



Deanery Vision and Strategy Plan

2020 – 2030

Your Kingdom Come

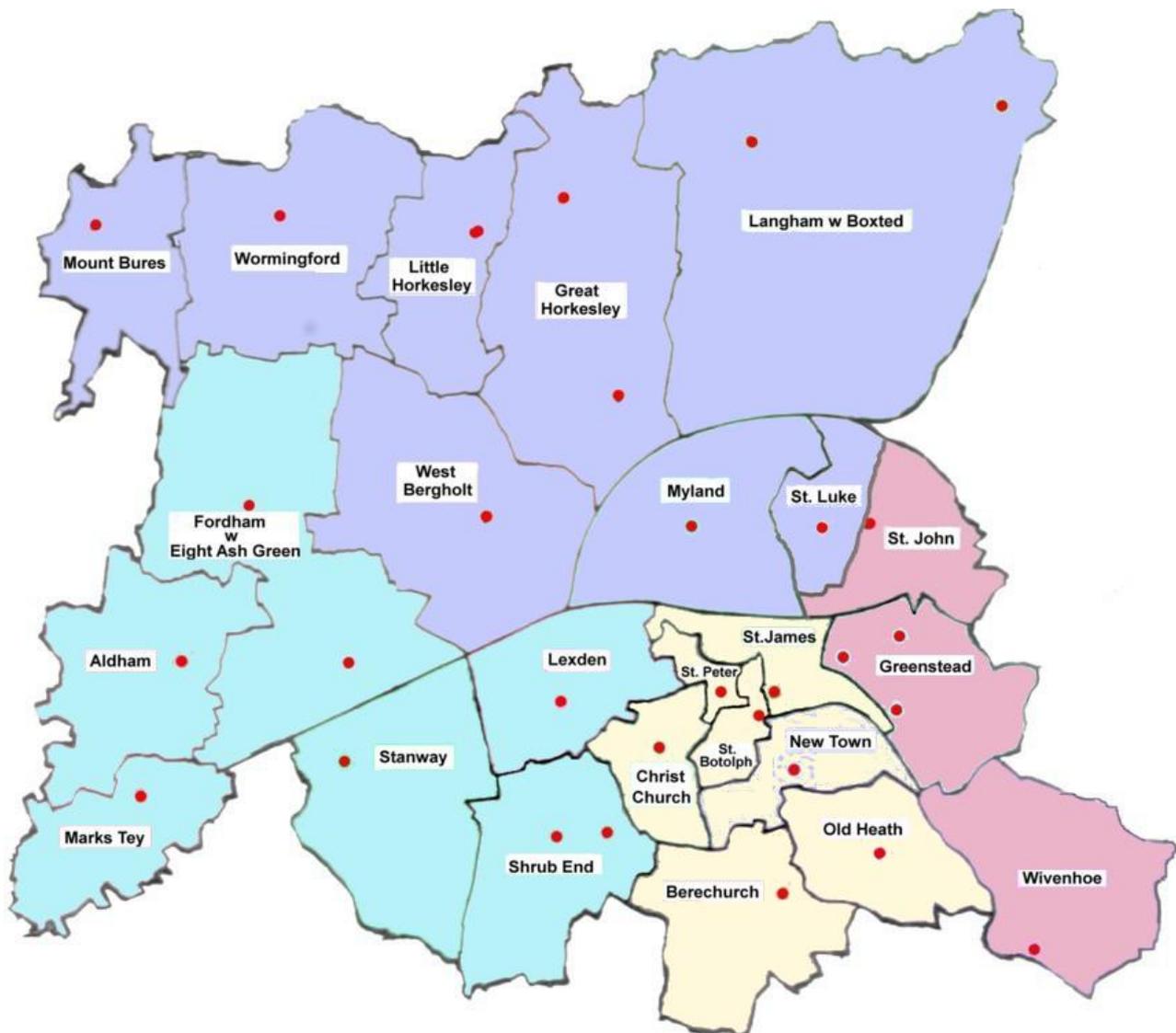


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We are 31 worshipping communities within the Borough of Colchester, with ministries ranging from the town centre and a Bishop's Mission Order, through urban and suburban settings to very rural villages.

Our passion is Jesus. We are passionate about proclaiming and living out God's love for all people.

Our aspiration is to be a transforming presence in every community, open and welcoming to everyone, and serving all people.

Our resources are faithful people, prayer and worship, visionary leadership and liberating gifts.

Our Vision and Strategy Plan shows how we plan to build up the Church, spreading the Good News of Jesus with his living word in our dynamic setting.

1. Your Kingdom Come

Jesus taught us to pray that His will for the world, including the Church, be done here on earth as it already is in heaven.

Jesus appointed, commissioned and commanded all who believe in him to continue his work of worship, ministry and mission, and has provided the driving force of the Holy Spirit in whom the Church will grow and be transformed.

The Rt Revd Stephen Cottrell reminds us, "If the Church – and by Church I mean the baptised, saved people of God nourished by word and sacrament and kindled by the Spirit – is to be the sign, foretaste and herald of the kingdom, and if the arena where we must live out this vocation is the world - then we must be transformed. Our priorities, our energies, our finances, our governance, even the things we pray for, must be realigned and reignited so that the Church can be God's Transforming Presence in and for the world."

