

# COLCHESTER DEANERY VISION PLAN

30 April 2007

## **“Growing Together”**

### ***Deanery Vision Plan - an introduction***

The parish system of the Church of England has long been held to be one of its great strengths. It offers an opportunity within the Church of God which is unique, allowing everyone in the land to be part of a parish, with the services of a committed group of Christians and a parish priest readily available to all. These possibilities are made good use of as a basic tool for mission and service. In this vision plan, we would wish to strongly value, celebrate and support all those who work hard to reach out to those committed to their care in the parishes.

As time has gone on it has become evident that there are times when those in the parishes may need extra help and support. Support can be found in many different places and in a variety of ways.

We acknowledge that Parishes need to feel comfortable with the support on offer and will possibly only make use of it if it is felt it will support their own vision for the church. However, more parishes are finding that they are beginning to work with other people, groups and churches. These ways of working may link parishes of like mind because of a common spirituality, mission focus or pastoral concern. It may be that a similar understanding of the place of Scripture may draw churches together. There are a growing number of times when ecumenical partnerships are having a great impact on the life of the Church. It is becoming increasingly clear that the Deanery will be a unit of growing significance for supporting the parishes within it. This has been the case for many years in different ways, perhaps most importantly with regard to decisions about financing the local church.

The Colchester Deanery Vision Plan seeks to explore ways in which our Deanery could be a more important and supportive unit to the churches within it. At the heart of the Plan are the celebrating and encouraging of the very good work that is always ongoing, being there for each other when needed and supporting Deanery-wide initiatives. If the parish is the basic unit within the Church of England, the Deanery is going to have to become the chief resource for the parish. This Deanery Vision Plan seeks to explore ways in which this could become a reality and a force for mission in the future for us all.

### ***Section 1 - Setting and Context***

Colchester is Britain's oldest recorded town. There is so much history e.g. the earthworks of the Belgic capital and what may be the tomb of its most famous ruler - King Cymbeline, dating back to 1000 BC; the striking remains of the first capital of the Roman province; sacked by Boudicca in her chariot at the time St. Paul was sending his Epistles to the new churches; a practically complete second-century town wall; the Castle with possibly the largest Norman keep in Europe built on Roman foundations made by men who were contemporary with Christ; the remains of St. Botolph's Priory; the Flemish weavers fleeing to Colchester to escape persecution in the 17th. and 18th. centuries still reflected in the title of the Dutch Quarter running down the streets near the Town Hall; Georgian buildings; "Jumbo" the red brick water tower built in 1882 which dominates many views of the town. The town has a heritage of national importance.

The modern Borough of Colchester has a large and rich hinterland with historic buildings, countryside and coastline. It is a natural centre for the surrounding rural areas of north Essex and south Suffolk which

coupled with its own history makes it a focus of interest. More than five million people from Britain and overseas visit Colchester every year.

There are different communities within the Borough based around the coastal and rural areas, those who live near the heart of the town, those on long established, large housing estates to those who are moving into the newly developing areas. We have a number of concerns surrounding the lack of the provision of community facilities and/or their slowness in being provided in these latter developments.

Colchester has a variety of educational and training institutions ranging through nursery, primary and secondary schools, sixth form college, a well regarded technology college (including specialist catering and music departments) and the University of Essex. Sadly the school provision is not keeping up with the increasing population with the effect that many children in north Colchester are being bussed to other parts of the town for their schooling. This is not only inconvenient but has a deleterious effect on the building up of community which the presence of school helps to provide.

Colchester has been a major military centre since the first millennium and the Garrison currently houses the 16th. Air Assault Brigade many of whose soldiers are currently deployed in Afghanistan and Iraq, some of our priests act as honorary chaplains in support of Army chaplains. New quarters are now being built under a Private Finance Initiative to accommodate the military which is gradually releasing land for housing development.

