2004-10	Electoral Roll 2009	Category	Baptisms 2009	Weddings 2009	Funerals 2009	Clergy (s)	Curates (s)	Assoc. Mins	P.t.O.	LLM	LPA
Branksome Park All Saints	4,484	297	28	305	307	A	14	12	20	1	1		1		8
Branksome St Aldhelm	6,330	101	32	124	173	C	38	6	17	1	1		1		2
Branksome St Clement	9,951	194	12	184	200	B	89	11	70	1			1	1	15
Broadstone	13,628	217	9	214	288	B	59	9	88	1					7
Canford Cliffs & Sandbanks	2,256	122	6	147	201	A	6	3	21	1					1
Ensbury Park	5,292	106	27	114	145	D	16	2	20	1				1	4
Hamworthy	11,348	125	9	123	171	D	21	4	46	1	1			2	8
Heatherlands St John	14,614	150	64	154	170	D	12	2	2	1	1				
St Andrew Kinson	18,861	172	18	185	55	D	10	20	31	1		1		1	7
West Howe St Philip		53	8	53		E				1					
Lilliput	3,048	115	20	138	173	A	25	5	14	1					6
Longfleet	7,417	460	95	430	741	B	13	11	4	2			1	1	
Lytchett Matravers	3,659	76	4	79	93	B*	1	5	7	1					
Lytchett Minster & Upton	8,000	179	15	159	209	D*	15	14	33	1	1	2			8
Christ Church Creekmoor	5,820	91	22	94	115	D	6	1	0	1			1		
Oakdale St George	7,570	167	38	155	267	C	26	9	13	1	1	1		2	43
St Paul's Canford Heath	14,234	93	14	83	112	C	15	1	6	1	1		1		
Parkstone St Luke	2,935	190	65	181	172	A	15	2	18	1			2	1	8
Parkstone St Peter etc.	12,774	152	24	193	319	D*	28	16	20	1	1	3	6	1	30
Poole St James with St Paul	3,975	147	3	154	188	B	15	10	27	1			1		1
Talbot Village	10,522	314	60	318	694	B	106	29	65	1		2	1		37
Poole Missional Communities		38		20						1					
Total	166,718	3,559	573	3,607	4,793		530	172	522	23	7 (+1)	9	16	10	185

Notes: Data for North Poole Ecumenical Team not always allocated to parish, but included with St George's, Oakdale; likewise St Philips with St Andrew's Kinson.

No separate returns available from West Howe St Philip or Poole Missional Communities (Pioneer cell churches in unlicensed places of worship)

It is probable that not all LPA's recorded in the database remain active as there are no license expiry dates for LPA's

* These three parishes had one year's change of category allowed for special circumstances. Their usual banding would be C, C, and B respectively

⁷ These "Population values" are taken from the C of E data used to plan staff and included in the diocesan directory. In the text, the latest ONS projections as supplied by the Poole and Bournemouth Borough Planning teams are used. NB Several parishes are in Bournemouth so populations add up to more than Poole's.

⁸ The figure for "Children" is taken from the latest annual return, and is meant to be the number taking part in Sunday Worship. An enormous amount of children's work in addition to this is known to take part during the week. This will be researched in more detail as part of our project programme.

3. STAFF PLANS

Diocesan staff plan

The Diocesan strategy for staffing to 2016 is based on:-

1. The national plan to share clergy across the dioceses, and
2. A set of priorities to reach this target across Salisbury Diocese.

The national plan is designed to allocate fairly the clergy available to us by 2016 to take account of gains (through recruitment into the stipendiary ministry) and losses through retirements and resignations. Over the next 5 years there is little we can change tactically to amend significantly either recruitment or retirements. The key feature of the strategy is to allocate clergy fairly between regions and between urban and rural parishes. In order to sustain the geographic balances we expect in urban areas to serve higher populations and average attendances per head of clergy than the national or diocesan average.

The Diocesan priorities influencing our plan are:-

1. Ensuring all posts are focused in mission through appointments and in particular the development of parish profiles;
2. Developing pioneer ministries;
3. Resourcing Deanery Strategic Plans through making full use of all ministries, lay and ordained, stipendiary and self-supporting.
4. Empowering deaneries to make decisions about the deployment of ministers locally
5. Recognising the need to develop other sources of funding for posts alongside Fairer Share and the common purse.

The section of our plan which follows describes how we shall play our part in achieving these goals.