2. The Context

2.1 The people of Colchester

The Borough of Colchester is one of the most diverse areas in the Diocese, with significant urban, suburban and rural areas. The population is currently approximately 190,000, and is planned to rise at around 3,000 per annum over the next decade. Demographics show that an ageing population in some areas is being countered by the arrival of younger people into the new housing. This growth therefore brings challenges, with notable pressure on healthcare services, school places, local facilities and transport links.

There are areas of significant social need evidenced, for instance, by increased use of Colchester FoodBank, services to the homeless and those in debt; and the

rapid population growth brings the task of developing community cohesion. The Church is active in all these areas, and has the will to achieve more.

2.2 The people of the Colchester Deanery

The Deanery comprises 54% of the Borough's geographical area but 75% of the people. The current Deanery population of 143,000 is set to rise to 170,000 within ten years, as almost all the forecast growth in the Borough is to be in new developments within our Deanery.

We are bordered by largely rural parishes in the Deanery of Hinckford to our west, Witham to our south and Harwich to the east; to the north is the Diocese of St. Edmundsbury & Ipswich, and we border the Borough of Tendring to our east. There are plans for large Garden Villages on our east and west, so it is important that we work closely with our neighbouring Deaneries.

The Deanery includes the A&E hospital for North Essex, a mainline rail link to London and a historic town centre; Colchester Garrison; Essex University; two colleges; 9 secondary schools (including an RC school) and 40 primary schools of which 10 are CofE Aided or Controlled.

We are 31 worshipping communities in 24 Parishes & a BMO (Bishop's Mission Order) & four Chaplaincies (Hospital, Hospice, Army and University) with 2,450 members currently led by 18 Stipendiary ministers supported by 5 SSMs and 18 Licensed Lay Ministers.

3. The Vision Strategy

Our vision strategy seeks to enable each church and community:

- to be built up in every way – numerically and spiritually, in capability, strength, confidence and dependence on God;
- to reach out evangelistically;
- and to develop new worshipping communities within new living communities in this rapidly expanding Deanery.

The values that shape this strategy are:

- We recognise the diversity of available ordained and lay ministry (full-time, part-time; stipendiary, self-supporting; locally or nationally deployed; pioneer, strategic leader and/or parson; Church Army Officer, Reader, Pastoral Assistant, Evangelist etc.)
- We recognise that the church is called to serve God's mission. This includes pastoral care for church members and the wider community together with the development of worshipping, witnessing and serving congregations which are turned outwards towards others.
- We wish to enable opportunities and new developments in ministry and mission to be supported alongside existing forms of church ministry.

- We are committed to sustaining healthy communities, congregations and ministers through appropriate leadership and collaboration.
- We recognise and affirm the 'plural' and 'singular' nature of Christian leadership, mission and ministry.
- To do this in the context of churches working together collaboratively where mission and ministry are realised through strong partnerships and agreed mission priorities set down in a locally devised plan.

4. Gospel imperative and commitments

4.1 The Gospel imperative

Our Lord Jesus' Great Commission could not be clearer. It is the Church's mission; and to ensure that we continue His mission in accordance with His command, we have based our Vision on *principles* of commitment and *priorities* for strategic action.

4.2 The Gospel commitment

We acknowledge that working together for growth will mean different things to Parishes in different locations, with different mission and ministry priorities, of varying sizes and experience. These commitments reflect the values by which we can share a collaborative concern for all our Parishes. We commend them as part of the ongoing conversation between parishes in the formation process.

a) Commitment to a mutual flourishing within the Church in its great variety as the Body of Christ (Philippians 2.1-5)

That every parish in the deanery would be part of an MMU/MMP formation and share in the aim of being a transforming presence in every community, open and welcoming to everyone, and serving all people. This being achieved by respecting and valuing the breadth of churchmanship within the Deanery and MMU's, committed to enabling them to flourish within their life and structures.

b) Commitment to support one another in friendship and mutuality (Luke 12:34)

That in every MMU/MMP there would be a shared desire for friendship, mutual help, encouragement and support of one another, which are practical expressions of our Christian commitment. This being shaped by an attitude of selfless generosity and the heartfelt sharing of treasures together.

c) Commitment to collaboration in mission and ministry (Matthew 28:19)

That we will seek to work together for the extension of Christ's ministry and the building of His kingdom. We do this through the work of effective evangelism, mission and ministry in deanery, parish and re-imagined structures of MMUs/MMPs.

d) Commitment to praying together (Matthew 7:7)

That we would be faithful people in prayer taking opportunity to gather together seeking God's wisdom and vision for the deanery, parishes and MMU/MMP formations of which we are a part.

e) Commitment to love one another as God loves us (John 13:34-35)

That we would seek to serve one another mindful of Jesus' command to love in a way that enables us to authentically celebrate the diversity of the church and its purpose to share the gospel with all people.

