



Deaneries in Canterbury Diocese

Sharing in leadership, mission and ministry: the Canterbury spirit

God has given each of you a gift from his great variety of spiritual gifts. Use them well to serve one another. 1 Peter 4.10

As a diocese, we seek to release the gifts of all; equipping God's people to live and tell the story of Jesus at home, at work, in school, in church, with our families and amongst our friends; living out God's love and being confident and fruitful disciples.

Our deaneries have a vital role to play in making our diocesan objectives a reality. Working together collaboratively within our deaneries enables us to better serve our communities and the common good.

In early 2021 each deanery responded to Bishop Rose's call to produce a fresh deanery plan, all of which are now working documents which can be found as *Towards a Flourishing and Sustainable Future* at <https://www.canterburydiocese.org/strategy/> This ongoing conversation is vital as each deanery becomes an agent of change and encouragement.

We hope and pray that continued conversations about shared deanery leadership will help empower deaneries to realise their missional roles.

The spirit of mission and ministry in the Diocese of Canterbury

Our diocesan approach to mission and ministry is expressed through three 'golden threads'. These threads are seen in how we train, support and equip ministers in the Canterbury Diocese. They are embedded in Changing Lives Conversations and Missional Learning Communities. They are expressed in our discernment, for example in the [Listening and Discerning on the Way](#) process in Autumn 2020, and in our vocational discernment. They are like principles or values which encapsulate the 'spirit' of how we are together. They are to be expressed and modelled in deanery leadership so that they become more evident at every level of our diocese.

The golden threads are:

Spiritual practices

Developing holy habits of prayer and spiritual practices.

Learning and reflection

Learning and reflecting together as a habit in all our contexts and activities.

Relationships and collaboration

Tending to good relationships and making space for each other so that we work well together.

In all deanery contexts it will be helpful to keep these questions in mind:

- a. How are prayer and spiritual practices being developed in all our meetings?
- b. How are we learning and reflecting together on our mission and ministry practice?
- c. How are we attending to good relationships in the deanery and to collaborative ministry across the deanery? How are we listening to each other and making space for everyone to use their gifts?

All ministry and all mission is truly about God's initiative and movement. Our first responsibility is therefore to notice how God is present, at work, moving, and so on. We call this discernment. Keeping the three golden threads to mind and asking the three questions helps us to stay focused on what God is doing.

What is a deanery?

For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. 1 Cor 12:12

A deanery is a group of parishes and benefices. The Diocese of Canterbury has 15 deaneries of varied size, divided up into the three Archdeaconries of Maidstone, Canterbury and Ashford. No two deaneries are alike. Each deanery has a Deanery Mission and Ministry Committee (DMMC), synod and chapter. But geography, ministry, history and personnel all combine to create varied groupings of churches and their leadership.

The deanery is one way in which Christians may stretch their horizon to support and encourage each other beyond their immediate internal concerns. Other ways include working with ecumenical partners and secular agencies.

Examples of how deaneries work together and work together for mission will be given below in 'Good Practice and different ways of doing things.'

Leading the deanery

Deaneries have a vital role to play in making the diocesan vision – *Changed Lives*→*Changing Lives* – a reality. Each deanery is developing their own responses through the *Towards a Flourishing and Sustainable Future* process in the light of the diocesan vision adopted by Diocesan Synod in March 2021:

Changed Lives*→*Changing Lives

By God's grace we want to be a people who are...

...confident and creative disciples of Jesus Christ

...rooted in scripture and drenched in prayer

...living gratefully, giving generously, caring for creation and sharing the gospel
...growing in number and expectations – of God and ourselves
...motivated by justice and love, open to the Spirit and ready for adventure!

Therefore we will...

The Area Dean and Lay Chair lead the deanery. Other appointments may be made within a deanery to share in the leadership and implementation of vision, e.g., Join Area Deans, Assistant Area Deans or Assistant Lay Chairs.

Now there are varieties of gifts, but the same Spirit 1 Cor 12:4

What is a Lay Chair?

Elected by the deanery synod's house of laity, the Lay Chair is their representative and a key spokesperson who works alongside the Area Dean in leading the deanery. A Lay Chair and Area Dean should meet regularly for prayer, reflection and mutual support. In this way they can model shared leadership to the DMMC and synod.