The town has a history of skilled engineering dating from the 19th. century but this has sadly declined and there are now only a few hundred still engaged. Whilst some old businesses remain (e.g. Mersea Oyster Fishery famous for its "Colchester Native" oysters and Cants growing roses since 1766) employment increasingly centres around commercial and support services.

Although quite prosperous, the area suffers from relatively low wage rates: there is insufficient diversity in the local employment market and low numbers of well-paid jobs. The consequence is that Colchester cannot retain people who are educated here; only 3% of University of Essex graduates stay to work locally. It may seem an anomaly to refer to prosperity and low wage rates in the same sentence but a substantial number of residents commute on a daily basis to London attracted by the availability of better quality jobs and the higher pay levels associated with them. This in turn puts pressure on house prices making it more difficult for those locally employed to join the property ladder.

Amid this prosperity there are significant local variations with four wards being among the most deprived in England; one in the top 10% and three in the top 30%. In those wards the true extent of deprivation is masked as the poverty and social problems lie within small pockets next to affluent neighbourhoods. There is substantial child poverty and poor literacy and numeracy levels within the areas of high deprivation.

The Borough is ideally positioned to benefit from the development of Stansted Airport and is part of the Haven Gateway Partnership, which includes the ports of Felixstowe and Harwich and in particular the Bathside Bay Project at the latter. The importance of the Partnership is in increasing external investment, improving our transport infrastructure and opening up further trade routes to and from Europe plus benefits from tourism. It is estimated that when on stream the docks will provide 2,500 jobs on site with at least a further 10,000 in support in the immediate area including Colchester.

The aim is to become a regional centre harnessing the economic opportunities presented. Colchester Borough Council has set itself various aspirational objectives by 2020 and these include:

- to attract new national and international firms offering a mixed economy of jobs.
- to provide local residents with local jobs reducing commuting, increasing community.
- to increase wage levels above the national average; to be in the top quartile of all key national indices of economic health and prosperity.
- to achieve these goals will require a better educated and trained workforce.
- to reduce deprivation and homelessness.

And where does the Deanery of Colchester fit in all this?

The Deanery is not coterminous with the whole of the Borough but most new development and regeneration projects (see below) are taking place and will continue to take place within it. The population of the Deanery at the 2001 census was 116,000; this is anticipated to increase to around 173,800 by 2021.

There are 14 benefices with 22 parishes, 24 churches or worship centres and one worshipping congregation in a community hall. Of these 24: 4 are Grade 1; 4 are Grade 2; 6 are Grade 2\* and 10 are unlisted. In addition to the parishes there are sector ministries in Colchester General Hospital, Essex University and an Industrial Chaplaincy as well as the significant presence of the Army garrison and its chaplaincy. A number of priests, readers, trained workers and lay are engaged in additional Christian work and initiatives outside the traditional parish roles.

The parishes vary through large established urban, increasing urban, suburban, small towns to small villages (but even the latter are experiencing infill) and all strands of churchmanship. There are formal and currently frequently more informal ecumenical links as the various denominations seek to work mutually together to manifest the love of Christ in our expanding communities.

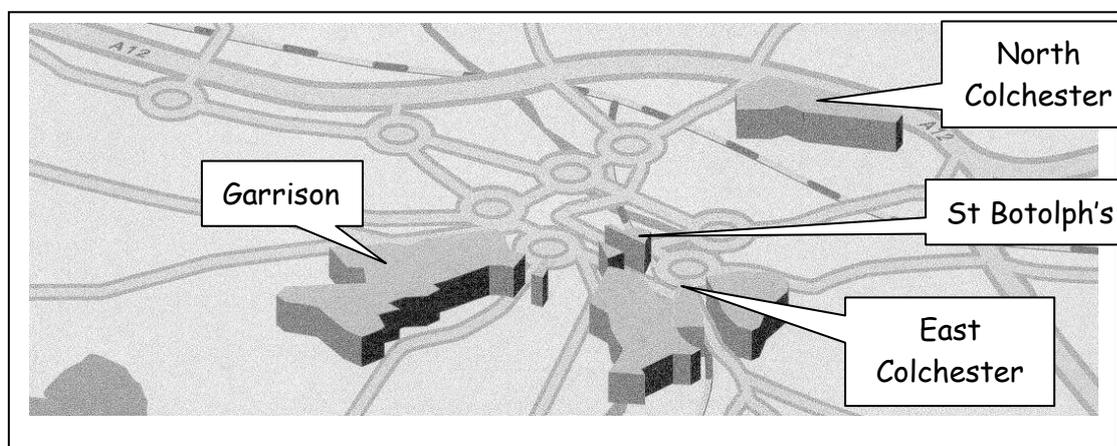
In the preface to the Deanery Vision paper Bishop John says "We need to have our eyes on the hills and our feet on the ground." This we now seek to do.