5. Purposes of the Vision Strategy

Traditionally, Our Parishes have held a vision for mission within the unique context where they are placed, and there is an increasing commitment to working together with their neighbours. The vision strategy seeks to encourage those linkings by engaging the parishes with the need to re-imagine ministry by developing new missional working structures under the diocesan strategy 'Transforming Ministry'. These are known as Mission and Ministry Units or Partnerships (MMUs/MMPs) formed as an effective way of working in partnership for the Gospel to achieve more together than they could apart.

5.1 For the Parishes

The Parish is the point at which the Church meets the local population, where Christians serve the Lord and the community in the love with which He has blessed them. Every Parish has access to all it requires for its ministry to be effective.

However, across the Deanery there are imbalances or shortages of Ordained and Lay leaders; of trained workers; of skills of various kinds, There is financial fragility. The number of vocations to Ordained ministries is growing, and new Lay leaders are being trained; but evidentially it remains true that some Parishes have been unable to do what they believe God has called them to do. The deanery strategy seeks to engage with parishes with the need to re-imagine ministry by developing new missional working structures under the diocesan strategy 'Transforming Ministry'. These are known as Mission and Ministry Units or Partnerships (MMUs/MMPs) formed as an effective way of working in partnership for the Gospel.

5.2 For the Mission & Ministry Units or Partnerships

MMUs/MMPs are to be:

- a group of Parishes located in a defined geographical area
- with a vision to serve a diverse community with a wide range of ministries and various expressions of worship
- working collaboratively with the parishes in the MMU/MMP and other denominations and agencies in the locality

- with each Parish having appropriate leadership
- where people, other resources and financial commitments can be deployed by agreement within the MMU/MMP
- and where mission is sustainable within available resources.

It is hoped that all parishes will realise the opportunity to be included in MMU/MMP formations regardless of tradition, spirituality or theological position.

However, the deanery recognises that in some cases parishes will seek a more 'associate' role within the MMU/MMP. In either case it is the desire that 'every' Parish has the assurance of local contact and support.

Our strategy is that there will be four MMUs/MMPs, each serving a geographical segment of the Deanery with a locally devised mission and ministry vision plan, presenting a wide range of Christian expression in worship, ministry and outreach which is uniquely relevant to their setting.

The Deanery's tasks are to provide an effective enabling framework for each MMU/MMP offering guidance as appropriate, co-ordinating matters across MMUs/MMPs, and representing and supporting them at Deanery level and higher to ensure that the needs revealed in the MMU/MMP Vision documents are met.

5.3 For the Area & Diocese

Our Bishops and their Diocesan and Area teams require a clear, co-ordinated vision for MMUs/MMPs and the Deanery, linking to Diocesan strategies, affirming needs and recognising constraints.

We must make a strong and fair case for resourcing the MMUs/MMPs with people, training, money and other support, with an understanding of the ways in which the communities, Deanery and MMUs/MMPs are expected to change and develop over the ten years of the Plan.

6. Priorities for strategic action

Our plan, essentially underpinned by prayer, is to:

- **build up the Church**, in spiritual strength and in numbers, so that we are equipped for the work God wants us to do
- **reach out in evangelism**, as Christians and Churches, in new and effective ways to extend God's Kingdom in our communities
- **meet the challenge** of our ever-changing society in new ways, including Pioneer ministry, making sure there is a Christian presence in new communities, and being alert to new opportunities for mission.

It is vital that we progress these three strands together. We cannot wait until we are stronger before addressing the need for development; we must trust the Holy Spirit to equip us and strengthen us as we work.

The proclamation of the Gospel is an urgent imperative, and the need for new ministries is here now.

6.1 Build up the Church

There is much we can do to strengthen the Church, which will require significant focus, attention and action on discernment, discipling and development, in these three ways:

- Make the most of what we have: We are blessed with an amazing number of gifted people who are working hard for the Lord. By being well-organised we can learn from one another, share skills and share tasks, and share all kinds of mutual support. We must use all our resources more imaginatively than ever before.
- Build on what we have: we want to help and disciple people to grow in faith and vocation, by word and sacrament, by training and development, so that each worshipping community becomes stronger.
- Seek out what we don't have: we do this by discerning prayerfully the gifts we need, seeking to develop them within the Parishes, by growing vocations, by sharing our people across the MMUs/MMPs and Deanery, and by seeking resources in partnership with the Area and Diocese. This will include identifying the kind of leaders and ministers who have the skills to help us achieve.

6.2 Reach out in evangelism

Our Parishes know, love and care for the communities in which they are set. They also know that there is much that could be done to reach every sector of those communities, such as:

- Inter-generational: a Church and culture reflecting the nature of the Kingdom and community of all ages
- Those in need: including the homeless; refugees; in debt; struggling in mind, body or spirit; the bereaved;
- Unreached: including the lonely, the unconnected, the searching;

Whether they can be best helped by a Parish, an organisation, an agency or a Chaplaincy, our aim is to ensure that everyone can encounter the Lord Jesus through the distinctive presence and outreach of faithful Christians in the Deanery.

6.3 Meet the challenges of change

If we are to evangelise effectively, we must plan to reach our changing society and new communities in innovative ways:

- Receive the Lord's vision for mission: praying, reflecting and stepping out in faith
- Pioneering: reaching sectors of the community in new ways
- Planting: building worshipping communities in new developments
- Watching: knowing what's changing in life around us, and responding to the opportunities.

