

Monmouth

2020

Becoming the people God calls us to be

The Diocese of Monmouth

- Towards Ministry Areas
- Support and Resources
- Additional Information



Contents

Page	Contents
4	Bishop Richard writes...
5	Diocesan Prayer
6	Monmouth 2020 - Summary of the Diocesan Strategy
8	Ministry Area Support and Resources...
9	Prayer and Spirituality
10	Vocation and Training
12	Discipleship
14	Children, Youth and Family Ministry
16	Mission & Pioneer Ministry
18	Finance
19	Communications
21	Buildings for Mission
23	Stewardship
24	Grants and Funding
25	The Next Steps...
26	Appendices
27 / Appendix 1	What is a Ministry Area?
29 / Appendix 2	Protocols for establishing & growing Ministry Areas
30 / Appendix 3	Outline Structure of Ministry Areas
36 / Appendix 4	Restructuring Diocesan Committees
38 / Appendix 5	Collaborative Ministry
39 / Appendix 6	Role Descriptions for Ministry Area Leader; Area Dean; Archdeacon; Bishop, Focal Minister; Ministry Area Council

Bishop Richard writes...



Matthew 28:18–19

And Jesus came and said to them, “All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations....”

The mission of God has always been at the centre of the church. We are called by Jesus to make disciples and this remains our primary task.

There has been, in recent years, a move in renewing mission within the church as seen through fresh expressions, pioneer and family work. As we set out in this strategy the proposed ministry and mission of the Diocese we do so with our Lord’s command firmly in our hearts. “Go and make disciples.....”

The structure of Ministry Areas, the realignment of Diocesan resources and the establishment of Ministry Teams provides a healthy base for our mission to the communities we serve. We are called to bring healing, love and justice to all. As we consult together to enact these plans so may God bless our endeavours to serve Jesus as he serves us.

+ *Richard Monmouth*



Diocesan Prayer

God, and Father of all,

You have planted the Good News of your love
in the faith communities of our diocese.

By your Spirit at work within us,
grant us to grow strong in Christ
so that our lives of devotion and service
may reveal to your world the power of your love,
which is able to do infinitely more than we can ask or imagine;

through Jesus Christ our Lord.

Amen.

Monmouth 2020

Summary of the Diocesan Strategy

What is a strategy?

A strategy is a plan of action designed to achieve a long-term or overall aim. It is not a detailed list of tasks, but instead outlines organisational areas of operation and includes a statement of the key priorities within these areas, based on the resources available. This document gives more information about the support available from the diocese to its Ministry Areas and parishes as we work together to reimagine, reshape and resource ourselves for our primary task - building the Kingdom of God in this part of his world.

The Context...

The Diocesan Strategy from 2015 to 2020 is the next stage of a process which began with the publication of 'Hope for Monmouth' in 2005. It is also being developed with reference to the Church in Wales Review of 2013 and in light of changing populations, demographics, social structures, community needs and best practice in ministry, mission and management. Other important factors include a need to move more quickly on the development of new ways of being church (alongside current models), a need to address financial concerns at both diocesan and local levels, a recognition that clergy have had to take responsibility for increasingly large areas and their role has changed considerably and the fact that over a long period of time church attendance and membership (as measured by Electoral Rolls) has been in overall decline.

What does our strategy include?

The changing pattern of local church life affects us all and at the heart of the Diocesan Strategy lies the offering of additional support and help to all local churches in the diocese both to understand, and to be able to take up the opportunities ahead of us so that together we can grow both spiritually and numerically and as communities and individuals.

So, our strategy includes:-



- ⇒ Ongoing restructuring of the Diocese into Ministry Areas as the focus for mission
- ⇒ Continuing the training program for Ministry Area Leaders
- ⇒ Reconfiguring Archdeaconries, Deaneries and Diocesan Committees to better serve the needs of Ministry Areas

- ⇒ Managing Diocesan finances in a way that is creative and sustainable
- ⇒ Improving communications across the Diocese, particularly to and from Ministry Areas
- ⇒ Resourcing Ministry Areas to support and encourage:
 - Prayer and Spirituality
 - Discipleship of all God's people
 - Training of Ministry Area Leaders, Focal Ministers, Churchwardens, Treasurers and other officers
 - Children, Youth and Family Ministry
 - Ministry in schools
 - Pioneer Ministry
 - Christian Stewardship
 - Vocations to all ministry
 - Maintenance and development of churches and other property

Please read on to find out more about how we are aspiring to meet our aim in ***Becoming the people God calls us to be.***

Monmouth 2020 Towards Ministry Areas



Ministry Area Support & Resources

Prayer and Spirituality

Who are we?

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- ♦ Very Revd Lister Tonge

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Aims

- To help people to explore and deepen their personal relationship with God
- To help congregations connect life with prayer
- To encourage a pattern of common daily prayer within Ministry Areas
- To deepen experience of public worship as part of our corporate life in Christ

Actions

- Encourage Ministry Areas to publicise times and places for people to join in daily prayer.
- Maintain and develop the diocesan prayer cycle as a means of common intercession
- Provide opportunities for learning and theological reflection to help people pray as individuals and connect life with prayer
- Provide training for clergy and other ministers so that they can help people pray as individuals and discover ways of connecting life with prayer
- Develop and circulate a list of helpful resources for prayer

both private and public, individual and corporate - resources to include books, online, places, people and communities, music etc

- Develop links with organisations and communities such as Contemplative Fire & Cursillo
- Provide regular opportunities for weeks of accompanied prayer, quiet days and retreats
- Develop a framework for Spiritual Direction to provide:

- ♦ a code of practice for working within this ministry
- ♦ a list of people who are recognised as competent to exercise this ministry and committed to working within the diocesan code of practice for this ministry
- ♦ appropriate resources for supervision
- ♦ links with those responsible for overseeing this ministry in other dioceses and denominations



Ministry Area Support & Resources

Vocation and Training

Who are we?

♦ Revd Paul Thompson

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As a diocese within the Church in Wales we are developing a grand plan for the future. It is a plan which will change the way we organise ourselves as a church. It could offer us the tools and opportunities to begin growing the church again, empowering the local church to respond to local needs, discover local mission opportunities and becoming the hub of local communities. Our motivation is to obey the great commission of Our Lord to 'go and make disciples' (Math 28.19) and our aim is to do this in ways which are relevant to our local communities so that Christ's Kingdom might be extended.

However, all of this work of reorganisation, 20/20 Vision, focal ministries and the encouragement of lay ministries will have about as much effect as moving deck chairs on the Titanic if we are not led by the Holy Spirit of God. Each of us has a part to play in bringing the Gospel of Jesus to the communities we are called to serve. Each of us are called to this work by the

vocation we accepted in Baptism when we agreed to fight with all zeal under the banner of Christ. This is where vocation starts, as each of us play our part by personally responding to the call of God.

I became a Christian as a result of the witness and ministry of a number of people. Only one of them was ordained. Some were Sunday school teachers and Bible group leaders who taught me the Christian faith in stories, songs and learned-by-heart bible verses that I have mostly never forgotten. Two were my parents whose way of life taught me that living as a Christian means always treating others with respect, no matter who they are, where they come from or what they have done. One was a teenage friend, a girl of my own age, who spoke to me profoundly about her own faith and encouraged me to look again at the New Testament. Some were fellow university students who befriended me and without ever mentioning anything about their own faith, gradually drew me to attend church with them every week. There I met the girl who was to become my wife and whose own vocation to a life of simplicity as a tertiary Franciscan has challenged and framed my own life style for nearly forty years. One was to become one of my best friends in the robust, toe to toe, theological debate of the sceptic, that was me, versus the true believer. The priest was the Chaplain at the university. He stood on the shoulders of all these others to prepare me, at the age of 22 years for Baptism and Confirmation. He wrote in my Bible 'God is – and is calling you'.

All of these people responded in one way or another to the call of God. They all had vocation. They were shopkeepers, electricians, nurses, housewives. My student friends became doctors, social workers, computer programmers, musicians, engineers, teachers. As we move forward with this grand plan for the future we will need everybody to be involved because everyone has a part to play. Of course we need vocations to Ordained and Licensed Lay Ministry and I hope that parishes will continue to offer men and women, young and old for these ministries, but these ministries will only emerge if the ministry of all God's people continues to come alive. That ministry needs youth workers, children's

Becoming the people God calls us to be

workers, musicians, study group leaders, administrators, hall keepers, flower arrangers, cleaners, treasurers, fund raisers, pastoral visitors, community workers, bereavement counsellors and, as Helen will describe, Pioneers to teach us ways of being church we haven't even thought of yet!

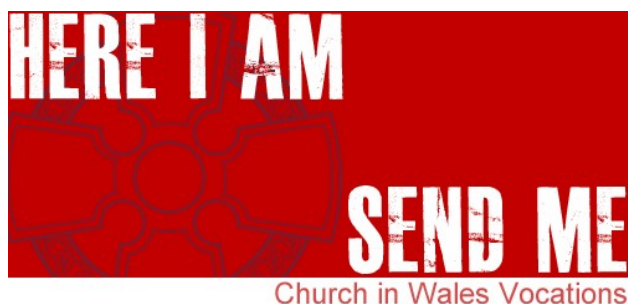
So how might you recognise your own vocation?

