

People & Places

Introduction

People and Places (P&P) is a new framework for church leadership, mission and ministry. The traditional Anglican ministry model is that every parish has a church led by an ordained paid (stipendiary) minister. However, this model is no longer sustainable, fair, or a good fit for our diverse city region.

People & Places reimagines church leadership and ministry resources according to population, not historical parish boundaries. The framework aims to share financial resources more **fairly** across our diocese to build a **capable** church on a platform for **sustainable growth**.

We want to see more, and more confident, Christians.

Under the P&P framework every Christian community will have a leader. The nature of the leadership may be different to current church leadership though. A local church leader won't necessarily be paid, ordained or full time. They will work with oversight ministers and additional context ministers. P&P means more ministry and leadership, not less.

To find out more about People & Places please visit:

<http://www.cofebirmingham.com/hub/diocesan-vision-strategy/people-places>

Framework

Following extensive analysis of census, deprivation, attendance, financial and buildings data of our existing parishes, we have taken this opportunity to re-imagine ministry across the whole diocese. As new ministries emerge and develop, we have agreed a new P&P Framework for the strategic deployment of ministry, both ordained and lay, paid and unpaid.

To make this work we will need a wholesale culture change in organization and leadership roles to inject a renewed mission and growth focus with clear accountability, shared learning and collaboration, alongside mutual support. We are driven by the biblical concept of "oversight", cascading from Bishops through Archdeacons to Area Deans and new roles of "**oversight ministers**". In future, to make the best use of our limited resources, we will have to use our paid people primarily to oversee: to inspire vision, develop strategy, formulate action plans, teach, equip and organize other disciples to be accountable for leading worship, prayer, mission, witness, evangelism and pastoral care to sustain and grow their local communities. In this way we are not asking paid clergy to do more, but to act differently. This re-focus will need significant communications and coaching support and facilitation to create Transforming Church actions plans at every level.

To achieve such a change of culture efficiently and cost effectively, we want to merge the current 13 deaneries (each with "volunteer" Area Deans) into six larger deaneries, each with a full-time paid Area Dean, a Support Officer and the resources of Parish Services for Buildings, HR, Book-keeping, Payroll and Stewardship. Each Area Dean will be responsible for 10 to 16 "oversight" areas (made up of one, two or three existing parishes) each with a full-time paid (probably ordained) oversight minister. Each oversight minister (legally an "Incumbent") will be responsible for increasing the local presence to around 12 worshipping communities, each with an **identified local leader** (who may not be ordained or paid or full-

time) together with a local team.

Through developing local Transforming Church action plans (TCAPs), we aim to grow a mixed economy of worshipping communities, with church plants and fresh expressions springing up alongside inherited congregations (which we continue to cherish), resourced around populations, rather than parish units. This population focus reflects the aim of Anglican incarnational theology to serve and reach the whole population of England. By reforming Common Fund by incorporating the cost of oversight, context and local ministry into the method, it is planned to supplement ministry with paid “**context ministers**” (probably lay) with specialisms specific to the area (local/oversight/deanery) as determined by the local Transforming Church action plans, such as

- Mission Apprentices
- Children’s and Families’ Missioners
- Interfaith specialists
- Youth Missioners
- Schools Missioners
- Church Planters
- Fresh Expressions Leaders
- Church Army Evangelists
- etc.

Common Fund

The new Common Fund method, which has already been implemented, relates the financial request from parishes directly to the cost of oversight, context and local ministers (Sum Requested). It also encourages a further contribution (Gift) to the shared fund (the “Common Fund”) to support those areas within the deanery primarily (but also across the diocese) that need additional support to sustain oversight ministry in areas which could not otherwise afford it.

This method is designed to trigger local conversations about the long-term affordability of stipendiary ministry and the appropriate level and type of local ministry. This process has already begun and new appointments (and dis-appointments) are now being made based on the new P&P Framework. Actions are being taken under the P&P Framework to achieve balanced diocesan budgets by reducing paid ministry to the oversight level where sufficient funding is not available.

Ministry

The easiest way to solve Birmingham’s financial challenge would be to reduce the current deployment of paid ministry to the required level (i.e. manage decline in the existing structure). This would not have addressed any of the ministry challenges that face the Church of England Birmingham. The radical, new P&P Framework envisages re-imagining the roles and structure of paid ministry:

- 72 paid *oversight* ministers (probably ordained) to cover the population justly to ensure presence everywhere in six deaneries.
- Up to 28 paid *context* ministers, lay or ordained, to provide situation-specific ministry
- At least 36 *locally funded* paid ministers (probably ordained) in flourishing

congregations

- An identified local leader and team for each worshipping community, not necessarily paid, full-time or ordained, such as:
 - Self-supporting, retired and local ordained ministers and Readers
 - Licensed lay leaders, fresh expressions leaders and church plant leaders

To show how this theory might work in practice a “Target Architecture” (or “Aunt Sally”) has been produced as the basis for deanery and parish discussions. These discussions will work out how the P&P Framework (note: it is a framework, not a formula) is best implemented in each local context.

P&P means more ministry and leadership, not less.

Coaching, Mentoring & Leadership Pathways

Skills Development and Coaching: Each role (Area Dean, oversight minister, local minister, context minister) will need a set of key skills to function effectively. Through coaching we will enable each leader to understand the skills needed for the role, reflect on their current skill set, and identify steps needed so that they can build all the skills needed for their role. We will also train leaders to be coaches, so that they can cascade coaching through the leadership structure.

Leadership Pathways: Leadership is about knowledge as well as skills. Therefore, we are radically rethinking how we support both lay and ordained leaders, so they are equipped to lead in their context. This will be offered on a stream basis with a range of modular leadership tools that will be flexible to support different learning styles.

Mentoring: Our Shaping the Future mentoring programme is already showing the positive effect mentoring can have in the diocese whilst also exposing the need for more. We would develop this further and offer each leader a mentor so that they have someone ‘who has been there before’ to help them navigate their transition to leading within the oversight model.

Parish Support Services

HR: People & Places offers a HR service to answer employment-related queries using our expertise of the parish context. In addition, we will help PCCs with recruitment advertising, application forms, interview guidelines, recruitment processing, contracts of employment, policies, procedures, handbooks and letters relating to employment matters.

Buildings: Parish Buildings Services will help with organising Church property reactive repairs and maintenance on behalf of PCCs, which will involve managing a wide range of suppliers and building contractors. We will also assist with implementing various programmes of planned, cyclical and legislative maintenance for churches based upon their five-yearly inspection report.

Bookkeeping: The Parish Bookkeeping service will provide core data entry and bookkeeping assistance to the parish finance administrator