Parish clergy

The national system for allocating clergy to a deanery results in a current (2008) allocation target of **20 full time stipendiary staff** (60 planning points; See "The Strategic deployment of ministers in the Diocese of Salisbury ; 2008"). This target is due to be reached by 2016. We currently have 24 parish staff (including PMC) and one lay chaplain attached to Oakmead School, agreed to be included in our total in 2006. Church House records therefore show us with 25 FTE (Full-time Equivalent) staff at present.

The total number of parish clergy is shown below, including NSM's and LLM's.

Table 3 Summary; Clergy and LLMs (as at June 2011)

Incumbent Status	<i>Incumbent vacancies</i>	Curates	Training curates	Total Stip. Clergy	Associate Ministers, NS Curates, deacons	LLM [Readers] (Emeritus)
23	0	1	7	31	10	11 (+9)

Figure in brackets is LLM's with permission to officiate
 The Oakmead college lay-worker is currently included in our diocesan staff roll.

Sector chaplains

The following chaplaincies are linked with Poole Deanery and most are at least partially externally funded at present

Table 4 Sector ministries; funded chaplaincies

Sector / chaplaincy	Staff	Funding
<u>Hospital</u> Poole Hospital Trust Senior chaplain (1)	Canon Jane Lloyd	NHS Poole HT
Dorset Health Care Trust (St Anne's Hospital)	Awaiting appointment	
<u>Education</u> Bournemouth University Chaplain (1)	Canon Bill Merrington	University / Talbot Village Trust
St Aldhelm's Academy (0.6FTE)	Revd Peter Homden / Matt Evans (Youth Worker)	St Aldhelm's Academy
St Edward's School (1FTE)	Vacant / suspended	St Edward's School
Oakmead College of Technology (1 FTE)	Tony Jee	No external funding
Poole & Bournemouth College	N/A	Abolished
Talbot Heath (0.1FTE)	Revd Carol Langford	£1,000 from School ⁹
Wessex Chaplaincy	Revd Michael Oates (0.2)	Seedbed funding
Royal Marines Poole	MoD chaplain	MoD

Parish staff plans

We have tabulated all of the categories of staff, stipendiary and non-stipendiary, together with the latest parish metrics below. Population data is included at the benefice level although most churches are assumed to be eclectic in our urban / suburban deanery

Permission-to-Officiate (PTO) clergy data have been recently analysed at the benefice level.

Planned staff changes

A. Stipendiary vicars

There are currently 23 clergy of "incumbent or team vicar status" in the deanery, one stipendiary curate (not a training post), and no vacancies at the time of writing. This includes the Deanery Pioneer Missioner but excludes funded sector chaplaincies.

Although there is no longer an obligatory retirement age, 6 incumbents will reach 65 in the plan period, covering 26% of our incumbents and team vicars.

B. Vacancy policy

We are glad to acknowledge that the deanery as a whole has fared well over recent years and that many churches are thriving. We also wish to note that without the pressure imposed by the Sheffield figures, and thus by the Diocese, we believe there is no reason for a reduction in stipendiary staffing in any of our parishes, rather the reverse as the population is set to increase and mission opportunities are great. However, we accept that we are being asked to reduce numbers and therefore accept that succession arrangements should be reviewed carefully by the Diocese in discussion with the Deanery and Parishes for those churches / parishes which are defined small¹⁰, and particularly those to whom any of the following additional criteria apply:

⁹ This funding should, perhaps, be renegotiated with the Governors of the school for a fairer pro-rata contribution.

¹⁰ "Small" is defined as having a Fairer Share figure of 130 or below, or having a population of less than 4,545 adult electors, (the diocesan average). There are twelve parishes which would accordingly be defined as small. Tables 1 and 2 reveal that three of these fell below both the population and attendance figure in 2010, six below the attendance figure only, and three below the population figure only.

- those falling below both attendance and population thresholds
- those with few children and young people attending services on Sundays or events described as "church" during the week (e.g. Messy Church)
- those with falling adult attendance
- those who might be deemed to have somewhat less mission and service opportunities in the communities they serve and without areas of special need such as UPAs (to which we express a particular commitment in the Hamworthy and West Howe parishes)

C. Curates in training (Stipendiary)

We have 7 curates at the moment. There are about 10 stipendiary deacons ordained into the diocese each year, i.e. about 40 every four years. A figure of about 8 curates would be appropriate for a deanery of this size with 18% of the total diocesan population, assuming the serving of a four year title.