You start by listening to the cry of your heart. What is it that you are most passionate about when you think of your relationship with Jesus Christ. It might be something that takes you by surprise and have nothing at all to do with the skill set you think you have. For example one of the best children's workers I have ever seen was a man who travelled the world recruiting students for Cardiff University. His job meant that he was missing from church more often than he was present, but when he was there he made Christian stories come alive for young children.

The best Youth Club I have ever seen was entirely staffed by old age pensioners in a mining village. They were all retired miners and miners wives who turned up every Friday night to be tuck shop minders, door keepers, quiet space chatters and often personal confidantes to about 150 teenagers of 14-17yrs.

The best pastoral visitors were a group of retired ladies who regularly visited the sick and housebound, often taking food with them, meeting together regularly for prayer and training and keeping me informed of what was going on.

All of these people were involved in these areas of ministry primarily because God had touched their hearts with a call, a vocation, to which they responded by finding ways to do something about it.



So what stops us from responding to vocation?

There is a well known Christian joke which goes, if you want to give God a laugh just tell him what your plans are! Very often, instead of listening to the call of God on our lives, we listen to the values of the world. When the call of God says 'make time for this', the values of the world say 'I'm much too

busy'. When the call of God says 'feed the hungry', the values of the world say 'let me mend the roof first'. When the call of God says 'this person needs you to spend time with them' the values of the world say 'I've got enough problems of my own'.

Responding to God's call will always mean abandoning some of the plans you have made for yourself in order to make space for God's plan to flourish. Sometimes the bits that need to be abandoned have to do with your own self image. I'm not good enough, I don't have the skills, others could do it better, I'm afraid, yet Moses was incapable of speaking in public, King David was an adulterer and murderer, Peter denied ever knowing Jesus, Paul routinely put Christians in prison. God tends to use people just like you and me but we can only be used when we respond to that call by finding a way to do something about it. Each one of us is called by God. Each one of us has a vocation. It is only by working together to work out God's plan for us that we will see the church growth we all desire.

God is – and is calling you!

Becoming the people God calls us to be

Ministry Area Support & Resources

Discipleship

Who are we?

♦ Charlie Shepherd

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Discipleship is what happens when God calls to be in relationship with him – to be part of his church. It is a following in the way and example of Jesus in heart and mind. It is, therefore, about trusting God in all aspects of our lives.

All of us in the church are disciples of Jesus. He has walked and lived in this world so we can trust and follow him confidently. Yet we are not on our own: not only has Jesus promised the presence of his Holy Spirit with us at all times, but we also have the companionship of our fellow Christians, often referred to as 'the body of Christ'. To walk alongside Jesus in our world, and to experience the presence of his Holy Spirit, is therefore not an isolated activity. It is one of community. To trust and to follow Jesus

is to belong to our community of fellow Christians – the community of the church.

As part of the church, disciples need each other. Discipleship is a shared life, rooted in mutual care, support, and encouragement. Our worship lies at the heart of our shared life and mutual encouragement, but we should be a help and support to each other outside of these times of formal togetherness as well. This support may take on various shapes, but it is in the sharing of everyday life together that our single-minded commitment to follow the way of Jesus can be most deeply experienced.

Discipleship has other consequences too. Christians sharing life in a spirit of mutual love is the very best way of proclaiming God and his love to the world beyond our fellowship. Our world is often marked by distress and hurt. Discipleship is the way through which Christians live an alternative

way of life, showing that to walk with Jesus is to live in a restored relationship with God.

Perhaps more than anything else, discipleship is about God

meeting us where we are. For this reason, the Christian life will look different from one context to another. In Abergavenny deanery, we ran a ten-week course titled 'Foundation: for lay ministry', which, under the leadership of Jean Prosser and Chris Walters, continues to meet to discuss and reflect together. We've inherited from northern Bristol an energetic model of estate-based, book-free discipleship and training for ministry. We thank Joe Hasler, who has now 'retired' into Monmouth diocese for this. Further, in conjunction with the dioceses of Llandaff and Swansea & Brecon, we are producing a series of twelve short films that highlight the honest questions many of us may feel under the surface. These films will be available for individuals and groups, to stimulate discussion and reflection.



Discipleship

These are just a few of the things that have been going on. There is so much to celebrate in the diocese, and only a small amount of time here to do so. But I would say again: discipleship is dynamic, not static, and is always context-based. Having said that, may I offer you a helpful list of discipleship resources, catalogued and categorised. You can obtain this from me at the conference 'market place' along with material on the film series, or on book-free cultures. I look forward to meeting you there.

Discipleship also feeds into ministry. Whether lay or ordained, all ministry is part of the basic call to discipleship. As a diocese we offer local ministry training in pastoral visitation, reading intercessions, welcoming in church, reading in church, and serving as a Lay Eucharistic Minister. We are presently engaging with numerous provincial discussions around the recognition and training of a host of local lay ministries. As with the material just mentioned, I very much look forward to discussing the future of lay training in the diocese and province, with you and your local church.

I am also involved in the planning for a province wide programme of formational training for licensed ordained and lay ministry.

We are all disciples, called to be in a relationship with God, in community with one another. I look forward to hearing what God is doing in your communities, and what opportunities may yet be on the horizon.

Ministry Area Support & Resources

Children, Youth and Family Ministry

Who are we?

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- ♦ Rachel Nelmes
- ♦ Pam Richards
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What they call 'Late Church' in Llandogo in the Wye Valley, meets at 10.45 on Sunday mornings. It meets in the Millennium Village Hall which is intensively used by the whole community throughout the week. It was Mothers Day. There were 23 people present and a good group of children amongst them. Early in the service the children left for Children's Church while the rest of us stayed for a relaxed time of worship with a good illustrated sermon. When the children came back towards the end of the service they had made jam, 'Jumbleberry Jam' and there were pots for all of us.

It was Harvest Festival at St. Paul's in Newport – a few years ago now. Apart from a competition to construct two night shelters out of cardboard boxes which continued throughout the service there was the usual collection of Harvest thanksgiving. With wonderful ironic symbolism the collection was made into a supermarket trolley pushed round by a young member of the church.

We are all conscious of the extent to which many of our churches are now made up of those of us who are older. There has always been a tendency for some churches to be made up of older people but if there was some balance in years past it isn't there now.

If we are to work towards restoring that balance – and be faithful in communicating the Gospel to all - then we must devote more resourcing to more of our society. Family life is far more complex and diverse now than ever it was and the basic family unit within which many of us grew up

may no longer be the norm. Young people still grow up – in whatever unit – and human beings still share lives together – maybe in different contexts. God's love extends to them all and we wish to take up the initiative pioneered in the Province by Bangor Diocese to establish Children, Youth and Family Ministry Advisers to serve our developing Ministry Areas.

We cannot copy the Bangor model completely. They have four full time posts. We are proposing three half time ones – one to serve each of the three identified areas of the Diocese. So the role of a Children, Youth and Family Ministry Advisers in Monmouth will be different from Bangor.



Key responsibilities for Children, Youth and Family Ministry Advisers in Monmouth will be to support Ministry Areas, parishes and local churches with primary responsibility in the area of the diocese to which they are assigned, in:-

- Mapping the specific needs of their area
- Developing partnership links with such other agencies as might offer specialised support
- Advising on and accompanying any particular local project which might be engaged by the Ministry Area
- Advising and resourcing in the development of faith based events for families within Ministry Areas and more widely
- Exploring and with other diocesan resource officers advising on the development of discipleship within the context of family
- Assist with the recruitment and training of personnel within Ministry Areas who can be lead players in this work locally

It is important to emphasise that Children, Youth and Family Ministry Advisers in Monmouth are advisers. Their role will be to support and advise parishes and Ministry areas in undertaking ministry in these areas. They won't themselves be able to be lead players in local work.



A further strengthening of our local church life relates to Schools. We are planning to strengthen still further links with local schools. These links may often be easier with the Church Schools but shouldn't be limited just to them. Our Diocesan Director of Education is now part of the team working with Children, Youth and Family Ministry Advisers to help parishes in this area.

Let me finish with another story. A few years ago I worked with a colleague part of whose role it was to encourage local churches to explore ways of extending their reach into the local community, welcoming new people in and taking church out too. It was a small church, actually a very small church, I think – comprised mostly of older people. After talking with them for a little while they said, "We like it the way it is, we're happy the way we are and we don't need new people here"

We would never identify with that - - - would we?

Archdeacon Ambrose Mason

Ministry Area Support & Resources

Mission & Pioneer Ministry

Who are we?

♦ Helen Shepherd

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Encouragement and a Challenge

In preparing for this conference, I was thinking about the diverse contexts in our diocese and the need to listen to what's happening on the ground in each of these places. This reminded me of the passage in Revelation 2-3 about the seven churches and the messages God gives to each of them. Each church receives an individual message aimed at their particular situation. For each, this includes an encouragement and a challenge and the mantra throughout is 'hear what the Spirit is saying to the churches'. So I'd like to share an encouragement and challenge but I'd also like to prompt conversations about what you feel God is encouraging you about in your churches, what you feel him challenging you to do next and what the Spirit is saying to your churches.

