

## **Joining Together for Mission**

### **Reshaping the Ministry & Social Responsibility Department in the Diocese of Southwell & Nottingham**

#### **Introduction**

The Diocesan Chief Executive has a brief from Bishop's Council and Diocesan Synod to reduce the number of departments and directors to six through a rolling programme of review by 2008. It has been agreed between the Chief Executive, Director of Social Responsibility and Director of Ministry that the two above departments be reviewed in parallel, with a view to the possibility of bringing them into one new department under Revd Canon Alan Payne as Director. The retirements from the Social Responsibility Department of Marian Welham, Office Manager (Feb 2007) and Patricia Stoa, Director of Social Responsibility (April 2007) make such a unification practically achievable by 1 May 2007.

#### **Methodology for the Review**

The group met five times for planning, discussion and evaluation. Both departments were visited by members of the Review Group. Interviews were conducted with fourteen officers in the departments and with the Chief Executive. The core questions covered: job descriptions, budgets, scope of activities, vision, effectiveness and making a strategic contribution, departmental belonging and regional dimensions. Evidence from service users was sought in the Archdeacons' Articles of Enquiry and deanery and parish feedback was requested from Area Deans. Canon Michael Taylor contributed a stimulating discussion paper. We are particularly indebted to the Revd Gill Jackson for her expertise and critical insights and thank Leicester Diocese for her participation in this joint departmental review.

#### **Findings and Analysis**

The Diocesan Mission Template with its four values, challenges and questions was used as the guiding document for this review. These values have been used as the framework for presenting the findings and analysis.

#### **Discerning God**

The terms of reference for this review are to enhance the mission focus and resourcing of the diocesan operation with an emphasis on '*collaborative ministry and best value*'

*'People do amazing things but in the next parish they don't know what is going on'*

*'We are very poor at collaboration between SR and ministry'*

The review arose out of a desire for a more coherent focus for ministries for mission. Interviews revealed that, despite Southwell & Nottingham Diocese being one of the top two dioceses in the country for giving per head and not having any major budgetary issues, the review is perceived to be about the abolition of the SR department in order to reduce costs. Doubts were raised by interviewees about whether merging the two departments would achieve this outcome.

*'The budget remaining for SR after salary costs are deducted is £16,000. This would not go very far if distributed between the deaneries'*

Questions were also raised about the focus of the review and why SR and Ministry had been selected for a potential merger rather than alternative ways of saving money being explored?

*'There is a need to review the other departments e.g. the possibility of merging property and the DAC should be considered'*

*'If the purpose of the review is to diminish the number of directors one department has 3 directors – that's the obvious place to make reductions'*

## Valuing People

### Management of New Department

There was a strongly held belief that effective management of SR requires someone with knowledge and passion.

*'To do SR well you need a passion. If the two departments are merged who will take on Pat's job? Who's going to be the irritant in the bowels of the Diocese?'*

Concern was expressed over who would manage SR if the two departments merged. There was an implicit general assumption that any newly formed department was likely to be managed by the existing Director of Ministry. Whilst the view was expressed that the existing director was *'more than capable of running a department that has an SR brief in it'*, others raised questions about one individual's capacity for taking on this role and whether the workload of this new post would be too great. *'Alan is already stretched without adding four more people to his workload'*

Concern was also voiced about whether merging ministry and SR would result in what the review sets out to achieve i.e. collaborative ministry and best value. Whilst interviews with members of the Ministry department who worked in Dunham House revealed a collaborative approach to working which is effective, supportive and innovative, those members of the department not based in Dunham House perceive this core group as *'narrow and excluding'*. Others described the Ministry Department as *'not at all collaborative.'*

### Existing Roles

It was felt that it was beyond the resources and time-frame of the Review Group to evaluate every post in detail. However there was strong support for **a second phase to the review process in which each post is assessed in relation to what transformational outcomes can be expected of that role and how these will be measured.** Having said that, particular issues were raised during the course of this review in relation to specific posts which suggested a number of key recommendations.

During the course of the interviews it became apparent that some staff feel marginalised, excluded and pressurised in their existing roles. This was particularly the case for those who work part-time or in a voluntary capacity.

*'x' is very committed but he sometimes feels left out'*

*'x' is very good but he just doesn't have enough time'*

Key questions were also raised about the existing resourcing of posts e.g. why a diocese has a full-time urban officer but only a 0.2 rural officer post and the implication of having a Global and Local worker post which is 0.2 and voluntary?

*'We don't have a World Development Officer and world development is disappearing off the face of the diocese'*

There was general support for an increased emphasis on World Development issues in the Diocese and a proposal was made to enhance the role of the Global and Local worker to full time.

### Serving Community

Some people were energised by the possibilities that a merger could bring and that it could be a *'catalyst for good'*. Amalgamation would bring SR more into the mainstream of Church life and woven into ministry rather than being a special interest. However, significant concern was also expressed that merging the two departments into one would result in SR being 'lost' in the diocese.

*'My fear is that SR will disappear. We will fade into non-existence'*

*'SR needs equal weight with ministry in any merged department'*

The review revealed that there is a commitment from senior staff interviewed to retain a focus on SR and ensure that the rationalisation of departments is not seen as an abolition of SR. As part of this commitment there is a proposal that SR is overtly included in the title of the new department. Various suggestions for titles were made including *'Department of Public Affairs'*; *'Mission and Ministry'*; *'Mission and Inclusion'*.