Alongside Area Deans, Lay Chairs bring insights from the local area, and its congregations. They assist in the appointment of new clergy to the deanery. Alongside the Area Dean, Lay Chairs take a leading role in the discernment and implementation of deanery mission planning. The Lay Chair role can be shared with an Assistant Lay Chair.

Other Lay Chair tasks include taking part in churchwardens' gatherings, meeting with the Archdeacon with the Area Dean or in archdeaconry groups and assisting with the Archdeacon's visitation.

For an example role description, please see appendix 2.

What is an Area Dean?

The Area Dean is appointed by the Bishop after consultation with members of the deanery clergy, Lay Chair and Archdeacon. The appointment is usually for three years but may be extended. The Area Dean works closely with the Lay Chair. They meet together regularly for prayer and reflection, and model shared leadership to the DMMC and synod. Together they actively encourage the ongoing development of mission and ministry across the deanery. They are to encourage the implementation of deanery mission planning.

One of the key roles for the Area Dean is exercising pastoral care and oversight of the clergy. As a colleague of the Archdeacon and an officer of the Bishop, the Area Dean will help to strengthen the devolved episcopal oversight. The Area Dean and Lay Chair share in

the leadership and chairing of synod. Training to develop and support essential strategic skills and leadership will be provided with diocesan support.

For an example role description, please see appendix 3

The Area Dean and Lay Chair together

It is the heart of the role which really matters. This is to offer spiritual leadership in the deanery. Area Deans and Lay Chairs are to encourage and support each other in this. We offer spiritual leadership as we remember the three golden threads of mission and ministry, and the associated questions, so that they animate conversations, meetings, and the way we attend to the diocesan vision.

- **Spiritual practices**
Holy habits of prayer and spiritual practices.
- **Learning and reflection**
Learning and reflecting together in all our contexts and activities.
- **Relationships and collaboration**
Tending to good relationships so that we work well together.

Assistant Area Dean and Lay Chair

The leadership of a deanery can be greatly enhanced by the appointment of Assistant Area Deans and Lay Chairs. An Assistant Lay Chair will be elected by the house of laity at a deanery synod. An Assistant Area Dean is appointed by the Bishop but at the request of the Area Dean and in consultation with the Area Dean and often the Archdeacon. The Area Dean, Lay Chair and assistants will decide on how to share the work and support each other in their roles.

Deanery Treasurer

The Treasurer has an important role to play in the leadership of the deanery. As leadership across deaneries is developed, training and support will be given to deanery Treasurers to develop their potential as a source of support for parish Treasurers. They are a key link between the deanery leadership, Archdeacon, Parish Treasurers, and Diocesan House services.

As deanery leadership teams develop their role as an agent of change in the light of the diocesan and deanery vision, there will also be an emphasis on parishes developing strategy to become financially sustainable. A Deanery Treasurer has the potential for understanding needs across the deanery and may signpost parishes to areas of support and advice. The role description is developing and is likely to become much more focused on this area of support. The other tasks of the Treasurer are to keep an updated account of deanery

finances and to report at synod gatherings. It is recommended that the Treasurer is a member of the Deanery Mission and Ministry Committee.

Deanery Secretary

The Secretary keeps an up-to-date membership list of deanery synod and is the main point of contact for all communication of synod. In consultation with the DMMC, they compile and circulate agendas of synod meetings and inform all synod members of dates, times and venues of such gatherings. They take notes at all meetings of synod and circulate to members. It is recommended that the secretary is on the DMMC.

In addition to the above roles a deanery may adopt other roles to form a strong team. It is likely that these roles will reflect the ethos of the deanery mission planning and of *Towards a Flourishing and Sustainable Future* as the latter develops. Those holding such roles may be elected on to the DMMC (see below) or attend key meetings that address their area of work. Deaneries are encouraged to think carefully about additional roles. It will depend on the size and context of the deanery. Deaneries can identify champions or enablers for particular areas of ministry for a designated period of time. For example, a coordinator for schools' ministry and chaplaincy, support for pioneer initiatives, an advocate for environmental issues, communications, lay ministry coordinator, prayer coordinator, pastoral team coordinators, etc.