D. Chaplaincies

We do not expect to appoint to a vacancy occurring in any non-externally funded sector chaplaincy. This will mean that the Oakmead College lay chaplaincy post will not be replaced unless major external funding is obtained. On vacancy, the Kinson team will be consulted on the best way to cover the school's pastoral needs.

E. Non stipendiary (self-supporting) clergy and ministers

The comparatively small number of NSMs and LLMs reveals that the deanery's 21 benefices have modest support for the paid clergy. Although the LLM data is yet to be analysed, there only appears to be a small number of these active on a regular basis in Poole churches. There are 9 "retired" LLMs permitted to officiate.

Consideration should be given over how to stimulate an increase in NSM vocations.

F. Retired clergy (Permission-to-officiate)

There are 16 PTOs licensed to the deanery and known to be active in parish work. Another PTO is involved in hospital chaplaincy.

Agreement of deployment plans to 2016

The Deanery shall research the factors recognised to contribute towards a responsible stipendiary clergy deployment plan including those factors agreed by General Synod and encapsulated for the time being in the "Sheffield" number for Poole Deanery. The resultant data and the vision expressed in individual parishes and this deanery for their ministry shall be considered by the Archdeacon of Dorset in making his/her recommendations to the Mission and Pastoral Committee and the Bishop for future staffing on the occurrence of vacancies. This data shall also inform considerations of shared / merged ministry between existing churches.

Note on Parish Boundaries

It is generally acknowledged that the ministry and mission of the church in the Deanery would benefit from some changes to parish boundaries. At the same time it is acknowledged that this is a sensitive issue and a complex task. The Deanery does not wish to become involved in a long process which might create bad feeling but this matter may be worth considering.



4. THE LIFE OF THE DEANERY OF POOLE

A. DEANERY SYNOD

Each Deanery is required by Church Law to have a Deanery Synod. We believe the Synod is a valuable forum for bringing together elected lay and clergy members to meet and discuss matters of concern to the deanery and the community, issues within this plan and those appertaining to the Diocese and wider church and its mission in the country and beyond.

We encourage all parishes to be fully involved in the life of the Deanery and its Synod. This Synod is governed by its Standing Orders. It has its own Standing Committee which should meet from time to time to further the Synod's work.

Standing Committee Rural Dean, Lay Co-Chair, Assistant Rural Dean, Treasurer and elected members

B. DEANERY CHAPTER

The Deanery is committed to having an effective Clergy Chapter which meets together regularly for prayer, mutual support, discussion of matters of common interest, learning opportunities and to further the purposes of the Mission of God within the Deanery and beyond in accordance with this Plan.

It is also our desire that clergy also meet together in Cluster Groups according to geography or otherwise both for fellowship and to work more effectively and collaboratively. It is considered that the initiative for Clusters is best left to individual clergy rather than organised from above, but the development of this desire will be monitored.

C. DEANERY PROJECTS AND MINISTRIES

The Deanery is more than a collection of parishes operating in isolation. We affirm and encourage ministry and mission across the parishes of the deaneries and ecumenically. There are a number of projects and initiatives which are presently in operation and these are set out below with reference made to their purpose. We would be glad to see others.

It is important that these projects set out their objectives and goals which should be monitored by each project group and the deanery as a whole. Whilst there might be some value in providing fuller details of these projects we believe that this would unhelpfully lengthen the Deanery Plan at this stage.

i Deanery Databank and Directory

This Deanery Plan contains considerable current data. We are conscious of the need to research and collate more information and compile and then edit a directory of information about the deanery, including demographic data, resources and major plant assets of our churches and their particular skills. This should include all staff resources, e.g. LPAs, youth and family workers and office staff. It may also include financial data with possible future impacts on ministry decisions, such as future building repair liabilities, reserves.

This databank should inform the plans made for ministry, mission and pastoral care within the deanery. It should be a vital prerequisite to future deanery plans and reveal the true nature of staffing and resources in each parish. In particular the data should enable good and positive decisions on which resources and skills could be shared for the common good. It will be a pointer to good practice for all the local church leaders and diocesan staff.

Project Team to be agreed



ii Poole Missional Communities

This project began with vision that led to the arrival of Rev Paul Bradbury to Poole in 2008 as a Pioneer Minister. It was warmly supported by the Deanery but the funding for the first three years was from outside the deanery. This Ministry aims to develop new missional communities and ways of being church, reaching out to and drawing into the life of Christ and into discipleship those beyond the established congregations in the deanery, Anglican or otherwise. In addition it has a prophetic role to the whole church and a model of what church might look like.