## **Section 2 - Regeneration**

Colchester is an ambitious and expanding regional centre. As already stated the population of Colchester is expected to grow by 9.4% to 173,800 people by 2021. The largest growth will be in the older age groups (60+), whilst growth levels are expected to decline in the younger ages groups (aged 19 or younger). This means that by 2021, there will be an 'ageing population' in Colchester, which will affect many areas of the community, for example, the economy, schools, housing and health, and this is of significance for the ministry of the churches.

The East of England Plan proposes a net addition of 17,100 dwellings for Colchester between 2001 and 2021. This is an annual average of 855 dwellings. Policy SS13 expects that at least 30% of the housing in each area should be social rented housing, and another 3% should be for key workers. The development of housing at this rate and scale is dependent upon the accompanying delivery of infrastructure and job growth. Colchester has substantial brown field land for development, which is favoured over development on green fields, but use of green field land is not ruled out.

Regeneration within Colchester centres on four major developments.



## **1. St Botolph's**

### Providing:

- Contemporary visual arts facility
- New magistrates court complex
- New bus station

### Potential for:

- New retail development of up to 350,000 sq. ft
- 0.5 million extra visitors each year

## **2. Garrison**

### Providing:

- New 21st century garrison
- New 'urban village' with 2,600 homes (will evolve over a period of 10-12 years)
- New community and Sporting Facilities
- 5,000 direct jobs in Colchester - largest Private Finance Initiative (PFI) scheme in the UK

### Potential for:

- New School
- Improved town rail station and service

## **3. North Colchester**

### Providing:

- New manufacturing facility for Flakt Woods
- Minor redevelopment of district general hospital
- 10,000 seat community stadium (17000 if premiership)
- New roads and infrastructure including new junction on A12
- 2 New Primary Schools
- Community Centre

### Potential for:

- Hotel and regional conference centre
- Park and Ride Scheme
- 4-5000 new homes
- 3,500 jobs

## **4. East Colchester**

### Providing:

- 847 new homes
- Research park at University

### Potential for:

- Further 629 new homes
- 2,500 new jobs
- Improvements to existing Hythe Station
- Maritime centre

*Source: colchester-regen.co.uk*

In addition there is a further regeneration area to the west of Colchester at Stanway, but this lies in a different Deanery.

The projected growth in residential units for the next five years however is being constantly revised upwards. The County already produce significantly higher figures than the town council for some of the areas of development as follows:

1. St Botolph's no details available at present
2. Garrison 3216 units (up from 2600)
3. North Colchester 3204 units (up from 1500)
4. East Colchester 1487 units
5. Stanway 1000 units

*Source: Essex School Organisation Plan 2005 - 2010*

These figures continue to be subject to upward revision as more land is released for development and housing densities are increased.