So, to put this in terms of mission, I guess my questions to you are:

- What are the missional things that you are encouraged by in your area?
- What is God challenging you to do next?
- What is the spirit saying to your churches?

From my perspective, I've been thinking about what I feel are the encouragements and challenges God has given me.

My encouragement is that there is so much going on already to celebrate and so many opportunities to take hold of. One of the main opportunities I see opening up is to develop what is known as Mixed Economy. Mixed Economy is a phrase coined by someone called Rowan Williams who you may have heard of! It is used to describe the idea of different forms of church and different ways of reaching our communities sitting alongside one another and supporting each other. This includes pioneer projects and fresh expressions of church as well as more established forms of church. As our Ministry Areas develop, we have a huge opportunity to look at these areas and to develop a range of styles of mission, discipleship and worship to engage as many different groups in our communities as possible. Many of us already have messy churches sitting alongside Sunday congregations and we have the opportunity to build on this to connect with others in our communities. As Mixed Economy was originally a Diocese of Monmouth phrase, I think we have an opportunity now to reclaim this and for the Diocese of Monmouth to lead the way in developing true Mixed Economy. If you would like to talk about developing Mixed Economy in your Ministry Area, I would love to talk to you.

My challenge is that I think we need to identify and release more people who have a missional heart. If all of our ministry areas could identify the people in their churches who are passionate about reaching out to their communities, I think we could see lots of exciting initiatives emerge. People are our main resource. My challenge would be that this might mean releasing these people from other roles and responsibilities so they can be free to be present in their communities and see what God leads them to. Once you have identified the people you would like to release into mission, I would love to meet them and connect them with others within the diocese who are focusing on mission.

But overall, I'd like to know what the spirit is saying to the churches.

To help support the development of Mixed Economy and to resource our missional people, we have a number of things on offer and my hope is that these will continue to develop:

The Pioneer Hub: A partnership that includes our Diocese, the Methodist Church in South Wales, the Forest of Dean Mission Shaped Ministry course team and Gloucester Diocese. The Hub offers a range of support for those interested in getting involved in pioneering, including one-to-one coaching, pioneer small groups, seminars about pioneering and visits to established projects.

www.thepioneerhub.org.uk

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facebook.com/thepioneerhub

Vision days: A chance for your team to think through where they are in terms of mission and where they could take the next steps.

Mission Shaped Ministry courses (deanery level): The Mission Shaped Ministry course provides a chance for an in-depth introduction to pioneering and fresh expressions of church. The course is being delivered at deanery level to give people a chance to locate their learning in their local context, and to form a team that will develop something new in that area.

Mission Shaped Intro short course: A six session introduction to pioneering which is a great way to raise awareness in a specific area.

Pioneer Training: We are developing pioneer modules that will form part of the training packages for anyone training for licensed or ordained roles within our Diocese. This means our future leaders will have an understanding of developing new forms of mission and church.

Networking: Please do get in touch if you would like to talk about mission in your area, developing Mixed Economy, new ways of engaging your community or releasing missional people. I would love to come and visit and see how I can support and hear what the Spirit is saying to your churches.

Ministry Area Support & Resources

Finance

Who are we?

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- ♦ Sharon Smith
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It is the responsibility of the Diocesan Board of Finance to develop a financial strategy that supports the Monmouth 2020 Vision and provide sustainable resources for the future ministry in our diocese.

In order to support the development of Ministry Areas additional funds have been allocated from the Church in Wales and the Diocesan Board of Finance for the period 2015–17. These funds are being used to strengthen resources in the areas of Administration, Finance, Care of Churches, Training, Stewardship, Communications, CYFMA's and Pioneer Ministry. It is envisaged that the respective Diocesan Officers will work with the Ministry Area Leaders and their teams to establish local expertise, such that the Ministry Areas will be more independent from 2018.

Future financial forecasts are based on the assumption that the number of stipends will continue to fall. In parallel with the reduction of stipends the emerging Ministry Areas will develop collaborative teams with more House for Duty Priests, Self Supporting Local Ministers and trained lay ministers.

A major review of Parish Share is being undertaken following a survey of Parish Treasurers. It is clear that the current Parish

Share system is unsustainable as the amount of unpaid share is increasing and many parishes are using reserves in order to pay their share. The majority of respondents in the Parish Share survey indicated that the current system is too complicated and unfair.

In order to reduce the burden on the parishes the Diocesan Board of Finance is looking to identify reductions in expenditure from 2018, when the Transformation Funds cease. In addition to the reduced costs of stipends, savings will be sought in the cost of Parsonages, Diocesan Officers, administrative costs and expenses.

A simplified "Ministry Share" scheme will be proposed for 2016. The calculation will be based on two elements. Firstly, a proportion of the actual cost of ministry (including stipends and House for Duty ministers) in the Ministry Area. Secondly, a proportion directly linked to attendance in the churches in the Ministry Area. It is anticipated that most Ministry Areas will contribute less under the new scheme than the current one. And specifically, no Ministry Area will be asked for a greater contribution in 2016 than the sum of the contributions of their constituent parishes in 2014.

Ministry Areas will not be asked to pay for Diocesan Board of Finance staff or the administrative costs of the Diocesan Office.

A consultation process on the details of the Ministry Share scheme will begin with a Treasurers' breakfast on Saturday June 13th.

Ministry Area Support & Resources

Communications

Who are we?

- ♦ Kathryn Stowers
- ♦ Jim Thompson

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Talking to One Another

“for we cannot stop speaking about what we have seen and heard.”

(Acts 4:20)

Introduction

This paper has been developed to identify the common areas for discussion and development which will underpin the formulation of an action plan. The information overleaf was obtained from feedback at the four Focus Groups which were held to discuss the Diocesan Review. It also builds on the findings from the communication review process and also the outcomes of the communication review questionnaire using ‘Survey Monkey’.

What did we do with the things we found out about?

The outputs from each of the focus groups, communication review and ‘survey monkey’ questionnaire have been used to inform thinking around the diocesan strategy. This includes further improving communication between the Bishops Office, Diocesan Office and the Clergy, Ministry Areas, lay officers and PCC’s (and vice versa).



The way forward

Development of robust communication processes within the Diocese is paramount. We need to ensure that we are all talking to one another, and that our processes are efficient, effective, timely and relevant.

Over the coming weeks and months, there will be tangible evidence that things are changing, across a wide range of communication methods. These include written communication, the development of the Diocesan e-bulletin and other electronic communication systems, increase in face to face communication processes, including focus groups and workshop models for the sharing of information.

The development of new communication processes will focus on listening, and feedback, ensuring that the communication processes and diocesan structures work for everyone, clergy, laity and Diocesan Officers. Above all communication processes will be open and transparent and will encourage everyone to become a part of the dynamic developments within the diocese as we embrace and implement the way forward through Vision 2020.

Becoming the people God calls us to be

Area	Issues / Opportunities
Communication and Information	Social Media Communication methods Feedback Publications Information flow Face to Face communication
Ministry Areas	Boundaries and composition Timeframes Legal perspective Transformation fund Leadership
Training	Joint training Recognising and nurturing the skills of those who aren't clergy Ministry Area Leaders
Finance	Parish Share calculation and rebate Mission /Giving / Stewardship Parish Buying Scheme Fundraising
Community Focus	Outreach Taking church outside of a building Working together
Time	Timing of Meetings
Church Buildings	Faculty process Role of the DAC Redundant churches / buildings Grants & funding
Youth	Youth Leaders Integration into the Church
Management of Change	Leadership Timeline Skills Audit Effective communication and information Evaluation tools and processes
Congregations	Age of congregations Capacity for giving in an ageing church
Where do I fit in?	Voice of the Laity Leadership Help and support Clarity of roles People skills – skills audit

Ministry Area Support & Resources

Buildings for Mission

Who are we?

- ♦ Isabel Thompson
- ♦ Kath Hilsden
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Aims

The Care of Churches team at the Diocese of Monmouth is staffed by two part-time members of staff, Kath Hilsden and Isabel Thompson, who can support parishes to care, maintain and develop their church buildings. We advise parishes on all aspects of church buildings including faculties, quinquennial inspections, maintenance and diocesan grants. Kath Hilsden is primarily responsible for faculties and the Diocesan Advisory Committee (DAC). Through the faculty system parishes can seek the advice of the DAC who recommend applications to the Chancellor. Remember that you can always call the Diocesan Office if you have any questions or need any help.

Actions

- To make it easier for parishes we have now uploaded all forms and guidance onto the Diocesan website.
- In the coming year we aim to add to the guidance on the website by asking members of the DAC to write guidance sheets to address questions that we regularly receive.
- Isabel Thompson is undertaking a review of the quinquennial process for the diocese and is compiling a Churches at Risk register by assessing the condition and significance of all our church buildings. This year long project seeks to identify those buildings which most require work before it too late and aims to give weight to much needed grant funding applications.
- Once this survey is complete we will be able to better tailor our support and training to parishes/ministry areas - whether this is help with ongoing maintenance or support for a large repair or reordering projects.