Poole Missional Communities was legally constituted with a Bishop's Mission Order in April 2011. A Charitable Trust has been established to ensure the project continues in place, is resourced, overseen, managed and properly funded until at least 2015 and hopefully beyond that date.

Project Team *Jean de Garis, John Simmons, John Waldsax, Nigel Lloyd, Chris Tebbutt*

iii Deanery Youth Workers

Over many years parishes in Poole have been able to employ several deanery trainee youth workers through the Deanery Youth Workers projects team with the generous support of the Talbot Village Trust. It is our intention to employ, through the parishes, two qualified youth workers who will work primarily in the parishes that will employ them, but also with a wider deanery brief in being part of shared projects and training. The parishes will generally be those not in a position to fund their own youth worker. Terms of reference may vary in future according to circumstances.

The team in conjunction with the respective parishes are responsible for the recruitment, deployment, pastoral support and management of the Youth Workers who will be employed by the parishes in which they are based and who are responsible for all contractual matters. The team will meet together from time to time to monitor and assess the work and to report to the funding providers and other interested parties

Project Team *Nigel Lloyd, Jean de Garis, Chris Strain, Stephen Waine together with a representative of the leadership of each of the parishes employing the Youth Workers*

iv Poole Wau Partnership

Salisbury Diocese has had a link with the Sudan since 1972. Poole Hospital established a link with Wau Hospital in 2009. The "Poole Deanery Wau Diocese Partnership" was agreed by the Deanery Synod on 15th February 2011 and started with a visit by the Bishop of Wau in May 2011. It seeks to develop a relationship between Poole Deanery and the Diocese of Wau Sudan. It aims to strengthen both partners spiritually and to encourage and enable the sharing of talents, gifts and resources.

Project Team *Jeff Neagle, Carol Langford, Chris Strain, Richard Tazewell, Val Wilson*

v Training and Support of Lay Pastor Assistants

There are around 200 Lay Pastoral Assistants in Poole Deanery. They are valued and vital ministers in the life of the church and community. We affirm their ministry and wish to develop it further. In particular, we aim to draw together and communicate effectively with LPAs and their incumbents, to provide further training opportunities for LPAs (together with all lay people and clergy on occasions) and to provide appropriate relevant training for those wishing to become LPAs with the approval of their PCCs.

Project Team *Janice Audibert, Jean Audibert, Jean Alexander, Catriona Smyth*



D. OTHER MINISTRIES AND PRIORITIES

i Education

We wish to affirm the vital importance of all educational institutions in the deanery from Pre-Schools through to Further Education colleges and The University. Schools and educational establishments are instruments of revival for the Church of England with a central role in mission. Whilst accepting a diversity of views on some contemporary issues appertaining to education, the Church in Poole is committed to contribute to education through all schools including Aided, Controlled, Community Schools and Academies. We seek to value and support students, staff, governors and all involved in education.

ii Church and society

The Deanery of Poole seeks to be present and engage with society and communities at every level. We seek to partner with all who are committed to increased wellbeing and the improvement of the parishes in which we serve. We believe it is important to be part of the Big Society initiative.

iii Ecumenical ministries

The ministries addressed in this document are aimed at the activities defined in our goal, stated at the outset, and this plan describes how these should be resourced. However, there are many excellent pastoral and mission activities which are coordinated ecumenically and in partnership with other groups. We are pleased that Churches Together in Poole and other area CT networks are encouraging and enabling effective work together. Although the resourcing of these is outside the scope of this plan, where activities are effectively and efficiently undertaken collaboratively, then this of course should take place.

We are particularly aware of the following ministries and we would want to affirm and encourage these – amongst many others – and all who are involved in furthering the ministry and mission of the church through them:

- a. Faithworks Wessex
- b. Wessex Chaplaincy and the organizations they partner
- c. Faithlinks
- d. Ministry to the elderly including Pramacare
- e. Routes to Roots
- f. Connect at Holton Lee
- g. Bournemouth and Poole Bible Convention
- h. Ministries to Overseas Students
- i. Uniformed Organisations
- j. Evaluate and the MARS project

Acknowledgements

The authors would like to thank the staff of Church House for the prompt and friendly provision of data to support this plan.

CIRCULATION

Incumbents, Poole Pioneer Minister
 Deanery Executive (Area Dean, Assistant Area Dean, Treasurer, Lay Co-Chair)
 Archdeacon of Dorset
 Diocesan secretary, Pastoral & Patronage secretary
 Bishop of Sherborne