The Haven Gateway Project is centred on the container ports of Felixstowe and Harwich to the East and the towns of Colchester and Ipswich to the West and is likely to maintain the momentum of growth in Colchester. Of the entire East of England region, the Haven Gateway region is predicted to grow the fastest in the next 15 years. To set Colchester's present expansion into the context of Essex as a whole:

	Annual Average <i>Housing Units</i>	Total <i>Housing Units</i>
Basildon	535	10,700
Braintree	385	7,700
Brentwood	145	2,900
Castle Point	200	4,000
Chelmsford	700	14,000
<b>Colchester</b>	<b>855</b>	<b>17,100</b>
Epping Forest	550	11,000
Harlow	400	8,000
Maldon	120	2,400
Rochford	230	4,600
Tendring	425	8,500
Uttlesford	400	8,000
Southend UA	300	6,000
Thurrock UA	925	18,500

*Source: East of England draft plan 2001 - 2021*

This demonstrates that, after Thurrock, Colchester is set to be the fastest expanding area of Essex. The four major regeneration areas of the town (and a fifth, Stanway, which lies just on the Deanery border) will alter the population numbers and distribution in Colchester significantly. It is recognised that some parish reorganisation will be needed to respond to this.

The major growth areas in population are:

- a) Myland (6800 - 22000)
- b) New Town and the Hythe (9200 - 17000)

There is also growth in:

- a) Christ Church (7800 - 10000)
- b) Berechurch (10500 - 11500)

*Source - 2001 census and individual parish projections*

The regeneration growth needs to be set against a context of generally declining parish populations. As children grow up and leave home the number of people per dwelling falls significantly. This means that the infill development being experienced throughout the Deanery is likely to be largely offset by population decline happening elsewhere in the same parishes. Where there is no significant new development the parish figures are therefore likely to significantly decline. The age profile of the parish will also correspondingly increase. This process is visibly reflected by the projected primary school rolls for particular areas. Primary schools, like churches, traditionally draw most of their membership from the locality and therefore reasonably accurately reflect the local profile.

Colchester is predicted to have 704 surplus primary school places by 2010 despite the large population influx. (*Source - Essex School Organisational Plan 2005-2010*)

The main areas of population decline are identified as:

- Greenstead - 365 surplus primary school places by 2010
- Kings Ford and Gosbecks (Shrub End) - 180
- Friars Grove, Brinkley and Highwoods (St John's and St Lukes) - 175
- Monkwick (Berechurch) - 158
- St Georges (New Town) - 77
- Lexden - 76
- Old Heath - 71

This is in sharp contrast to:

- Myland - 703 *shortfall*
- Kendall (New Town & The Hythe) - 172 *shortfall*

Areas not mentioned here that are also in the Deanery are likely to remain reasonably stable in population (i.e. infill new housing will offset the population decline).

Essex County Council work on a figure of around 4% for the year on year decline in population for an area within our region that does not have significant new housing.

### **Section 3 - Present Ministry**

#### **BERECHURCH ST MARGARET**

1 Incumbent

1 Reader

#### **GREENSTEAD WITH ST ANNE**

1 Team Rector (currently vacant)

1 Team Vicar

1 Associate Vicar

1 Family Worker (funded for 3 years by Archbishops' Mission Fund and other sources)

1 Pastoral Assistant (Unpaid)

1 active retired Church Army Captain

1 active retired priest

2 Readers

Developing ecumenical collaboration with 2 RC sisters-including schools work

#### **COLCHESTER ST BARNABAS**

1 Incumbent

1 Reader

COLCHESTER ST JAMES AND ST PAUL

1 Incumbent  
1 Training Post  
1 Unpaid Pastoral Assistant

COLCHESTER ST JOHN AND ST LUKE'S

1 Incumbent  
1 Resource Post  
1 Training Post  
1 Retired Priest  
1 full time youth worker for St John's (paid by parish) Vacant  
1 half time family worker for St John's (paid by parish)  
1 children's worker for St Luke's (15 hours paid by parish)  
1 full time youth worker for St Luke's (on placement, funded by parish)-post currently vacant  
1 full time parish administrator (paid by parish)  
1 Administrator/ PA for St Luke's (10 hours- paid by parish)  
3 Readers