The Diocesan Property Board

The Diocesan Property Board is the committee that has responsibility for property matters, previously overseen by the Parsonage Board and the Churches and Pastoral Committee.





Parsonages

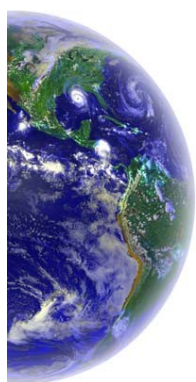
Virtually all the Parsonages (clergy houses) within the Church In Wales are owned by the Representative Body of the Church In Wales. Management of the housing stock is delegated to a Board and its Inspector in each Diocese. The Inspector, who is employed by the Representative Body but is based at the Diocesan Office, assesses the condition of

parsonages and makes recommendations to the Board for repairs and improvements in close co-operation with Diocesan staff and clergy.

Repair costs to Parsonages are funded from a budget set aside by the Diocesan Board of Finance based on an annual recommended figure per parsonage from the Representative Body. Improvement works are funded from capital derived from the sale of parsonages or parsonage grounds. The Board is primarily responsible for ensuring these budgets are properly administered, planned and spent. The Constitution of the Church In Wales sets out the provisions for Parsonages in Chapter VII.

Grants

The formation of Ministry Areas might require, in some instances, the development of Ministry Area administrative centres and other church and community initiatives. Further details of grants for such projects (derived from parsonage rental income) and grants for church repairs and churchyard improvements can be found on page 24 (Ministry Area Support & Resources - Grants and Funding).



**The world of grants & funding is large and complex
... and changes on an almost daily basis**

**We recommend that you use our GrantNet funding search facility,
which has been especially designed for use within our diocese.**

Visit the Diocese of Monmouth website
and go to our new Grants & Funding pages to
use GrantNet and begin your
project funding search.



<http://monmouth.churchinwales.org.uk/admin/grants-and-funding/>

*Or see page 24 for more details on how you can access
further support and advice from your Diocesan Officers*

Ministry Area Support & Resources

Stewardship

Who are we?

♦ Richard Jones

To find out more...

richardjones@churchinwales.org.uk

01633 267490

07810 365903

<http://>

monmouth.churchinwales.org.uk/

[living/stewardship/](http://monmouth.churchinwales.org.uk/living/stewardship/)

Aims

As long ago as 1928 Dr Luther E Lovejoy, a leader within the Methodist Episcopal Church of America wrote “Christian Stewardship is the greatest religious principle before the world today. It is a revolutionary principle – a principle which would change our human relationships if it were universally grasped and applied”. Almost ninety years on and nothing has changed. Christian Stewardship if truly lived out by each of us as disciples of Christ, has the ability to change life; ours, others, the life of our local church, Ministry Area and that of our diocese.

Actions

I am available to advise and support churches in all aspects of stewardship including:

- encouraging and growing Christian giving
- Tailored training events, away days, PCC workshops, etc.
- Promoting use of Gift Direct
- Encouraging legacy giving as part of Christian Stewardship
- Making full use of Gift Aid and Gift Aid Small Donations schemes
- Promoting the Parish Buying Scheme - endeavouring to save money for local churches
- Supporting local treasurers in matters of local financial administration, budgeting, etc.
- Advising, training and supporting churches on best practice for project development and funding applications
- Advising on potential sources of grants and funding for all types of church and community projects



From the second half of 2015 onwards I will be working with other diocesan officer colleagues and external agencies to offer new training opportunities for local church officers as part of a greater diocesan support role, as we enter a new and exciting period of Ministry Area formation. More details of these event will follow soon.

For help and advice on any of these aspects please contact me by e-mail or at the Diocesan Office.

For more information about Grants & Funding see page 24.

Richard's role also includes Ministry Area Development within the diocese.

Becoming the people God calls us to be

Ministry Area Support & Resources

Grants and Funding

Who are we?

- ♦ Richard Jones
- ♦ Isabel Thompson
- ♦ Jim Thompson
- ♦ Sharon Smith

To find out more...

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[http://monmouth.churchinwales.org.uk/
admin/grants-and-funding/](http://monmouth.churchinwales.org.uk/admin/grants-and-funding/)

Introduction

We aim to help you target funding for projects – either for capital works or for mission. Capital projects come in all shapes and sizes – everything from fixing church roofs to employing church youth or children's workers. Whilst it's generally a good principle for the day to day running costs and routine maintenance of the church to be met by regular giving, there will inevitably be times in the lives of many churches when a major appeal is needed.

Here are some brief details of sources of funding that are available from within the diocese:

Grants for Ministry Area Development - New Initiatives

The development and/or implementation of new Ministry Area arrangements may well include new mission activities and projects. This grant is designed to assist with the start up costs of a new venture.

Grants for creation of Ministry Area Administration Centres - The formation of Ministry Areas might require, in some instances, the development of Ministry Area administrative centres and other community initiatives. The income from the letting of parsonages is available within certain restrictions, to supplement funding of such projects.

Alternatively the creation of Ministry Areas occasionally requires the provision of alternative accommodation to the usual parsonage. The rental income from parsonages can occasionally be allocated, within prescribed limits, to support this alternative accommodation.

Grants for Property Improvement - As above (grant for Ministry Area administrative centres) but for the redevelopment of property already owned by the Representative Body.

Grants for Church Repairs - This grant previously administered by the Churches and Pastoral Committee is still available for the same purposes.

Grants for Churchyard Improvements - This grant previously administered by the Churches and Pastoral Committee is still available for the same purposes.

Grants in connection with multiple insurance claims - A grant is available to those churches that have had reason to make more than one insurance claim within an 18 month period. The grant is designed to fund the insurance excess payment which otherwise would have to be paid by a local church.

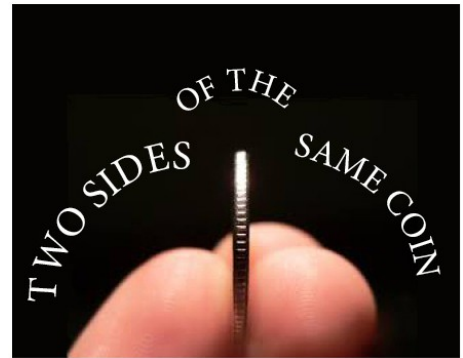
Grant Awards - A small group including the Archdeacons Diocesan Officers will assess and recommend (within an agreed framework) applications for funding.

For full details of the grant criteria and an application form for each grant please visit

<http://monmouth.churchinwales.org.uk/admin/grants-and-funding/> or contact the Diocesan Office.

The Next Steps

The special Diocesan Conference on Saturday May 16th is really only one side of a two sided coin. Following immediately on from the conference each deanery will meet for its annual conference at which the theme will be Diocesan Strategy and Ministry Area Formation and Development. These will take the form of 'work shop' style events when there will be ample opportunity to discuss some aspects of what you heard at the conference, the contents of this booklet and the opportunities and challenges that come out of these. The deanery events will be facilitated by your local Archdeacon and the Diocesan Ministry Area Development & Stewardship Officer. An open invitation is extended to all members of local church congregations even if you aren't a member of your Deanery Conference.



In the meantime detailed conversations continue with several emerging Ministry Areas within the diocese who are likely to be formally commissioned in the very near future. Additionally the Ministry Area Development & Stewardship Officer is arranging appointments to see all participants of the Ministry Area Leaders training course, on a one to one basis within their parish setting to further explore in detail local Ministry Area Development to date, local strengths and weaknesses, criteria and protocols for Ministry Area Formation, support requirements from the diocese, and an agreed timetable for further Ministry Area Development and eventual commissioning.

Ministry Area Leadership training continues and is much appreciated by those taking part, with Group One about to complete their second year of learning and Group Two completing their first year. Year three (final year) is intended to be largely practice and applied learning based, to take place within the proposed Ministry Area.

The diocese has just agreed to implement a pilot project (in conjunction with the Diocese of Llandaff) which will involve treasurers from twenty parishes across the two dioceses (which have been identified as being part of an emerging Ministry Area) being supplied with and trained to use a new finance administration package, specifically designed and tested over the past two years (in conjunction with Data Developments) to be appropriate for Ministry Area structures and use. This is being rolled out during the autumn / winter of 2015 and is being funded by each diocese as a commitment to 2020 vision through 'transformation funds'.

Details, dates, times and venues for 2015 Area Deanery Conferences can be found on page 28.

Monmouth 2020

Towards Ministry Areas

A P P E N D I C E S

What is a Ministry Area?

The Diocese of Monmouth is restructuring itself into Ministry Areas to serve the mission of the Church in the future. This process is growing organically through local conversations and strategic planning. The first commissioning of a Ministry Area took place on 12th April in Usk and others will follow in the near future. In other areas the conversations are only just beginning. By 2020 the Ministry Area structure should be in place, but may still be evolving.

WHAT IS A MINISTRY AREA?