Change is taking place at a faster rate than ever before, and the pace of life continues to increase. Yet the Lord is still ahead of us. In challenging times we are to seek and discern the fresh and imaginative directions where the Spirit is already at work, and go there. This is an exciting time to be a Christian in Colchester!

7 Resourcing mission

Key to our success will be our enabling of every Christian to recognise their calling to discipleship, and in establishing our MMUs/MMPs as partnerships to enable sustainable ministry to be maintained in every parish. It is our goal to ensure that no priest is to work alone ever again – and this more than anything else will be key to the well-being of our clergy and all involved in ministry. It is also the purpose of this plan that by churches working together specialisms will flourish and the pooling of resources will allow for all kinds of mission and ministry projects, to plant new churches and develop Christian communities of all shapes and sizes.

Three areas of church life are considered by this plan; people, places and money:

7.1 People

Our Parishes are working hard to increase the numbers of leaders and workers ministering within the Deanery, by encouraging vocations, training Lay members, employing new workers and promoting every-member ministry. Against the background of an inevitable reduction in Stipendiary ministers in the next few years, there remains every likelihood that the total number of Ordained and Lay leaders will continue to rise rather than fall.

The Diocese have projected the minimum sustainable number of Stipendiary ministers in 2025, and their allocation for the Colchester Deanery has been stated at 10 (From A Ministry Framework for the Diocese of Chelmsford 2013 to 2025. 15.10.12)

However, part of our task is to ensure the sustainability of mission in the light of the significant population growth taking place throughout the years of the Plan. It is relevant that retirements alone would reduce our eighteen current Stipendiary ministers to within the projected number, and others may be called elsewhere; it is vital to the Plan that future appointments are justified, made and placed strategically in support each MMU's/MMP's vision for mission. However, we do not believe that the minimum sustainable stipendiary numbers set for the deanery in 2011 in any way reflect a sustainable model for ministry in one of the fastest growing deaneries in the diocese.

This reality is addressed by the MMU/MMP vision plans which form part of the overall vision strategy.

Furthermore, from 2020 and throughout the life of this deanery strategy, the appointment and deployment of stipendiary clergy will be made though the narrative of diocesan and parish financial capability and sustainability. This is currently being addressed through the diocesan 'From subsidy to sustainability' strategy which seeks to address the ongoing unsustainable diocesan financial situation and future support of ministry.

Under this 'strategy', all stipendiary appointments and deployments will be assessed through an agreed algorithm and supporting process as to the viability and sustainability of the parish and MMU/MMP to cover the full cost of stipendiary ministry. MMU/MMP vision plans will be developed on this basis.

Please see appendix for the diocesan draft narrative on Subsidy to sustainability.

7.2 Places

Our Church buildings, known and valued by the people we serve, will continue to be a focal point of our ministries – and a base for Parochial work and worship in the community, whether in homes, schools, organisations or the virtual places of social media.

The population of some rural and suburban areas of the Deanery is unlikely to grow, yet ministry will need to take account of social changes. Other parts of the Deanery are seeing significant residential development, changing the character of many Parishes and bringing vital opportunities and challenges for our future.

The Lord is calling us into new places and new ways of ministry; with His wisdom, we will know how best to reach the people in His name.

7.3 Money

There has been a strategic change at the centre of the Church of England. The Church Commissioners will not in future be supporting all Parishes generally and are phasing out direct funding to parishes during a transition period which ends in 2026. During this time some dioceses are receiving transitional funding support.

The main focus of the commissioners is now on supporting strategic initiatives. They have set aside Strategic Development Funding (SDF) which is granted on application by Dioceses on behalf of MMUs/MMPs and Deaneries for major change projects which fit with strategic priorities revealed in Vision Plans, and which lead to a significant difference in dioceses' mission and financial strength. The aim is to enable flexible, incarnational and contextual mission in our varied and growing populations.

The Colchester Deanery has benefitted hugely from SDF funding with three major projects directly supporting new housing and missional communities. This funding is for 5 years and MMU/MMP vision plans will need to address future viability and funding of these projects.

We can currently say that almost every Parish in the Deanery has paid its Parish Share in full with an average of 98% of Deanery share being paid over the past decade. However, it is no longer the norm for the Share to be fully met from faithful giving, but it is often achieved from commercial activity (e.g. hall hiring), fundraising events or by using reserves. Even so, the total Deanery Share in 2020 (£1.08m) is augmented by Transition Funding of almost £0.25m from the Central Church of England so that we can meet our total cost of ministry. Indeed, during the years of this Vision Plan, the financial challenge may overwhelm the task of mission and ministry for some of our Parishes.

However, a feature of this Plan is to enable parishes and associated MMUs/MMPs to bring a sustainable balance across the Deanery.