COLCHESTER CHRIST CHURCH WITH ST MARY-AT-THE WALLS

1 Incumbent  
1 Training Post (N.S.M)  
1 Family Worker (30 hours paid by P.C.C.)  
1 Parish Administrator (10 hours paid by P.C.C.)  
2 Readers  
2 Retired Priests

COLCHESTER NEW TOWN AND THE HYTHE

1 Incumbent  
0.8 Training Post (N.S.M.)  
2 Readers  
2 Retired Priests

COLCHESTER ST PETER AND ST BOTOLPH

1 Incumbent  
1 Assistant Priest (Chaplain to industry and commerce) working one day and 3/4 Sundays in the parish  
2 Readers  
1 Part time parish administrator

FINGRINGHOE WITH ROWHEDGE AND ABBERTON WITH LANGENHOE

1 Incumbent  
1 Reader  
1 Benefice Administrator (Unpaid)

LEXDEN

1 Incumbent  
1 Retired Priest  
2 Readers  
1 Pastoral Assistant (Unpaid)

MYLAND

1 Incumbent  
0.5 Resource Post (Funded till Autumn 2007 by Archbishops' Mission Fund)  
1 Reader/Ordinand to be NSM in Myland June 2007  
1 other Reader  
1 Part Time Volunteers Co-ordinator (Funded till 2008) from Archbishops Mission Fund.

#### THE MERSEA BENEFICE

1 Incumbent  
1 NSM  
1 House for duty priest (2 weekdays and Sunday) paid by parish  
3 Readers  
3 Retired priests  
1 Parish Administrator (12 hours)

#### SHRUB END

1 Incumbent  
1 NSM  
1 PTO Priest  
1 Retired priest

#### WIVENHOE

1 Incumbent  
1 Reader

#### UNIVERSITY

1 Chaplain (charged to Diocese, not Deanery)  
1 Chaplaincy Assistant (Funded by Archbishops Mission Fund)

#### ARMY GARRISON

2 posts paid by MOD  
- 1 Garrison Chaplain  
- 1 Brigade Chaplain  
(2 part time officiating Chaplains  
- parochial clergy from Deanery)

#### INDUSTRY AND COMMERCE

2/3 post (shared with Town Centre parish)

#### HOSPITAL

2 full time posts paid by NHS Trust  
1/5 post paid by NHS Trust

### ***Section 4 - Principles and Values***

In the light of our discussions within Deanery Synod and through further discussions with the Clergy Chapter the following key principles and values were identified as underlying our working together as a Deanery.

#### **Principles:**

1. **Supporting one another.** One of the great potential benefits of the Deanery system is that it counterbalances parochialism and encourages us to look outwards to the wider Christian community, both within the Deanery and beyond it. In particular it opens up the opportunities for mutual help, encouragement and support of one another which are such a practical expression of our Christian commitment. This requires a selfless generosity which we would hope to model as a Deanery.
2. **Encouraging the local.** We wish to affirm and rejoice at the many excellent initiatives already happening in our parishes and sector ministries. The Deanery does not seek to centralise any of

these, rather its emphasis will always be to support and enable the local initiatives to flourish and develop.