What is the deanery mission and ministry team/group/committee? (DMMC)

A small group of people, usually drawn from the house of clergy and the house of laity, form the Deanery Mission and Ministry Committee (DMMC). There are no rules relating to their appointment, so in practice they are appointed by Synod, as advised by the Area Dean and Lay Chair. Deaneries may choose to have a Standing Committee in addition, but most absorb the Standing Committee's tasks (e.g. planning synods) into the DMMC.¹

DMMC members are tasked with having an overview of the whole deanery and an eye to the ongoing flourishing of God's mission throughout its life. The group seeks to stay up to date with community and wider church developments in the deanery (e.g. new or closing schools, planned expansion of communities through house building, etc).

¹ The Diocese of Canterbury, Rules for Deanery Synods in Canterbury Diocese (approved by Diocesan Synod in May 2005 as amended May 2009 and November 2011) provide for a Standing Committee but not a DMMC. However custom and practice in the diocese, as the role of deaneries has developed in recent years, is for deaneries to work with a DMMC as described. Most deaneries appoint DMMC members through Synod on the advice of the Area Dean and Lay Chair, keeping an eye on lay/clergy balance and without treating DMMC members as 'representing' their own churches (but ensuring there is a good balance across the deanery).

The DMMC has a key role in developing and reviewing deanery mission planning. It will monitor needs and opportunities for mission and pastoral work that can best be met at a wider level than parish or benefice and will initiate responses to those needs and opportunities.

The DMMC should meet regularly to monitor and help implement the work of the deanery. Regular feedback and accountability should be present. They will ensure that the diocesan strategy is being shaped and enabled through deanery mission planning, and feedback comments and suggestions via the archdeaconry meetings of Lay Chairs, Area Deans and synods.

The DMMC should 'dream dreams' as well as have 'an eye for detail'. The DMMC is in an excellent position to reflect the ongoing mission of the area, and to ask continually, how does its planning for mission contribute to the diocesan strategy?

Ideally each deanery will work to two or three ongoing priorities that promote the mission of the local churches, and these are the key focus of their activity. These priorities can be expressed through a mission action planning or other process. Keeping these discerned priorities in the front of all activity and prayer is central to the leadership of the deanery.

Changed Lives→*Changing Lives* is the keynote of the diocesan strategy, and we want to focus all our energy to this aim. Deaneries have a crucial part to play in interpreting this so that it is directional for deanery strategy. The deanery can take a strategic overview of mission and ministry and enable change and development within the deanery. The DMMC needs to work with the churches in the deanery to discern together how the mission of God can be furthered.

It is hoped that the DMMC will draw on the 'golden threads' which shape our diocesan approach to mission and ministry as it works with these discerned priorities:

- a) Spiritual practices – wrapping these priorities around with prayer and other spiritual disciplines which help people stay open and attentive to the leading of the Spirit.
- b) Learning and reflecting – facilitating spaces where the deanery can reflect together on what they are seeing God doing and learn together how the mission priorities might flex to flow with God's activity.
- c) Tending to relationships and collaboration – steadfastly valuing relationship and the creative diversity of the Body of Christ working together, even in the midst of the often 'task-based' business of pursuing mission priorities.

The emphasis on mission and discipleship is not just about roles, responsibilities and boundaries. It is about how the churches of the deanery can work together to effect changed lives and communities. It is right and proper for deaneries to take an overview of parochial ministry and deployment, but this should not be the starting point. The DMMC should be guided through considering the future priorities for mission in the area, and then consider whether to make any recommendations for pastoral reorganisation or deployment of posts in the light of those priorities.

Deanery Mission Accompaniers (DMAs)

In service to the deanery, a Diocesan Officer walks alongside a deanery in a supportive relationship to be a:

- Facilitator of conversations which identify and address deanery mission priorities
- Critical friend to a deanery and its leaders
- Signpost to resources

How does Deanery Mission Accompaniment serve the deanery?