- We are advised that the Transition Funding will reduce each year and be zero from 2026 onwards. The Diocese's investment income and fee income will continue to provide a benefit, and the Low Income Communities Grant will still be received by areas of deprivation.
- Assisting us will be the SDF or MOF, focusing on the development of Fresh expressions, Church Plants and Resource Churches. This grant funding will be separate from the MMU/MMP share calculations.
- Increasing our income will be difficult; meeting our commitments even more so. It may well be that the legacy of the past was intended for such a time as this, but the pressure will remain and increase if we are to rise to the challenge of mission.
- Decreasing our costs whilst increasing mission is equally difficult. However, we calculate that the Deanery would cease to rely on the Diocesan Mutual Support Fund by 2026 if Stipendiary numbers reduced from 18 to 12.5. Yet the Biblical principle of mutual support will remain as important between Parishes, MMUs/MMPs and beyond on matters of finance as it will be for our people and other resources.

8 A structure for vision

Our structure must support our vision and strategy. We will need to be very well organised to achieve our vision, especially as we face financial challenges, the retirement of some Stipendiary ministers and a community that needs Jesus more and more. We believe that the best way in which our Deanery can be a transforming presence is when:

- There is strong leadership in every MMU/MMP, Ordained and Lay
- Vocations to all ministries continue to increase
- Parishes are linked with other Parishes for mutual support
- In collaboration with the Diocese, the development of 'resource churches' operating in each MMU/MMP but capable of supporting the wider needs of the deanery. Such churches need to be open and able to support the diversity of traditions across the deanery.
- More support for mission comes from beyond the Deanery, such as from the Area Team, the Diocese and National Church – including training, people and finance
- and Parishes are empowered to serve their communities.

We believe that this requires a stronger structure in which the local Church is empowered and encouraged to serve with all the needed resources and with accountability.

8.1 The Deanery

The role of the Deanery is changing. The Parish, Deanery and Diocese remain the legal entities through which the Church is managed, but MMUs/MMPs are currently being added to the structure, with a significant shift of responsibilities from the Deanery into the MMUs/MMPs.

The communities around us are also changing, in municipal structures which do not recognise Parish or Deanery boundaries. Pastoral reorganisations are likely, and are to be welcomed where they ensure a coherent strategic approach to the way we support mission and ministry; and Bishops' Mission Orders can be used to enable focused mission across borders.

Deanery Synod remains the Parishes' representative body, through which Parishes may influence Synodical government, and also the body through whom decisions can be made affecting the whole Deanery. It is our collective role to put in place a structure through which mission can succeed.

The Area Dean, the Assistant Area Dean and Lay Chair, in conjunction with the Deanery Standing & Pastoral Committee and Synod, will be responsible to the Area and Diocese for implementing Diocesan Strategy – whether a legislative change or a policy matter such as meeting financial challenges. For instance, the Deanery Share will be replaced by MMU/MMP Shares, which can be met by Parishes by agreement within the MMU/MMP; and the expected reduction in Stipendiary ministers is to be achieved at Deanery level, but by reference to the needs revealed in MMU/MMP Vision documents.

The Deanery Standing and Pastoral Committee will co-ordinate the work of MMUs/MMPs to present a Deanery picture of mission and ministry to the Area and Diocese; and will champion the missional needs of MMUs/MMPs at the higher levels.

Whilst Parishes are still able to access all the resources of the Diocesan and Area teams, many initiatives will require specialist support and co-ordination at Deanery level, including the work of:

- Area and Diocesan youth and children's advisers
- Vocations Advisers
- Diocesan Regeneration Adviser
- Director of Church Planting Projects
- Rural Advisers
- Mission and Ministry advisers
- Pioneer Ministry advisers

Deanery officers will also take the lead in discussions with colleagues in other Deaneries and denominations on major mission opportunities.

8.2 Mission & Ministry Units or Partnerships

We wish to ensure that every community is served, that resources are deployed strategically and that there is room and incentive for growth. Key aims include:

- having mission priorities, so that each MMU/MMP has a clear strategic missional focus
- making sure our people – Clergy and Lay – are deployed in the most effective way, with plans to grow skills and vocations to all kinds of ministry
- enabling every parish to play their full part in the MMU/MMP Vision planning process
- growing and nurturing local ministry, ensuring that no Parish, Incumbent or leader works in isolation
- making it easier for Parishes & Chaplaincies to work together to serve their communities
- being realistic about the challenges we face, and planning for growth despite them

8.3 Deanery MMU / MMP structures

According to a Diocesan Synod Motion agreed on 16th March 2019, the Colchester Area Mission and Pastoral Committees must receive a timetable and plan for the completion of the Central And South Colchester and West Colchester MMUs/MMPs by March 2020 with a view to concluding Deanery MMU/MMP formations by the end of 2021.

There will be four MMUs/MMPs within the Colchester Deanery. Details are set out as follows using current and extrapolated data.

Basis of data:

- 1 Borough statistics and Deanery map
- 2 2011 Census
- 3 Borough forecasts spread by our assumptions
- 4 Borough forecasts spread by our assumptions
- 5 Diocesan calculation for 2020 Parish Shares
- 6 Current Establishment
- 7 Deanery extrapolation of Diocesan target
- 8 Current position
- 9 Line 5 divided by line 6
- 10 Line 5 divided by line 7
- 11 Line 3 divided by line 6
- 12 Line 4 divided by line 7
- 13 Net of Fee Credits, before 1% DD deduction
- 14 Fewer Stipendiaries; No MSF; inflation 2%pa; Linc Grant + 20%; Fees -25%
- 15 From 2020 Share advices
- 16 Line 13 divided by line 5
- 17 Line 14 divided by line 5; membership constant; includes inflation

1. The North Colchester Family of Churches

Commissioned in July 2018, this groups together the Parishes of Myland, St. Luke's Highwoods, Langham and Boxted, West Bergholt, Great Horkesley, Wormingford, Mount Bures and Little Horkesley.