3. **Strategic allocation of resources.** The Deanery Standing Committee does have a responsibility to advise on the strategic allocation of resources and will on occasion have to make difficult decisions. The Standing Committee is made up of a cross section people from the local Deanery and therefore has insight into the local situations that is sometimes denied to the Diocese or a single local parish. The Standing Committee will always try to listen to everyone involved and give clear reasons for its decisions (some information may however have to remain confidential to those directly involved). A strategy must base itself on what is best for the Deanery as a whole. The Standing Committee will represent the Deanery in all discussions with the Bishop and Archdeacon with regard to the allocation of resources.
4. **Working across boundaries.** It is necessary for the church to engage with an increasingly wide range of groups and agencies (e.g. ecumenical, borough council etc). In some localities it is relatively easy for the parish to engage with these, but in more diffuse areas it can be quite difficult for all parties to know how to engage with one another. In some situations the Deanery can helpfully facilitate better communication and will seek to do so. Likewise, inherited parish boundaries do not always continue to make sense on the ground, particularly in new housing areas. Where cross parish boundary cooperation between parishes is both desirable and mutually acceptable the Deanery can be a useful facilitator. The Deanery can also seek funding for and manage Deanery Resource Posts to release much needed skills across parish boundaries and sector ministries and thereby resource mission throughout the Deanery.
5. **Stimulating community life.** It is realised that much work needs to be done to help Colchester Deanery see itself as a community that people want to identify with. However the church's role is first to be community, and then through that we have an opportunity to stimulate the wider community. The call to community arises out of our understanding of the Trinity and the consequent centrality of relationships to the Christian faith. We want to promote community life and the sense of mutual support and belonging within the Deanery, but recognise this has to arise first from our relationship with Christ. Therefore the Deanery will seek to encourage both spirituality and community as major emphasises to its common life.

## Values

The principles outlined above give rise to the following values.

Colchester Deanery is committed to:

- a) Celebrate the commitment and range of fruitful ministry in the Deanery of Colchester.
- b) Acknowledge and address the need for support and encouragement in the Deanery.
- c) Help encourage collaboration and partnership, and respect and trust within the Deanery and with the wider Diocese
- d) Help each parish to contribute to ministry in the Deanery and the wider Diocese through full payment of the parish share
- e) To encourage dialogue with other denominations, faiths and other agencies
- f) Address the challenges of the future with imagination.
- g) Keep recommendations realistic and realisable.
- h) Promote the priority of mission and ministry in Colchester.
- i) Suggest ways to increase the range of ministry in the Deanery.
- j) Suggest ways in which more resources can be made available for the Deanery.
- k) To seek to tackle situations which need to be addressed.

## **Section 5 - Recommendations**

Taking into account the aforementioned principles and values, the recommendations embrace four distinct areas of concern raised in our surveys and discussions together. They are: *people and ministry, pastoral organisation, sector ministries and partnerships and other resources.*

### **Recommendations about people and ministry**

1. Deanery Resource Person for Regeneration. (Identified as a key issue - Appendix 2)
  - a. Working with the Deanery to develop a strategy to identify and resource Christian expression in both emerging and previously unchurched communities and networks
  - b. Ensuring the Deanery is fully informed and involved in the key regeneration issues arising from the present developments
  - c. Supporting “Fresh Expressions” throughout the Deanery.
  - d. Liaising with our partner churches and agencies.
  - e. Engaging and envisioning the Deanery with the opportunities regeneration brings
  - f. Identifying funding sources
  - g. Creating a knowledge bank - resources, training, best practice, what others are doing, linking parishes together for particular projects etc.
  - h. Opportunity for ‘hands on’ involvement in one or two particular schemes
  - i. Link with the national and diocesan organisations for mentoring and on going training.

The reasoning behind this role is that regeneration happens across parish boundaries and it is therefore often difficult for one parish to hold the wider strategic view. In addition the incumbents may or may not have the skills and/or time needed to engage with these issues. There is also much good practice that could be more helpfully shared between the parishes.

It is recognised that some initiatives have already happened, such as the ‘Changing County, Changing Church’ meetings which seek to engage in dialogue with the council officers and other Christian denominations. There is also the work of the Industrial Chaplain in the area of commerce. Members of the Deanery are on the Diocesan Regeneration Group. However much of the response still falls on the individual parishes, some of whom are responding positively, but others do not feel they are able. This role will therefore encourage the parishes in a more united and coherent response to the regeneration challenges they are facing.