- The accompaniment 'link' is set up through the Deanery Mission Accompaniers network in conversation with the Area Dean and Lay Chair and the Archdeacon.
- The Area Dean and deanery Lay Chair agree with the Accompanier how best to work with the deanery over a specified period of time. This work can include attending meetings such as deanery leadership teams, Mission and Ministry Committees and synods.
- The 'work' can take various shapes but will generally include:
 - Expressing the three golden threads described above. Therefore:
 - Coming alongside to encourage, listen, reflect and challenge
 - Building relationships, trust and wider partnerships
 - Directing attention to God's presence and God's movement in the deanery by encouraging spiritual practices in deanery contexts
 - Not coming as 'experts' but helping to signpost deaneries to available expertise
 - Meeting together with other accompaniers regularly to develop their accompaniment and share good practice
 - Facilitating Mission Action Planning as appropriate to the deanery
 - Hold the deanery accountable to deanery objectives within the diocesan priorities
- The DMA can:
 - Help to keep prayer and discernment at the heart of the process
 - Help in the process of learning and reflection by 'holding' a deanery's memory of its intentions and aspirations and helping the DMMC reflect in the light of these.
 - Help people to stay attentive to relationships and to foster gracious collaboration.

What is the purpose of Deanery Synod?

A synod is a gathering and sharing place. As such the synod should embrace the Golden Threads:

- **Spiritual practices**
Holy habits of prayer and spiritual practices.
- **Learning and reflection**
Learning and reflecting together in all our contexts and activities.
- **Relationships and collaboration**
Tending to good relationships so that we work well together.

The aim of Deanery Synod is to support and strengthen the parishes in common mission across the deanery. Real value is to be gained by meeting together with representatives from across all deanery parishes from different traditions of worship and contexts of ministry. It is important that all voices are heard and valued as we seek to be the presence of God in every community; from the largest town to the smallest village, the most affluent and the more deprived areas, catholic, evangelical, liberal and everything in-between. When functioning well, Deanery Synods are important vehicles for discussing diocesan initiatives at greater depth from our differing experiences. These insights are fed back to diocesan leaders and offer valuable insights thus informing future development.

Opportunities Deanery Synods can take to maximize the value of meeting:

- Synods can be creative about how and where they meet. Synods may meet in schools or pubs, in a barn or an apple farm, as well as church buildings.
- Spaces need to be big enough for the whole group but also lend themselves to small group discussion – pews facing forward are to be avoided for meetings.
- Occasionally synods may choose to share food, and an opportunity for members to really get to know each other.
- In the spirit of the Golden Threads, synod is a space to share in worship and prayer, giving people a chance to taste a whole range of spiritual practices and
- Synod is a place to learn and reflect together and should provide space for thoughtful conversation about where people are noticing the work of God and what they are learning.
- Synod should help strengthen relationships and collaboration by bringing together people from different traditions.
- Synods work best when they are facilitated in such a way to maximise participation. It is not helpful for a few voices to dominate.
- Synods *may* take the form of forums with a speaker on a subject of interest to the deanery. Small group discussion is often a good way for people to learn from what a speaker has offered.
- Members of Deanery Synod (lay and ordained) are critical in developing an effective two-way communication with members of their Parochial Church Councils and leadership teams as the deanery works together to implement the strategy and plan.

How are decisions made?

Deanery Synod has a direct relationship with Parochial Church Councils (PCCs), with Diocesan Synod and, through Diocesan Synod, with General Synod. Members of Deanery Synod are elected every three years at Annual Parochial Church Meetings (APCMs) and become *ex-officio* members of PCCs. Deanery Synod becomes the electing body to Diocesan and General Synods.

Deanery Synod representatives may bring any matter either of general church interest or affecting that parish before the Deanery Synod. Deanery Synod may move to put such a motion before the Diocesan Synod and may propose one of its own deanery representatives on Diocesan Synod to speak to and move such motion. Such requests need first go to the Standing Committee of Diocesan Synod. On occasions Diocesan Synod may request a motion to be discussed at Deanery Synod and a vote to be taken. Occasionally the motion may have originated in General Synod and a wider opinion is valued.

When a formal vote is taken, it is carried out and recorded in the two separate houses of clergy and laity. This reflects the voting practice at Diocesan and General Synod. Important decisions have to be agreed in each house for significant changes to be made.

For reference to the formal legislation please see appendix 5.

How do I become a member of Deanery Synod?

House of Clergy members are all clerks in holy orders beneficed in or licensed to any parish in the deanery, or licensed to any institution in the deanery, plus representation of clergy with permission to officiate. House of Laity members are elected at Annual Parochial Church Meetings and are drawn from every parish within the deanery. Depending on the size of the church membership, some parishes may present up to three lay members. Each house may also include members of General Synod who live in the deanery.