1	Geographical area (Sq Miles)	27.0	
	<i>Percentage of Deanery</i>		48.2%
2	Population 2011	29,678	
			20.9%
3	Population 2020 (Estimate)	40,000	
			23.3%
4	Population 2025 (Estimate)	44,000	
			25.6%
5	Monthly Members	402	
			19.2%
6	Stipendiary Clergy 2020	3	
			17.6%
7	Estimated minimum Stipendiary Clergy 2025	3	
			24.0%
8	Other Ministers	6	
			27.3%
9	Members per Stipendiary Clergy 2020	134	
10	Estimated members per Stipendiary Clergy 2025	134	
11	Population per Stipendiary Clergy 2020	13,333	
12	Estimated population per Stipendiary Clergy 2025	14,667	
13	MMU Share 2020	£231,994	
			21.4%
14	Estimated MMU Share 2025	£281,846	
			23.7%
15	Contribution by MSF, 2020 (2025: Nil)	£25,288	
			10.3%
16	MMU Share per member, 2020	£577	
	Share per member per week	£11.10	
17	Estimated Share per member, 2025	£701	
	Share per member per week	£13.48	

Whilst the majority of the geographical area is rural in nature, there are long-established suburban areas and large new residential developments which continue to grow and are to benefit from Diocesan strategic investment. Also within the MMU are the General Hospital (serving all of North Essex) where there is separate Chaplaincy provision.

The 10 worship centres in 8 Parishes (5 benefices) are led by four incumbents, three of whom are Stipendiary; one is a House-for-Duty post.

2. Wivenhoe and Colchester East with University Partnership

Commissioned in November 2018, this groups together the Parishes of St. John's Colchester, the Greenstead Team Ministry and Wivenhoe, including the Chaplaincy at Essex University.

Established suburban areas are joined with areas of high deprivation and a riverside town, plus the University campus. A new Garden Village is proposed which will be in the Boroughs of Tendring and Colchester, forming a 'Garden Community' which includes all the MMP Parishes plus Elmstead and Ardleigh and is the MMPs mission priority.

1	Geographical area (Sq Miles)	7.6	
	<i>Percentage of Deanery</i>		13.6%
2	Population 2011	32,683	
			23.0%
3	Population 2020 (Estimate)	35,000	
			20.3%
4	Population 2025 (Estimate)	36,000	
			20.9%
5	Monthly Members	528	
			25.2%
6	Stipendiary Clergy 2020	4	
			23.5%
7	Estimated minimum Stipendiary Clergy 2025	3	
			24.0%
8	Other Ministers	3	
			13.6%
9	Members per Stipendiary Clergy 2020	132	
10	Estimated members per Stipendiary Clergy 2025	176	
11	Population per Stipendiary Clergy 2020	8,750	
12	Estimated population per Stipendiary Clergy 2025	12,000	
13	MMU Share 2020	£216,813	
			20.0%
14	Estimated MMU Share 2025	£267,124	
			22.5%
15	Contribution by MSF, 2020 (2025: Nil)	£84,330	
			34.4%
16	MMU Share per member, 2020	£411	
	Share per member per week	£7.90	
17	Estimated Share per member, 2025	£506	
	Share per member per week	£9.73	

3. Central And South Colchester MMU/MMP

This will bring together the Colchester Parishes of St. Peter and St. Botolph; St. James; St. Stephen's New Town & The Hythe; Christ Church; St. Barnabas Old Heath and Berechurch.

1	Geographical area (Sq Miles)	7.0	
	<i>Percentage of Deanery</i>		12.5%
2	Population 2011	48,090	
			33.9%
3	Population 2020 (Estimate)	50,000	
			29.1%
4	Population 2025 (Estimate)	51,000	
			29.7%
5	Monthly Members	575	
			27.5%
6	Stipendiary Clergy 2020	6	
			35.3%
7	Estimated minimum Stipendiary Clergy 2025	3.5	
			28.0%
8	Other Ministers	9	
			40.9%
9	Members per Stipendiary Clergy 2020	96	
10	Estimated members per Stipendiary Clergy 2025	164	
11	Population per Stipendiary Clergy 2020	8,333	
12	Estimated population per Stipendiary Clergy 2025	14,571	
13	MMU Share 2020	£319,630	
			29.5%
14	Estimated MMU Share 2025	£327,131	
			27.5%
15	Contribution by MSF, 2020 (2025: Nil)	£117,091	
			47.7%
16	MMU Share per member, 2020	£556	
	Share per member per week	£10.69	
17	Estimated Share per member, 2025	£569	
	Share per member per week	£10.94	

Includes the Town Centre, with busy retail and commercial areas
Also the older residential parts of the town some suburban areas
And Colchester Garrison, where there is separate Chaplaincy provision

These parishes have opened up significant conversations with regard to an MMU; some are keen to move forward on a missional basis and have proposed stretching targets for extending the Kingdom, and some have so far not wished to engage with the process.