2. Deanery Resource Person for Youth (Identified as a key issue - Appendix 2)
  - a. Supporting Youth Work Across the Deanery by:
    - i. Listening, supporting and resourcing the local Parish
    - ii. Creating a supportive network for those working with young people
    - iii. Identify funding opportunities and helping with funding bids
    - iv. Liaising with our partner churches and agencies
  - b. Create partnerships with local schools and Parish Churches for curricular and non-curricular activities
  - c. Engage with Colchester Sixth Form and Colchester Institute and form links with the University Chaplaincy
  - d. Link with the mission work of CYO to continue the discipleship of young people after mission events

- e. Join the Diocesan Youth Workers Forum
- f. Create a knowledge and resources bank for Parishes to give to and share from.

This role is a direct response to the perceived need by the Deanery to improve its work among young people. We should explore a link between this role and the CYO post that we currently help to fund as a Deanery.

### 3. Deanery Person for Parish Development (Identified as a key issue - Appendix 2)

- a. To reproduce the Area Team Parish Development Advisor's role on a local scale
- b. To set up and manage a Deanery website and newsletter
- c. To update the parish 'Gifts and Skills' audit.
- d. To enhance the link between the Area Team and the local parish.
- e. To link with Annie Coley for mentoring and on going training

The Deanery feels there is much potential among its lay members that is not being fully realised. In particular not enough of the good ideas and practices that are already going on are being shared across parish boundaries and there is far more that could be done together for mutual help, training and encouragement. The Colchester Episcopal Area Team do a fine job, but do not always have a connection with the immediate and the local. This role would complement the work of Annie Coley but at a more focused and local level. It would seek to strengthen the link between the Area Team and the parishes.

### 4. Pastoral Support Person for Clergy and Lay Workers

The Deanery has experienced a high level of health related issues among its leaders. This person would work alongside the Rural Dean to offer pastoral support where appropriate. The idea is not to do all the supporting themselves, rather to create a culture of mutual support. The key to support is to ensure that leaders do not feel they are working on their own or feel isolated. There needs to be a sense of relationship and belonging. This role is concerned with preventative support rather than crisis support.

## **Recommendations about Pastoral Organisation**

### 1. Redistribution of resources

Parish population, although a significant factor, is not the only factor in considering distribution of resources. There are a number of other important factors which the Deanery Standing and Pastoral Committee would want to take into account. These are:

- a) Level of social deprivation
- b) Size of congregation
- c) Complexity of parish organisation (e.g. multi parish benefice)
- d) Existing resources, realised or potential, within the parish
- e) Significant extra responsibilities
- f) Demography of both the congregation and the parish

The Deanery Standing and Pastoral Committee would want to take all these factors into account when advising on the allocation of resources.

The Deanery Standing and Pastoral Committee already gives financial support through the allocation of Parish Share grants to the most socially deprived parishes and to those facing the most significant regeneration.

Recommendations are:

- a) Increased resourcing of identified mission areas. In particular the major regeneration areas of North Colchester, The Garrison and East Colchester.
- b) The encouragement of church planting and fresh expressions which engage people not currently being effectively reached.
- c) Support for ministry that is working well and review and possible redistribution of resources where it is not.
- d) Review of all vacancies when they arise to see if possible parish reorganisation can helpfully release resources.
- e) Appropriate consultation by the Diocese with the Rural Dean over clergy (excluding training posts) and significant lay appointments (e.g. Church Army posts) to be an integral part of the appointment process.

## 2. Reorganise parish and Deanery boundaries

- a) When the new developments begin to establish themselves parish boundaries will need to be re-examined and possibly changed in the light of the new communities and how they work.
- b) Eventually the relationship of Colchester with its neighbouring deaneries may need to be examined as the continued urban expansion draws in outlying areas into its orbit.

## **Recommendations about Sector Ministries and Partnerships**

- a) The Deanery needs to look at ways of improving links with the sector ministries. The Deanery can appear very parish focused, but Colchester contains a high number of significant sector ministries which are not always as well linked with the rest of Deanery life as they might be. The Deanery needs to explore the reasons for this to see if a more mutually supportive environment can be achieved.
- b) The Deanery seeks to celebrate ecumenical cooperation at the local level. It should serve a particular role in representing the wider church in negotiations with the equivalent bodies in other denominations. For example helpful meetings have taken place between the Deanery and the Methodist Circuit with regard to the Anglican/Methodist Covenant.