A Ministry Area is a pastoral area made up of a number of existing parishes and churches. It is overseen by an ordained Ministry Area Leader who works with teams of clergy and lay people offering ministry, pastoral care, mission, social outreach and administration. The Ministry Area Leader will play a key role in fostering God's people in their various vocations and enabling others in a variety of ministries. They will be particularly involved in:

- enabling all the family of God to grow as disciples
- developing the ministry of all in the household of God
- enabling the whole church to share in God's mission
- overseeing the development of collaboration across the Ministry Area
- enabling good and effective communication
- Exploring the possibilities of new work, new church plants and pioneering new expressions of church



The centre of life across the Ministry Area will still be the local church and its congregations. Each local church will have a Focal Minister who may be ordained or lay. This minister will work with others to provide ministry to the local community and seek to reach out with the good news of Jesus Christ. Focal Ministers will have a key role in ensuring that the church continues to meet the needs of God's people at the local level (see Appendix 6). Also, by sharing resources across a Ministry Area new ministries can emerge in work with children, youth and families, community outreach and evangelism. Administration can be shared in one centre enabling a more efficient and co-coordinated approach. This sharing will also provide teams with various and complementary gifts to meet the needs of different ages and groups. Ministry Areas can enable the local church to return to its core purpose of being a mission-focused community serving the needs of a locality in the name of God.

The vision to create Ministry Areas has emerged in response to a difficult financial outlook and declining congregations. This has spurred us on to consider the pattern of life and ministry that we have had and has brought us back to re-examining the essential reason for our existence. As the Diocese began this process a few years ago the guiding

principles were expressed by Bishop Dominic, and these have not changed:



The Church was ‘born’ at Pentecost when God sent the Holy Spirit to empower his people to be the Church and to proclaim the gospel of Jesus Christ. The Holy Spirit continues to inspire the Church in new ways of doing things and often in response to culture, finance, resources and prayer.

Ministry Areas recognise the ministry of all baptised Christians as the people of God. They also recognise that some will be called to certain ministries—some permanently and some for a period of time. We need to recognise the gifts God has given each person and use them in his service.

*Ministry Areas are **incarnational** in that they are rooted in local communities with local leadership. They are **apostolic** in having leaders with responsibility for teaching, fostering vocations and empowering others for ministry. They are **missional** in seeking new opportunities for ministry and evangelism. They are **prophetic** in that they recognise the signs of the times and plan for the future. They are **visionary** in that they require a new way of responding to God’s call to extend his Kingdom.*

Details of 2015 Deanery Conference ‘Ministry Area Workshops’ are given below. In all cases the dates, times and venues are subject to confirmation to your parish from Deanery Conference Secretaries or Area Deans.

Deanery	Date	Time	Venue
Abergavenny	Tuesday 2nd June	19.00	Grosmont
Bassaleg	Tuesday 16th June	19.00	Cyncoed
Bedwellty	Thursday 25th June	19.00	Ponllanfraith
Monmouth	Thursday 28th May	19.30	Monmouth
Netherwent	Thursday 4th June	19.00	Magor
Newport	Monday 29th June	19.00	Maindee
Pontypool	Tuesday 23rd June	18.30	Cwmbran (St Gabriel’s)
Raglan & Usk	Monday 1st June	19.30	Goytre

Appendix 2

Protocols for forming & growing Ministry Areas

First and foremost it is important to state that the formation of Ministry Areas is not the sole, or even the principle task for the diocese. The creation of Ministry Areas is only a valid and relevant concept if it leads to growth within the Christian communities of the diocese. It is growing the kingdom of God that is our primary task and concern:

- Growing inwardly as disciples of Christ through spiritual exploration and learning
- Growing outwardly both in terms of numbers attending church (all expressions of 'church') and our witness to wider society
- Growing together as communities and individuals with a vocation to serve in God's mission to His world

The diocese believes that the creation of Ministry Areas is one way in which we can help bring these things about. Ministry Areas are one of the tools within a wider toolkit which we have at our disposal for growing Christian communities.

What will a Ministry Area look like?

Each Ministry Area is likely to be different; in shape, size and make up; but perhaps also having different ways of working and different mission priorities. No two will be the same! This is because within the diocese we have a huge range of local contexts, mission needs and available resources. A Ministry Area (or any other structure or plan) will only be successful if it meets specific local mission needs and requirements and the local church, with advice and support from the diocese, is best placed to agree on what these are. The diocese has made an initial suggestion of how Ministry Areas might be formed across the diocese, using the resources that we know are going to be available to us. These plans may well change as we work intensively with each local area to decide how best it can be 'the church that God calls us to be'.

What are the common characteristics and essential ingredients of a Ministry Area?

They will:

- Be rooted within their local communities.
- Have leaders, who teach, serve, foster vocations and value and nurture the gifts of ministry within others.
- Have an openness to discern God's call to grow and extend his kingdom.
- Have a Ministry Area leader who is to make working together happen and is equipped with the necessary skills to exercise leadership within a team context
- Have a Ministry Area Team who work together to release gifts, creativity, energy and make a difference for the good of the community and the church.
- Maintain and grow, existing and new worshipping and witnessing communities



- Have an ability to work both strategically and locally.
- Wherever possible work creatively with other community partners (other churches, charities, local councils, etc) to effectively serve all God's people within a Ministry Area, constantly having an eye for mission and engagement opportunities.
- Enrich and encourage diversity and variety in both worship and witness (Ministry Areas are not about all doing the same things in the same way!)
- To be financially viable and sustainable and to make best and most effective use of all available resources (both internal and external).

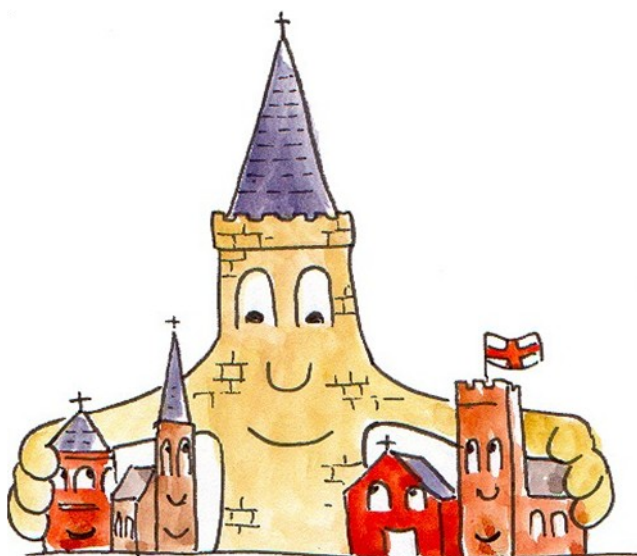
These and other areas form the basis of Ministry Area Development and will be the indicators used to agree upon a formation and commissioning of a new Ministry Area and to subsequently review its development and growth. A number of conversations with emerging Ministry Areas are already taking place using these indicators as a framework.

Appendix 3

Outline structure of Ministry Areas

HOW DOES MY PARISH FIT INTO A MINISTRY AREA?

The structure document (pages 32-35) proposes that by 2020 the Diocese will be restructured into 28 Ministry Areas but this number could well reduce. Some of these Areas are already agreed whereas others are only suggestions. In each case there will be a process of conversation and consultation before a final decision is made. The Bishop's Staff are open to suggestions of differently constituted Ministry Areas but they have to be large enough to sustain the variety of mission and ministry that the church will need if it is to grow again. They will also need to fit together with proposals for neighbouring Ministry Areas. We are not constrained by current Deanery boundaries and we are even looking to work across Diocesan boundaries where this makes sense.



The final column of the table shows the number of possible stipends that each Ministry Area could have. In some cases two numbers are given e.g. 2/1. The first figure indicates the number we would like to allocate but we recognise that further falls in regular worshippers and constraints on parish finances might mean that we can only afford the lower figure. If, however, we can turn ourselves around and begin to grow again then the higher figure may be achievable.

Alongside the stipendiary clergy we will continue to grow the number of self supporting ministers (SSM), some of whom will work on a House for Duty basis (HfD), and also Licensed Lay Ministers (LLM). The numbers in each Ministry Area will be made up of a mixture of deployment in the diocese and the raising up of local ministers. Alongside this we also want to see people working with children, youth and families and pioneer ministry.

WHAT ABOUT DEANERIES AND ARCHDEACONRIES?

The creation of Ministry Areas will inevitably impact on Deaneries and Archdeaconries. The Church in Wales Review recommended that Deaneries and therefore Area Deans may cease to exist. We feel there is still a role for these but we will not need the same number. There are various possibilities but the structure document is based on a reduction to three Deaneries. To go alongside this there is an argument for having three Archdeaconries which cover the same territory as the Deaneries. This would involve splitting the current Archdeaconry of Newport in two to create an Archdeaconry of the Gwent Valleys. This would mirror the three distinct areas of the Diocese – urban, valleys and rural. If this were to come about the new Archdeacon would be part time, also having another role within the Archdeaconry. The proposed Ministry Areas set out in Appendix 3 show how these could comprise three Archdeaconries/Deaneries



The Ministry Area Leaders are key people in the delivery of our strategy and we will continue to invest in training for this pivotal role. Alongside this the relationship between the Ministry Area Leaders and Area Deans and Archdeacons is important. The Area Dean will be seen as ‘first among equals’ with the Ministry Area Leaders and will communicate with the wider Diocese on behalf of the Deaneries. The Archdeacon will be the conduit for two way communication between Ministry Areas and the Bishop’s Staff Team. By working closely together, Area Deans and Archdeacons will make sure that the strategy continues to adapt and develop to the differing needs of each Ministry Area as they seek to

bring new life and energy into the local church. To facilitate this we have developed new job descriptions for various roles, drafts of which can be found in Appendix 6.