It is helpful, when elections are drawing near, for the Lay Chair and Area Dean to send out a letter to all members of the electoral roll, highlighting the constitutional and aspirational role of the synod with a request for members to think prayerfully as to whether they are being called to stand for election, and if appointed whether they are willing to be actively involved in all aspects of the synod's governance ministry. All Synod representatives are *ex officio* members of their PCCs and should report back regularly at PCC meetings in order that parishes may be kept abreast of the Synod's activities.

What is the Deanery Chapter?

Local clergy meet regularly as the Deanery Chapter for support and encouragement. Some chapters include Readers, ALMs and PTO clergy at all or at some occasional meetings. Chapter meetings include times of worship and prayer or retreat, as well as having a social element. Chapter meetings are also important places for communication and often points

can be clarified and Chapter members are then better equipped to share information with PCCs.

Chapters often arrange retreat/conferences annually or every other year to help build up the fellowship of the members, to worship and learn together, and to share common concerns.

Chapters should embrace and model the Golden Threads:

- **Spiritual practices**
Holy habits of prayer and spiritual practices.
- **Learning and reflection**
Learning and reflecting together in all our contexts and activities.
- **Relationships and collaboration**
Tending to good relationships so that we work well together.

Schools, colleges and deaneries working together

Schools have been described as being at the 'heart' of the Church's mission to the nation and there is no doubt that they provide a focal point for children, young people and families. Schools themselves can be 'church like, hospitable communities', providing valuable outreach in their specific context. When schools and churches work together, there are huge opportunities to serve the communities they have in common, be it responding to need, providing a social hub, or being a space where people can come together to worship and to explore faith. By building on existing relationships, creating new relationships and looking at a shared leadership model, there can be a real cultural shift to the idea of 'better together.'

Who might be involved?

In each deanery this will look different according to local context, needs and strengths. However, in each there will be a range of leaders from a variety of settings, who will share a vision of serving the common good. These may include:

- Headteachers, senior leaders & governors
- School & college chaplains
- Local clergy, PCC members, ecumenical representatives and wider teams in parishes
- Area Deans and Lay Chairs
- Chaplains

In many deaneries and parishes these leaders already work effectively together. There may be further scope for them to come together in a more cohesive, structured and planned way.

What does a good working deanery look like?

A deanery that is working well will meet similar criteria to a healthy church community. They will discern and follow God's guidance through their valuing of spiritual practices, reflective processes and supportive, collaborative relationships.

- They will embody the spirit and substance of the *Changed Lives* → *Changing Lives* vision and find creative ways to bear witness to the kingdom of God in the areas they are called to serve.
- Their communities will be ones ready to have the hard discussions about what it means to face the realities about being Christian communities in the current climate, and still foster hope and inspire courage and imagination.
- They will converse openly and honestly about the culture change needed if the church is to flourish in all contexts.

What will help this to happen?

Listed below are suggestions to encourage the development of collaborative forms of leadership that seek to courageously discern directions and develop the deanery:

- Shared conversations facilitated between leaders and teams in churches.
- Encouraging participation in Changing Lives Conversations or Missional Learning Communities as a way to instigate culture change.
- A shared understanding of the local context; its needs, challenges and opportunities.
- A sharing of who does what, how good practice can be developed, and where shared opportunities can be exploited.
- A sharing of a common vision, values and principles of mission and ministry.
- The exploration of leadership models to look at how these translate into the local context.
- The use of resources and materials offered by the diocese and wider diocesan or other groups.
- The practical sharing of strategic plans, such as the deanery mission plan and school development plan, to look for overlaps and opportunities.
- Sharing together in more shared learning about prayer and interceding for one another within the deanery.

Appendices

Appendix 1. Examples of good practice and imaginative support

- Whole deanery meetings/gatherings/conferences/retreats
- Thought out ways of doing DMMC meetings
- Ways of doing synod
- Ways of doing visitations
- Supporting ministries through training and networking
- holding regular meet ups for churchwardens
- Inviting churchwardens or other role holders to Deanery Synods
- Annual meetings between parishes regarding focused issues e.g., finance, churchwarden practices, etc.
- different ways of chapters meeting

Appendix 2. Role description example: Lay Chair

Purpose

The Lay Chair is appointed triennially by the deanery synod's house of laity from among its members as its representative and key spokesperson. Along with the Area Dean they lead the synodical life of the deanery, with an overview of all issues affecting the parishes.