## **Recommendations about other Resources**

- a) Making Church Buildings Work. The Deanery can have a positive role in encouraging and sharing ideas across the parishes to unlock the potential of church buildings and to help them become a focus for the wider community. The Deanery needs to undertake a review of its church buildings within the life of this plan.
- b) Develop Deanery-wide education and training for lay people. It is perceived that the laity are an underutilised gift to the church and, in liaison with the Colchester Episcopal Area Team, more training opportunities should be offered. By sharing training across the Deanery more efficient use of these resources can be made and ideas and encouragement shared between the parishes. The Sector Ministers also bring particular skills that could be made better use of in this area. This item would be linked with the new Deanery Person for Parish Development.
- c) Town Centre Ministry. Colchester is a significant regional centre for business, commerce and tourism. There is scope to develop further the mission of the church in these areas. The

town centre parishes and Industrial Chaplaincy have the primary involvement but the Deanery could help develop the wider strategy particularly with regard to the use of existing buildings, the possible resourcing of new initiatives and the facilitating of dialogue between churches, para-church organisations and community partners.

## ***Section 6 - Review Process***

The Deanery Plan is a rolling plan that will be reviewed and updated at regular intervals. It will be reviewed by the Standing Committee in 12 months and by the Synod in 24 months.

**APPENDIX 1**

*Appendix 1 is the Deanery Analysis spreadsheet*

## APPENDIX 2

### COLCHESTER DEANERY VISION PLAN

#### Summary of key issues as identified by Deanery Synod

#### Key Issues

The following are the key issues identified by parishes and by the special Deanery Synod meeting on 16<sup>th</sup> May 2006. They are not in order of priority.

#### 1. Ministry

##### *Developing current ministries*

Work with other institutions, organisations and denominations  
Establish Deanery website  
Ensure better publicity  
Remember ministry to singles/elderly/young adults  
Look at allocation of stipendiary and non-stipendiary ministers – seek better liaison between Area Bishop and Archdeacon and Rural Dean

##### *Developing Lay ministries*

Recognise that can be more effective and appropriate than ordained  
Need to collaborate not compete with clergy  
Need for training  
Music ministry  
Local Advisor for Readers would be helpful

##### *New forms of ministry (fresh expressions)*

Need Deanery-wide strategy for fresh expressions  
Look at parish boundaries  
Ensure fresh expressions are in parallel with existing traditions  
Put resources where people live/work  
Develop cross-parish ministry and inter-parish groups, eg Alpha  
Encourage MAP (Ministry as Partnership)  
Develop ministry for town centre – visitors, tourists, workers  
Encourage Volunteer Chaplains in workplaces

#### 2. Youth

Appoint Deanery Youth Worker  
Concentrate on young people, children and families  
Build on work in Church schools

#### 3. Sharing Resources and Expertise

Think “Deanery” not “Parish”  
Develop list of available Deanery resources – people, skills, buildings  
Ensure better knowledge of what is happening  
Encourage sharing of expertise and resources

#### 4. Education and Training

Develop Deanery-wide education and training for lay people  
Need for training in youth and children’s work  
Remember support for clergy

#### 5. Addressing Local Needs and Opportunities

##### *Regeneration*

New housing, changing nature of Colchester Community Stadium  
Appoint Deanery Regeneration Officer  
Recognise, resource and support change  
Issues of deployment and sharing of ordained ministries  
Importance of creating communities  
Remember wider Diocesan issues – Olympics, Harwich Gateway, regeneration outside Deanery, eg Stanway

##### *Other*

Need to tackle “community and spiritually poor” areas  
Need to tackle disparity of population and size of benefices