APPENDIX 3 - continued**NEWPORT & EAST CARDIFF ARCHDEACONRY/DEANERY – 9 Ministry Areas**

Ministry Area	Current Parishes	Current Churches	Possible Stipends
Caerleon	Caerleon Llanhennock Llanfrechfa Llandegfedd	St Cadoc St John All Saints St Tegfeth	2
Cathedral	Newport (Cathedral Parish) Newport (St Mark) Newport (St John the Baptist)	St Woolos Cathedral St Martin in the Gaer St Mark St John the Baptist	2.5
Newport South	Newport (St Paul) Newport (St Stephen) Newport (Maesglas)	St Paul St Stephen St Thomas	2/1
Newport North	Malpas Bettws Newport (All Saints)	St Mary St David All Saints	2/1
Newport East	Newport (Maindee) Newport (St Julian) Newport (St Teilo) Newport (Lliswerry) Newport (Christchurch)	St John the Evangelist St Mary Ss Julius & Aaron St Teilo St Andrew St Philip Holy Trinity	3/2
Bassaleg	Bassaleg (RB)	St Basil St John the Baptist St Anne	2
Rumney, Llanrumney, St Mellons, Marshfield & St Brides	Rumney Llanrumney St Mellons Marshfield St Brides	St Augustine St Dyfrig St Mellon St Mary St Bridget	2
Bedwas with Machen with Michaelston-y-Fedw with Rudry	Bedwas Rudry Machen Michaelston-y-Fedw	St Barrwg St Thomas St James St Michael St John St Michael	1
Cyncoed	Cyncoed (RB)	All Saints, Cyncoed St Edeyrn All Saints, Pentwyn St David	2

GWENT VALLEYS ARCHDEACONRY/DEANERY – 9 Ministry Areas			
Ministry Area	Current Parishes	Current Churches	Possible Stipends
Mynyddislwyn	Mynyddislwyn (RB) Blackwood Fleur-de-Lis	St Tudor St Augustine St Mary St David St Theodore St Margaret St David St Thomas	3/2
Lower Islwyn	Newbridge Risca Abercarn & Cwmcarn	St Paul St Peter St Mary St Margaret St Catherine St Luke St John the Evangelist	2
Bedwellty, New Tredegar & Tredegar	Bedwellty & New Tredegar Tredegar St George Tredegar St James	St Sannan St Peter St Dingat St George St James	2/1
Rhymney & Pontlottyn	Rhymney <i>Pontlottyn</i>	St David St Paul <i>St Tyfaelog</i> <i>St Aidan</i> <i>St Mary & St Andrew</i>	0.5 <i>0.5 Llandaff</i>
Pontypool & Blaenavon	Pontypool (RB) Blaenavon	St Cadoc St Matthew St John St Peter St Paul	2
Panteg & Griffithstown	Panteg Llanfihangel Pontymoile Griffithstown	St Mary St Michael & All Angels St Hilda St Oswald	1
Cwmbran	Cwmbran (RB) Pontnewydd	St Gabriel St Michael & All Angels St Mary St Peter Henllys Worship Centre Holy Trinity	3
Upper Ebbw Valleys	Upper Ebbw Valleys (RB)	Christ Church St David St Paul St Peter Holy Trinity & St Anne	2
Abertillery	Abertillery Cwmtilery Llanhilleth Six Bells	St Michael & All Angels St Paul St Mark St John	1

MONMOUTH ARCHDEACONRY/DEANERY – 10 Ministry Areas			
Ministry Area	Current Parishes	Current Churches	Possible Stipends
West Abergavenny	Abergavenny (St Mary) Abergavenny (Holy Trinity) Llanwenerth Citra Llantilio Pertholey w. Bettws Govilon Llanfoist Llanelen Llanfihangel Cruorney Cwmyoy Llanthony	St Mary Christchurch Holy Trinity St Peter St Teilo Bettws Chapel Christchurch St Ffwst, St Helen St Michael St Martin St David	3/2
East Abergavenny	Llantilio Crossenny Penrhos Llanvetherine Llanfapley Llanddewi Rhydderch Llangattock-juxta-Usk Llansantffraed Llanddewi Skirrid Grosmont Skenfrith Llangattock Lingoed	St Teilo St Cadoc St James the Elder St Mable St David St Cadoc St Bridget St David St Nicholas St Bridget St Mary St Cadoc	1
Monmouth	Monmouth w. Buckholt Overmonnow Wonastow Mitchel Troy Rockfield Llanfihangel-Ystern-Llewern Dingestow Penyclawdd Tregaer Cwmcarvan St Maughans Llangattock-Vibon-Avel Trellech Penallt Llanishen Trellech Grange Llanfihangel-tor-y-Mynydd Llansoy Llandogo Tintern Parva	St Mary St John Baptist St Thomas the Martyr St Wonnow St Michael & All Angels St Cenedlon St Michael & All Angels St Dingad St Martin St Mary St Catwg St Meugan St Cadoc St Nicholas Old Church St Dennis Trellech Grange Church St Michael & All Angels St Tysoi St Oudoceus St Michael & All Angels	3/2
Wentwood Group	Caerwent Llanfair Discoed Newchurch Penhow St Brides Netherwent Llanvaches Llandeud	Ss Stephen & Tathan St Mary St Peter St John Baptist St Bridget St Dyfrig St Peter	1

MONMOUTH ARCHDEACONRY/DEANERY – Continued - 10 Ministry Areas			
Magor	Magor (RB)	St Mary (Magor) St Thomas (Redwick) St Mary (Undy) St Mary Magdalene (Goldcliff) St Mary (Nash) St Cadwaladr (Bishton) St Mary (Llanwern) St Mary (Wilcrick) Langstone Church St Martin (Llanmartin)	2
Caldicot	Caldicot (RB)	St Mary (Caldicot) St Mary (Portskewett) St Mary (Rogiet)	1
Chepstow, Mathern & St Arvans	Mathern Moun-ton St Pierre Shirenewton St Arvans w. Penterry Itton Devauden Kilgwrrwg Chepstow	St Tewdric St Andoenus St Peter St Thomas 'a Becket St Arvan St Mary St Deiniol St James Holy Cross St Mary St Christopher	2
Goetre & Mamhilad	Goetre Llanover Mamhilad Monkswood w. Glascoed	St Peter St Bartholomew St Illtud St Matthew St Michael & All Angels	0.5
Raglan	Raglan Llandenny Bryngwyn Bettws Newydd Trostrey Kemys Commander Llanfihangel Gobion	St Cadoc St John Apostle St Peter Bettws Newydd St David All Saints St Michael & All Angels	1
Usk	Usk Llantrissant Llanllowel Llangybi w. Coed-Y-Paen Llanbadoc Tredunnoc Gwernesney and Llangeview Llangwm Wolvesnewton	St Mary Ss Peter, Paul & John St Llywel St Cybi Christ Church St Madoc St Andrew St Michael & All Angels St John St Thomas 'a Becket	1

Restructuring Diocesan Committees

The Diocese of Monmouth has a complex structure of committees. There have been some changes over the years but the time is now right to review all committees so that they meet the needs of the diocese as it looks to 2020. Above all our committee structure must support the real work of the Church taking place in our Ministry Areas through local church communities.

The Diocesan Conference

The key body is the Diocesan Conference. It comprises all of the licensed clergy and lay representatives from every Benefice. It has the advantage of representing the whole diocese but is



so large that proper debate and discussion are very difficult. It usually only meets once a year and has the feel of an AGM with formal business and reports. The Church in Wales' Review suggested that we should adopt a more synodical model of governance, so that ideas and motions can flow up from Ministry Areas and Deaneries to be debated at the Diocesan Conference. This does occasionally happen but needs more encouragement. A key area of consultation on our strategy is how the Diocesan Conference can be reformed to serve the Diocese more creatively.

The day to day business of the Diocesan Conference is delegated to the Standing Committee, which is elected by the Conference. It organises the Conference and deals with parish re-organisation and constitutional issues. Attempts have been made to give this committee a greater purpose in giving strategic direction to the Diocese but with limited success. There has also been raised the idea of forming a Bishop's Council to help create more joined up thinking and spark new initiatives. This could bring together representatives of Ministry Areas, both clerical and lay as well as key Diocesan Officers. So another area of consultation is how this might be constituted to both encompass the work currently undertaken by the Standing Committee and form a strategic body to help us meet future challenges.

Bishop's Staff Team

Most of the key decision making begins with the Bishop's Staff Team – the Bishop, the Archdeacons, the Dean and the Diocesan Secretary. Some areas need consultation with particular committees whereas others are implemented directly. The Team meets with various officers who oversee areas of Diocesan life, particularly in areas of Ministry and Mission. Further consultation is needed on how this could tie in with a Bishop's Council to help the flow of communication both from and to the wider Diocese, particularly Ministry Areas.