4. West Colchester MMU/MMP

This will be comprised of the Parishes of Lexden, Shrub End, Stanway, Fordham & Eight Ash Green and Marks Tey & Aldham, Great and Little Tey.

1	Geographical area (Sq Miles)	14.4
	<i>Percentage of Deanery</i>	25.7%
2	Population 2011	31,406
		22.1%
3	Population 2020 (Estimate)	37,000
		21.5%
4	Population 2025 (Estimate)	41,000
		23.8%
5	Monthly Members	589
		28.1%
6	Stipendiary Clergy 2020	4
		23.5%
7	Estimated minimum Stipendiary Clergy 2025	3
		24.0%
8	Other Ministers	4
		18.2%
9	Members per Stipendiary Clergy 2020	147
10	Estimated members per Stipendiary Clergy 2025	196
11	Population per Stipendiary Clergy 2020	9,250
12	Estimated population per Stipendiary Clergy 2025	13,667
13	MMU Share 2020	£316,396
		29.2%
14	Estimated MMU Share 2025	£313,238
		26.3%
15	Contribution by MSF, 2020 (2025: Nil)	£18,788
		7.7%
16	MMU Share per member, 2020	£537
	Share per member per week	£10.33
17	Estimated Share per member, 2025	£532
	Share per member per week	£10.23

Situated in both rural villages and suburban areas; a large residential development is taking place, and a Garden Village is likely to be approved to the west, in the Borough of Braintree.

There have been good conversations in many of these Parishes with regard to an MMU; some are keen to move forward on a missional basis but some have, so far, indicated an unwillingness to engage with the process.

Currently managed by 4 Incumbents, one of whom is a full-time SSM. A well-established suburban area and several rural villages within which is significant rapid residential development and close to a proposed garden village development.

9 Implementation

This Deanery Vision and Strategy Plan will be considered complete when it contains the four MMU/MMP Mission and Ministry Vision Plans. Those plans will voice an understanding of God's call to mission in the local context, and set out planned actions and implications in practical terms, to achieve enthusiastic support at Deanery and higher levels. They will also identify the mutual support which the MMU/MMP require and can offer, in terms of people, expertise, money and other resources, enabling help to be offered across the Deanery and beyond.

9.1 What is expected of MMUs /MMPs

Each MMU/MMP is required to agree and submit to the Deanery Standing & Pastoral Committee an MMU/MMP Vision Plan for 2020-30, within 12 months of its commissioning. The emerging two MMUs should submit them as soon as possible, and may choose to use the Plan structure as their application to become an MMU/MMP.

In essence, the Plan states:

- The context within which the Church's mission is set
- Mission priorities which relate to that context
- Mission activity and plans for greater collaboration
- Resources required to fulfil the Vision

The plan must:

- be clear on MMU/MMP and Parish Mission Priorities
 - include the initiatives for which Strategic Development Funding will be sought
 - be a plan to create more local Church, integrated into established parish communities;– the Diocesan target of 101 new worshipping communities would translate to at least two per MMU/MMP by 2030
 - be in line with the Vision priorities as stated in Section 5, including (for instance) the primacy of worship and prayer; the honouring and strengthening of existing ministries; discipleship and every-member ministry in an inclusive and intergenerational Church
 - have a strong schools ministry and focus on the deanery youth strategy;
 - be specific, with targets, timescales and figures
 - be realistic in the light of likely resource constraints;
 - under the diocesan stipendiary appointment and deployment strategy the plan must state the number of Stipendiary ministers required, how they will be financed and deployed as part of an integrated leadership team.
- 8.3 above provides a guide based on affordability alone - without Mutual Support, Strategic Funding, Chaplaincies, locally-funded ministries etc.;
- include a statement of the extent of other Diocesan support required, to assist the various Diocesan departments in their planning;

- include a financial plan for 2020-30, also stating the amounts expected to be sought from or offered to the Mutual Support Fund, leading to financial sustainability;
- state how SDF funded Fresh Expressions, pioneer ministries and alike will be sustained once SDF funding streams have expired;
- parishes will still receive annual visitations and be required to fulfil reporting obligations to the diocese. However, the plan must state the form of MMU/MMP governance and associated reporting process to the DSPC. In particular, MMUs/MMPs must ensure adequate annual reporting of progress around mission priorities and ministry resources.
- have a strong ethic of accountability with appropriate review processes in place.

The Deanery Standing & Pastoral Committee has provided an outline structure for an MMU/MMP Vision Plan for guidance purposes.