Key Relationships

- Meets regularly with the Area Dean for prayer, reflection and support.
- Works closely with the Area Dean, deanery Treasurer and, where appointed, the Assistant Area Dean and Assistant Lay Chair.
- Churchwardens – getting to know those in the deanery and, alongside the Area Dean and Archdeacon, supports them in their ministry.
- Exercises pastoral care for lay synod members where necessary, attending deanery events and special services to support and encourage individual benefices and parishes.
- The Bishop and other members of Bishop's staff meet regularly with Lay Chairs and Area Deans order to share matters of policy and to review the shared privilege of ministry.

Principal tasks and responsibilities

Deanery

- To work with ordained and lay colleagues across the deanery and diocese to shape and participate in the mission of God.

- To attend archdeaconry meetings with Area Deans for updates and input on any new measures that might be under consideration. To also attend archdeaconry sessions, e.g., on parish share.
- To administer the effective gathering of Deanery Synod alongside the Area Dean and other principal officers, helping to formulate policy and develop agendas.
- To chair the Deanery Mission and Ministry Committee alongside the Area Dean.
- To attend occasional chapter meetings in order to promote good communication between the laity of the parishes and the wider diocese, and to offer support and encouragement to the clergy of the deanery in their parish ministries.
- To act as an independent returning officer in elections for the house of clergy.

Parishes

- To assist with the appointments of clergy following deanery vacancies by consultation and membership of the interview panel.
- To assist the Archdeacon/Bishop in deanery services such as visitations, confirmations, services of welcome and induction and other key moments in the life of the deanery.
- To provide support and insight to the Area Dean and Archdeacon when difficulties/conflicts arise in parish structures.

Personal development and wellbeing

- To work alongside the Area Dean in ensuring that the task set before them is shared and not overwhelming.
- To model good practice by taking time away from the Lay Chair role, and other church roles.
- To ensure they are fully reimbursed for their expenses of office.
- To pay attention to support and training needs as a deanery leader.

Appendix 3. Role description example: Area Dean

Purpose

The Area Dean is an officer of the Bishop charged with exercising pastoral care and oversight of the clergy. Alongside the Lay Chair, the Area Dean actively encourages the ongoing development of mission and ministry across the deanery.

Key Relationships

- The Area Dean works closely with the Lay Chair, deanery Treasurer and, where appointed, the Assistant Area Dean and Assistant Lay Chair.

- The Area Dean, as a colleague of the Archdeacon, helps to strengthen devolved episcopal oversight.
- The Bishop and other members of Bishop's staff meet regularly with Area Deans and Lay Chairs in order to share matters of policy and to review the shared privilege of ministry.
- The Area Dean will seek to develop an atmosphere of collegial support and encouragement among members of the chapter.

Principal tasks and responsibilities

Deanery

- To work with lay and ordained colleagues across the deanery, diocese and with the Bishop and Archdeacons to shape and further the mission of the Church.
- To administer the effective gathering of deanery synod alongside the Lay Chair and other principal officers.
- To attend archdeaconry meetings with the Lay Chair for updates and input on any new Measures that might be under consideration. To also attend archdeaconry sessions, e.g., on parish share.
- To chair the Deanery Mission and Ministry Committee alongside the Lay Chair.
- To facilitate effective chapter meetings thereby promoting good communication between parishes and the wider diocese and encouraging ongoing professional development by sharing of information and good practice and by including times for reflection, worship and prayer.
- To provide pastoral support for clergy (including during periods of illness) and to ensure that concerns are properly managed in consultation with the Archdeacon.