Deanery Conference

The move to Ministry Areas will reduce the number of deaneries in the diocese, possibly down to three. Deanery Conferences will need to reflect this new way of working and be seen as a forum for a number of Ministry Areas to share good practice and encourage one another in mission. They should also be a means of raising issues that should come to the Diocesan Conference. It is hoped that the consultation process will bring forward ways in which Deanery Conferences can enliven the church.

Diocesan Finances

Finances are looked after by two boards which are both charities and companies in their own right.

The Diocesan Board of Finance (DBF) looks after the day to day finances. It collects Parish Share and pays the stipends of the clergy and the salaries of other employees. It oversees compliance with government regulations. The Board itself is a large group which meets only once a year for an AGM. The main work of the Board is undertaken by an executive comprising of ex-officio members and members elected by the full Board.

The Diocesan Trust looks after the buildings and finances of our Church Schools in partnership with Local Authorities. We have begun a consultation over the possibility of merging the DBF and Diocesan Trust to form one Board. We would also need to review the membership of the new Board to make sure it reflected the full range of required expertise and the needs of Ministry Areas.

Churches and Parsonages

Three committees look after various aspects of our church properties.

The Diocesan Advisory Committee (DAC) oversees the faculty system on behalf of the Diocesan Chancellor and gives advice and makes recommendations regarding work on and additions to our churches. There are frustrations that the faculty system can be cumbersome, especially for straight forward matters. We are looking at ways of introducing a simplified procedure for such matters but this will need wider agreement.

The Parsonage Board looks after our clergy housing and is working very hard to maintain high standards. We are generally not selling off any houses until we are sure of our needs for the future. As far as is possible, vacant houses are rented out to provide more income to maintain our parsonages.



The Churches and Pastoral Committee has looked after the small number of grants that the Diocese can give to help churches with projects and has overseen the process of church redundancies. The committee is currently suspended. The grant making has transferred to the Parsonage Board which has been renamed the Property Board. Church redundancies are now overseen by the DAC. This is one way in which streamlining has already begun.

Council for Education

This committee creates a forum for discussion on education matters. Changes in chaplaincy provision at Coleg Gwent and the University of South Wales have meant that the Council has become almost exclusively focussed on Church Schools. A review will be undertaken on the role and function of this committee. But we must not lose sight of the incredible resource our Church Schools are and the important role they play in bringing the faith to new generations. We need to build up stronger links between Ministry Areas and Church Schools, not just in bringing schools into our churches but taking the church into schools. One of the ways this is being done is through regular Eucharist's in some of our schools. This raises the wider issue of the age at which we admit children to Communion. Some of our parishes, following Church in Wales guidelines, now admit children to communion before Confirmation, usually in school year 2. This is

something we want to see happening across the Diocese as it will particularly encourage Church Schools as they seek to help young Christians share in the full life of the Church.

Working in Teams

In a number of areas we are increasingly moving away from formal committees and encouraging small teams to oversee and implement change in key areas of our life. This includes Children and Youth, Pioneer Ministry, Ministry Area Development, Vocations & Ministry and Communications. These are particularly tasked with supporting our Ministry Areas so that the local church may thrive.



Appendix 5

Collaborative Ministry

Christians believe that at the heart of God is a relationship of Father, Son, and Holy Spirit. As people made in God's image, we flourish when relationships are at the heart of our identity. This is true of personal relationships we have, and true of the ministries we feel called to undertake.



Collaboration means working together towards a common objective. It could therefore be described as relationship in action. From a practical perspective, we know that we all possess different and complementary skills and abilities. We all have unique giftings and interests, and to be a community that displays a pattern of life rooted in the resurrection, we need each other's unique contributions.

But collaboration has a deeper basis than merely practical needs. In the image of God, created to be in relationship, we join in his relationship of Father, Son, and Holy Spirit through working with one another toward a common goal. To work in isolation is to work against the grain of God's creative desires.

God is love and the story of God's relationship with the world reveals his desire that all humanity lives to its full inbuilt potential of love. God's people are knowingly united with God in this purpose. Working together towards this must therefore have collaboration at its heart.

Therefore, all the suggested role descriptions that follow assume that collaboration is at the centre of these too.

APPENDIX 6 - Role Descriptions

Role Description – Ministry Area Leader

To be read in conjunction with the job description of Archdeacon, Area Dean and Bishop.

Post: Ministry Area Leader

Purpose: To support the Bishop as Chief Shepherd, Pastor and Minister of the Diocese, a visible sign serving the Church's unity and continuity in apostolic life, mission and ministry.

Responsible: In collaboration and full co-operation across the Ministry Area for the core activities of the local church:-

- Spirituality
- Discipleship
- Ministry
- Mission
- Pastoral Care
- Finance, Buildings and property

LEAD TASKS AND DUTIES:-

SPIRITUAL LEADERSHIP

To lead the Ministry Area in collaboration with God's people by:

- living out the principles of collaborative servant leadership after the example of Jesus and always seeking his purpose
- regular reflective and prayerful development of personal spiritual life and health
- commitment to personal well-being and maturing in all relationships
- building up the life of the Kingdom in the Ministry Area through prayer and Bible study both personally and with others
- being the principle source of pastoral care for the members of the ministry team, both ordained and lay
- encouraging and nurturing God's people to grow as disciples and respond to God's call

DISCIPLESHIP

To oversee and participate in the call and growth of new and existing Disciples through:-

- preaching and teaching the faith through word and action within and beyond the worshipping community
- sharing in God's grace celebrated in the Sacraments
- maintaining a wholesome and energizing pattern of worship accessible to all
- encouraging a sense of corporate belonging and mutual respect and responsibility
- modeling and teaching integrity and service
- empowering the fullest human potential of all people
- Promotion of Christian Stewardship in all its aspects

MISSION AND EVANGELISM

With the developing Ministry Team to lead the Ministry Area in mission and evangelism by:

- building up God's people to be missionary communities

- enabling all God's people to bear witness to their faith
- enabling the local church to see itself to be a servant of the wider local community
- inspiring outreach to the poor, the sick and the marginalized
- to seek to address unjust systems and structures in society
- encouraging the development of new ministries and ways of being church
- developing good relationships with other churches and faiths in the area
- building up links with local government, schools and community groups

STRATEGIC OVERSIGHT

With the Ministry Area Council and other groups to direct the strategic development of the Ministry Area taking into account the:

- call of God to serve the world as servants of Christ
- opportunities to serve the local community
- needs of the congregations in the Ministry Area
- needs of the wider church including the Diocese and Province
- exercise of a prophetic heart and mind
- discerning opportunities to establish new Christian communities
- maintaining engagement in support of the poor, marginalized and victims of injustice

GENERAL OVERSIGHT OF:-

PASTORAL CARE

To oversee, guide, train and lead the ministry team in the provision of pastoral work and care across the Ministry Area, including:

- general pastoral ministry to all people who seek it within the parish
- baptisms and preparation for all those involved
- ministry to the sick and dying
- funerals and ministry to the bereaved
- preparation and care for those preparing for marriage and conducting marriage services
- care of any in particular need of support and spiritual counsel and referral of those for whom particular care is needed
- seeking out those who have strayed from the faith that they may be restored

ADMINISTRATION

With the churchwardens and other officers to oversee all the effective administration of the Ministry Area, including:

- compliance with the law of the land and church regulations particularly in relation to the following: – Marriages and deaths – Child protection – Financial accountability – Health and Safety
- maintenance of necessary records of baptisms, confirmations, marriages, burials and other services (where appropriate)
- supporting the work of the electoral roll officer
- encouraging, supporting and participating in the administrative business of the Ministry Area Council and other groups and committees including: – Appointments – Organising meetings – Maintenance of accounts – Inventory of furniture, fittings and artefacts – Care of Church buildings

Role Description - Area Dean

To be read in conjunction with the job description of Archdeacon, Ministry Area Leader and Bishop.

Post: Area Dean

Purpose: To support the Bishop and Archdeacon as a visible sign serving the Church's unity and continuity in apostolic life mission and ministry.

Responsible: In collaboration and full co-operation with the Bishop, Archdeacon, Clergy and Laity for leading, co-coordinating and administering the Deanery.