9.2 What is expected of the Deanery

The Deanery Standing & Pastoral Committee will:

- stand ready to assist as requested in setting the vision of each MMU/MMP
- share with each of the four MMUs/MMPs the statistics and projections we hold for the constituent Parishes to aid the setting of an MMU Budget
- discuss with MMUs/MMPs the requirements for Stipendiary ministers, and moderate the needs across MMUs/MMPs within Deanery constraints
- support and promote requests for funding and other resources for mission
- co-ordinate plans across MMUs, especially for larger mission initiatives, shared resourcing and Mutual Financial Support
- guide MMUs/MMPs where initiatives cross Deanery boundaries, such as new residential developments
- monitor progress of MMU/MMP Vision plans in concert with the annual Archdeacons visitation process
- collating MMU/MMP plans into a strategic overview, so that the Area and Diocesan teams can support our work with consultancy, ministers and finance

9.3 What is expected of the Area and Diocese

This Plan will be shared in its present form with the Area Mission & Pastoral Committee. It will guide the Area Team as to how best they can serve the Parishes and MMUs/MMPs, enabling them to support the Deanery at Diocesan level, ensuring that our voice is heard and our needs understood.

As the result of our reviews with MMUs/ MMPs, we will then be able to present to them a Deanery picture of the wealth and worth of our missional activity. That picture is required as the basis of future Diocesan support, especially in terms of Stipendiary Clergy and general finances.

10. Conclusion

For the Church, this will be the most challenging of decades. If we meet this challenge, those who follow will see this as the most effective decade of their generation.

Throughout the Deanery, we discern the Lord saying that it cannot be right to carry on as we are. Some Churches are anxious to grow but don't know how; some are itching to minister in new ways, but struggle for resources; others are seeking opportunities to use Spiritual gifts to the full. And we all see around us many thousands of people who are loved by the Lord and by us, and we need to tell them that.

Our Vision is that every one of them will come to know the Lord through the work and the words of a faithful Body of Christ, will have an opportunity to respond to His call, and will find a welcome and a spiritual home in our part of His Kingdom.

Our Vision Plan is a reinforcement of the Biblical principles of Church – prayer and care for one another, mutual support and reliance and the unshakeable faith that the Lord Jesus is already at work by His Spirit in every area of our ministry.

We can be sure that we will enjoy the Holy Spirit's every encouragement as we pray and work for His will to be done, and His kingdom to come.

By this motion:

This Deanery Synod approves and adopts the Deanery Vision and Strategy Plan 2020 and commends the Deanery Standing and Pastoral Committee in the oversight and implementation thereof.

This DVSP was adopted by the Deanery of Colchester Synod on 11th February 2020

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Revd Canon Paul Norrington
Area Dean

Canon Roger Ennals
Lay Chair

Vision Plan 2020-2030 Template

Title

1. Our Vision

Briefly set out your vision – the main thing!

2. The Context

Describe the context and composition of parishes, the communities they serve and any key or significant aspects which shape the MMU/MMP. Include population size, demography, schools, commerce, industry, civic / health centres etc.

3. Mission Priorities

Set out your agreed strategic mission priorities from parish to MMU/MMP

For example the Deanery Vision Plan looks at three areas:

a. Build up the Church

b. Reach out in evangelism

c. Meet the challenges of change

There is no one size fits all. As such mission priorities will naturally be locally established with the possibility of resourcing from across the MMU/MMP

4. Resourcing the Mission

a. People

Give a full account of the MMU/MMP leadership resource, roles and relationships.

Clergy: Stipendiary, Associate, SSM, LOM, HfD, Pioneer, Pioneer Curate, Retired

Those who hold the Bishop's license; Readers, LLMs; Authorised Lay Preachers; Evangelism Enablers; Pastoral Assistants

Other resources: Worship Leaders, LLMs in training, those exploring vocation or on the CCS & MSM Courses

Children & Families Workers; Youth Workers, Administrators

How these resources are currently operating, used in the parishes and MMU/MMP

What training needs are there?

Is there a resource church which provides developmental opportunity etc.

b. Places

Description of places of worship, centres of activity, proposals for development. How are these buildings being used, could be used and developed for future Mission and Ministry. Are there any significant concerns to be addressed by the Parishes and MMU/MMP.

c. Money

This section should set out the financial shape and structure of the present and future MMU/MMP arrangements. Much of this will be based upon parish share assessments and the projected reduction in Ministry Support Funding which ends in 2026. It will also dictate the number of Stipendiary ministers available to the MMU/MMP on the basis of the diocesan strategy – From subsidy to sustainability. I.e. Stipendiary appointments being made on the assumption that ministry costs are fully covered by the parish and MMU/MMP.

5. Structure

Indicate the shape, design and scope of the 'operating' structure of the MMU/MMP.

Consider:

MMU/MMP working structure

Parish boundaries and who will hold pastoral responsibility. Is there a need for pastoral reorganisation?

Collaborative working

Sharing of resources

Centres of excellence

Stipendiary ministry

In line with 4 (c) state and justify the minimum number of stipendiary clergy and their particular leadership / management roles

Other ministers / ministries

Where do those with the Bishop's licence fit into the structure?

What about 'informal' lay ministry

Deployment

What model of deployment does the plan envisage?

Will there be 'cross licensing' of clergy, LLM's etc.?

How will resources be shared across the MMU/MMP?

MMU/MMP Management - Support

Who will lead the MMU/MMP and on what basis?

What administrative structures support will be developed to ensure the effective delivery of mission and ministry. In particular the mission priorities?

Will there be continuity of parochial leadership and residence?

What reflective practices and accountability will be put into place?

6. Concluding statement