Parishes

- To liaise with the Archdeacon during a transition in ministry (vacancy) and to enable churchwardens to exercise their functions during vacancies including consulting on arrangements for services and assisting in providing ministerial cover for services.
- In interregnums, Area Deans have a formal role as a 'sequestrator' of the benefice along with the churchwardens. Although no longer required to administer a sequestration account, Area Deans do take on some of the incumbent's tasks such as approving burials, churchyard memorials or being a reference point for safeguarding.
- To assist the Archdeacon/Bishop in deanery services such as visitations, confirmations, services of welcome and induction and other key moments in the life of the deanery.
- To carry out church inspections as required, on behalf of the Archdeacon.
- To provide support when difficulties/conflicts arise in parish structures.

Personal development and wellbeing

- To foster good practice, ensuring regular time off, and to appraise the balance between their own parish and leadership in the wider community and the duties of being an Area Dean, making the most of the opportunities that the various responsibilities provide.
- To ensure they are fully reimbursed for their expenses of office.
- To pay special attention to training needs as a strategic leader.

Appendix 4. Role description example: Deanery Treasurer

Purpose

The Deanery Treasurer is appointed triennially by the Deanery Synod from among its own members. If there is no suitably willing or capable person available to take on the role, a person who is not a member of Deanery Synod may be appointed to the role and co-opted as a member of the synod. The Deanery Treasurer takes a lead on financial matters in the deanery, linking Parish Treasurers, deanery leadership, Archdeacon and officers of the Diocesan Board of Finance (DBF). The Deanery Treasurer is also a support and resource to Parish Treasurers.

Key relationships

- Works closely with Area Dean, Lay Chair and, where appointed, the Assistant Area Dean and Assistant Lay Chair.
- Advises the DMMC on financial matters, notably on parish share and the financial implications of any proposed pastoral reorganisation.
- Liaises with Parish Treasurers on financial matters and parish share issues.
- Works with DBF officers and the Archdeacon in matters concerning finance in the deanery and its parishes.

Principal tasks and responsibilities

Deanery and parishes

- To account for the deanery's own finances and reporting to the deanery leadership and synod as required.
- To liaise with parish Treasurers and DBF officers in parish share matters. Consulting with deanery leadership colleagues, to agree the deanery figures and, after consultation with parish Treasurers, to agree final parish and benefice figures.
- To be a first point of call for Parish Treasurers and to offer support, calling where needed on DBF officers and the Archdeacon.

Personal development and wellbeing

- To attend briefings and training sessions for deanery and/or parish Treasurers.
- To share the leadership of the deanery with colleagues so that no one is overwhelmed and to ensure good communication.

Appendix 5. Synodical legislation

Every deanery is required to have a synod. This is chaired by the Area Dean and an elected Lay Chair, who work closely with the Archdeacon and the Bishop. The Deanery Synod consists of all clergy licensed to a benefice/parish within the deanery, plus elected lay members, at least one and may be more.

One of the most important objectives of the Synodical Government Measure 1969 was to strengthen church organisation at deanery level. The task of the Deanery Synods, as set out in the Measure is as follows:

- to consider matters concerning the Church of England and to make provision for such matters in relation to their deanery, and to consider and express their opinion on any other matters of religious or public interest;
- to bring together the views of parishes of the deanery on common problems, to discuss and formulate common policies on those problems, to foster a sense of community and interdependence among those parishes, and generally to promote in the deanery the whole mission of the Church, pastoral, evangelistic, social and ecumenical;
- to make known and, so far as appropriate, put into effect any provision made by the Diocesan Synod;
- to consider the business of the Diocesan Synod, and particularly any matters referred to that synod by the General Synod, and to sound out parochial opinion whenever they are required or consider it appropriate to do so;
- to raise matters, as the Deanery Synod consider appropriate, with the Diocesan Synod.

Appendix 6. Resources

This link contains Church of England guidance on the development of deanery plans:

https://www.churchofengland.org/sites/default/files/2018-10/deanery_plans_guidance_october_2018.pdf

Also useful:

- [The Church Representation Rules 2020](#).
- The Diocese of Canterbury, Rules for Deanery Synods in Canterbury Diocese (approved by Diocesan Synod in May 2005 as amended May 2009 and November 2011) – but see footnote 1 in the text above.
- National Deaneries conferences <https://www.nationaldeaneries.net> has much good material on chairing committees, planning of mission, good listening, etc.
- Advice is freely available from Nigel Collins, Diocesan Pastoral Secretary.
- Archdeacon's Visitation questions for churchwardens about Mission and Ministry.