LEAD TASKS AND DUTIES:-

DEANERY

- To liaise within the Diocese on matters of diocesan policy and mission strategy
- To enable effective two-way communication between deanery and diocese
- To meet regularly with the Archdeacon to share in issues relating to the Deanery
- To summon and preside at meetings of the Deanery Conference
- To arrange and chair Deanery Chapter meetings
- To organise and/or take a key role in Deanery events
- To encourage initiatives as part of the venturing in mission culture
- To work with the Bishop and Archdeacon in furthering the mission of the Deanery

MINISTRY AREAS

- To manage the affairs of vacant Ministry Areas including: – Chairing a vestry meeting in a vacant parish, where necessary. – Acting as custodian of the parsonage with the churchwardens during a vacancy. – Hearing appeals about the right to attend, speak and vote at a vestry meeting. – Enabling churchwardens to exercise their functions during vacancies including consulting on arrangements for services. – Appointing a church warden during a vacancy should the need arise
- Participating in the selection of new staff and in consultation with the Archdeacon to arrange services of welcome and Induction
- To assist the Bishop or Archdeacon as necessary in the visitations
- To assist the Archdeacon as necessary in facilitating and monitoring parish reorganisation

CLERGY AND LAY MINISTERS

- To provide pastoral and spiritual support within the Deanery, especially to Ministry Area Leaders
- To encourage the clergy and lay ministers of the Deanery in their ministry through a culture of lifelong learning and professional development
- To ensure that clergy of the Deanery are aware of and comply with the rules and standards expected, particularly in relation to clergy incapacity
- To liaise with the Archdeacon/Bishop on any matters of concern regarding clergy or lay ministers

Role Description - Archdeacon

To be read in conjunction with the generic job descriptions for the Bishop, Area Dean, and Incumbent.

Post: Archdeacon

Purpose: To support the Bishop as Chief Shepherd, Pastor and Minister of the Diocese, a visible sign serving the Church's unity and continuity in apostolic life mission and ministry.

Responsible: In collaboration and full co-operation with the Bishop, Area Deans, Clergy and Laity for leading, co-coordinating and administering the Archdeaconry.

LEAD TASKS AND DUTIES:-

PROVINCE

- To play a part in the affairs of the province as required
- To attend archdeacons meetings

DIOCESE

- To work closely with the Bishop as a 'critical friend' sharing a common vision for the diocese and complementing the bishops' gifts in areas of: – Pastoral care and support of clergy and their families – Training and resourcing of the Church with regard to future terms of service for Clergy – Bishop's review – Profiling of parishes – Developing and implementing strategy for mission and ministry in the diocese.
- To be a member of the Bishop's Staff in the Diocese and contribute to the development, implementation, monitoring and evaluation of Diocesan Policies and procedures.
- To represent the Bishop and Diocese at provincial led meetings and events as requested
- To participate in diocesan appointment procedures for vacancies
- To contribute to the financial and organizational management of the diocese through involvement with appropriate committees, helping to set priorities, aiding the progress of inspiring and communicating vision

ARCHDEACONRY

- To organise regular meetings of the Area Deans
- To support and encourage the work of the Area Deans and Ministry Area Leaders
- To ensure Area Deans are aware of new or changing developments within the Diocese and archdeaconry and to support the Area Dean in implementation
- To work closely with Area Deans in training, supporting and maintaining pastoral care of clergy
- To assist the bishop in the appointment of Area Deans

MINISTRY AREAS

- To ensure that Ministry Areas comply with the law governing the administration of the electoral roll
- To act as President of the Archdeacon's Court in deciding disputes concerning the electoral roll

- To undertake the functions and administration associated with visitations – Admitting churchwardens – Ensuring maintenance of inventory and parsonage
- To chair parish vestry meetings when the office of Area Dean is vacant where necessary.
- To advise clergy, PCC's and laity on matters concerning the maintenance of the church, churchyard and church hall
- To facilitate pastoral reorganisation
- To support and guide Ministry Areas during vacancies and during periods of clergy incapacity.
- To ensure clergy are aware of terms of office and ensure compliance with the prescribed procedures, including clergy discipline
- To encourage and support clergy in ongoing ministerial development through training and mentoring

MINISTRY

- To participate in ministry
- To be a member of the Cathedral Chapter

Role Description - Bishop

To be read in conjunction with the generic job description of Archdeacon, Area Dean and Incumbent.

Post: Diocesan Bishop

Purpose: To be the Chief Shepherd, Pastor and Minister of the Diocese, a visible sign serving the Church's unity and continuity in apostolic life, mission and ministry.

Responsible: in conjunction with others for;

- People
- Mission
- Teaching
- Preaching
- Finance
- Buildings

GENERIC FUNCTIONS

- To lead the clergy and laity of the Diocese in mission and ministry
- To proclaim the Gospel
- To teach and guard the Faith
- To minister the Word and Sacraments
- To affirm the call of, and to ordain, send out and appoint new ministers
- To confirm.
- To resource and guide the clergy
- Where necessary to exercise discipline
- To guide the people of God
- To work for the unity of the Church

SPECIFIC FUNCTIONS AND DUTIES

- To lead and co-ordinate the Bishop's staff in carrying out the episcopal administration of the Diocese.
- To plan ahead and keep the Diocese under review to ensure that:- Clergy and laity are supported and encouraged in developing the mission and ministry of the Diocese – Clergy resources are deployed in the most effective way.
- To operate effective policies and procedures for clergy including: – Appointments – Selection procedures – Training and development – managing clergy incapacity – Sabbaticals – Grievance – Discipline – Retirement.
- To create a culture to enable clergy to give of their best both individually and in team situations.
- To serve as President of the Diocesan Conference and Diocesan Nomination Board.
- To be a member of the Governing Body.
- To be a member of the Bench of Bishops and assist in the development, implementation, monitoring and review of provincial policies and procedures on a range of matters affecting the Church in Wales, and the Anglican Communion.
- To be a member of the Electoral College.
- To be a member of the Special Provincial Court.
- To consult with Church bodies on matters relating to: – Parsonages including

redundancy, sales and acquisitions – The creation of Ministry Areas – The suspension of incumbencies – Pastoral reorganisation.

- To grant licences, dispensations and faculties (as prescribed).
- To ensure that parish visitations are undertaken.
- To adjudicate in liturgical disputes and exclusion from the Eucharist.
- With the Bench of Bishops to manage the overall direction of the Bishops Advisers, to take direct responsibility (as agreed) for the management of specific area(s) of the Adviser's work.
- To inspire the people of God in their worship, witness and service in his Name.
- To encourage good and courteous relationships with leaders of other Churches and Faith Communities.

Role Description - Focal Minister

Churches usually work best where there is a person who can focus the life, ministry and mission of God locally. Having a Focal Minister for each church, plus a priest licensed by the Bishop to provide oversight, vision and co-ordination for a wider Ministry Area, is about starting new holistic growth. The role of the Focal Minister is to enable, lead and inspire the ministry of all the people of the church and to energise them for pastoral ministry and mission. They fulfil this role from a position at the heart of the local church and its wider local community.

Focal Ministry is about role and not status. Some Focal Ministers may be ordained and paid, others neither. All will be trained and supported. All may lead worship appropriate to their call and context and they will participate in main acts of worship in the church they serve and other church events. They will act as channels of communication for all enquiries which should be referred on within the Ministry Area.

Main features of the role therefore include:-

- Care for the effectiveness and well being of the local church and community
- Prayer for church and community and supporting others to participate in that
- Help all church members to grow in their own discipleship and to develop their own ministries
- Serve the local church in developing its corporate vision, strategy and commitment to mission and growth
- Encourage the local church to work with others in the Ministry Area and the wider church.

Responsibility for buildings, finance and administration would not normally rest with a Focal Minister. The PCC and other overseers of the Ministry Area would normally have responsibility for these.

Focal Ministers will be supported by the Ministry Area Leader and meet together themselves regularly to ensure mutual support, fellowship and good communication.

Ultimately a Focal Minister is called by God in the life of their local church to serve the mission and ministry of God in that place in enabling it better to offer life and hope to the world.

Role Description - Ministry Area Council

Oversight of Ministry Areas will be the responsibility of the Ministry Area Leader in/with the Ministry Area Council (MAC). In those Ministry Areas that are Rectorial Benefices or United Parishes the MAC is the current PCC. In Ministry Areas that consist of a group of parishes the MAC will be made up of representatives from each of the parishes and will be constituted by local agreement in consultation with the Archdeacon. Although each individual PCC will still retain constitutional functions and responsibilities, it is hoped that the MAC will increasingly exercise strategic oversight across the Ministry Area and that the PCCs will delegate responsibility for ministry and mission across the Ministry Area to the MAC.

The Constitution describes the principle functions of a PCC in a way that is equally applicable to a MAC: to promote “the whole mission of the Church, pastoral, evangelistic, social and ecumenical.” There is an urgent need to see the role of MACs as other than simply keeping my church open and maintaining what we have. By using the resources from across a Ministry Area it will be possible to look at new and creative initiatives to bring the church and the good news of Jesus Christ to more people.

Ministry across the Ministry Area will be shared by the Ministry Team consisting of ordained and lay ministers under the oversight of the Ministry Area Leader. The Team will regularly meet and pray together and will ensure that each congregation has a named Focal Minister.

Mission will be the key responsibility of the MAC in collaboration with the Ministry Team. It is hoped that larger areas will enable them to be more innovative through pooling resources for particular areas, especially ministry to children, youth and families, discipleship groups, social outreach e.g. food banks. Rather than small individual congregations using limited resources to try and do everything, the MAC can look strategically at the best places within a Ministry Area to locate particular mission projects and focus resources.

God, and Father of all,
You have planted the Good News of your love
in the faith communities of our diocese.

By your Spirit at work within us,
grant us to grow strong in Christ
so that our lives of devotion and service
may reveal to your world the power of your love,
which is able to do infinitely more than we can ask or imagine;

through Jesus Christ our Lord.

Amen.



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