## Enabling Change

### Diocesan Strategy

The Diocese is seeking to become more strategic by identifying mission priorities and collaborative ministry at every level. *'We want aims and objectives and each department to work to the four values'*. The development of a diocesan five year plan is on the 'to do' list and it is envisaged that this will eventually inform the priorities of the various departments and officers.

Interviews revealed that the current absence of such a plan is resulting in a lack of clarity and some confusion. A hesitance to work strategically was also picked up. SR tend to view their work as reactive rather than strategic and as a consequence they do not have a strategy document or identified priorities. *'It's extraordinarily difficult to decide priorities when working in SR'*. When asked about how individual officers set their own priorities the general response was that *'I am left to myself to decide'*.

### Consultation and Involvement

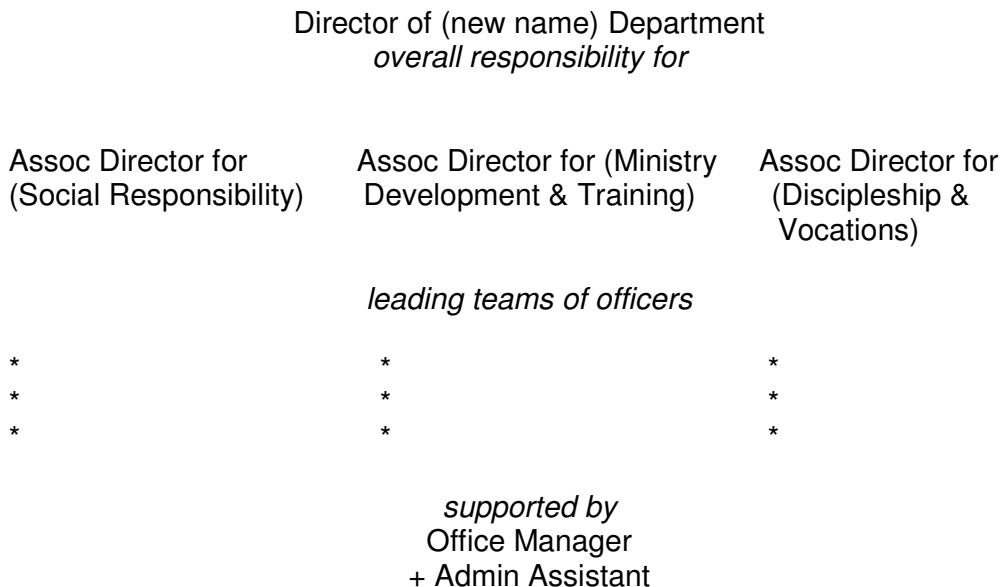
Concern was expressed about the gap between departments and Bishop's Staff. Having only the Chief Executive as the gateway was seen as *'very narrow and a weakness in the system'* which sometimes results in a lack of consultation and involvement in issues which directly affect the work of individuals. This concern was highlighted by the response to a question about how an individual ensured that key issues are drawn to the attention of Bishop's Staff which was simply *'I don't'*.

## Recommendations

1. Social Responsibility and Ministry should be merged into one new department and managed by a full time Director. The function of this department should be **to encourage, challenge and support parishes, deaneries and the Diocese and the Bishop in the delivery of mission**. A job description and person specification for this new role should be developed and best recruitment practice considered.
2. Care should be taken to ensure that the language used to communicate the outcome of the Review (both within the Diocese and more widely) does not suggest a *'take over of SR by Ministry'*. The key message should **convey the formation of a new and innovative department** aimed at enhancing and resourcing the mission focus of the Diocese through the merging of two departments of equal standing.
3. **A name should be sought for the new department** which is inclusive of Social Responsibility and reflects the continuing importance placed by the Diocese on this area of work. Suggestions for titles are included in this report.

4. There is a need to address the Directors' issue of the existing 'narrow gate' to the senior staff and improve consultation and communication between them and the department. Consideration should be given to the role of the Director of the newly formed department being included in the structure of, or having proper access to, the senior staff team. The **proactive voice of the new department needs to inform and communicate key decisions at Bishop's Council and senior staff meetings.**
  
5. The Director's task should be supported by 2/3 **assistant directors** ('Heads of Sections'?) or an equivalent. These posts should each be responsible for an area of activity i.e. Social Responsibility; Ministry Development & Training; and Discipleship & Vocations. Existing areas of work, including inclusive church issues; CONTRAST; tourism, the Natal Link and ecumenism should be rationalised and integrated into this new structure. Job descriptions and person specifications should be developed for these roles and the posts should be open to those with the necessary skills and competencies to apply. An **overall reduction in f.t.e posts by Budget 2008 is achievable.**
  
6. Efficient and **effective administrative support** for the new department is vital. It is recommended that one full time officer manager be appointed to support the work of the Director and officers and that this is supported by a 0.5 administrative assistant. However, whilst it was felt that this level of support is likely to be adequate 'as things stand' it was recognised that an increase is likely to be required as the department becomes fully functioning.

Long term the new department might have the following shape:



7. The Director should work collaboratively with the team to **develop a vision and strategy for the new department** based on the Mission Template and the proposed Diocesan five year strategy. The issues of 'inclusive Church' and the Regional Training Partnership should be considered in the formation of the departmental strategy which overall should inform the priorities of individual officers.
  
8. The role of the Director should include a time allocation for **developing the new team**, supporting individual staff members to ensure that each feels included and valued. It is recommended that **shared office space** be provided for use by those officers who are not permanently based in Dunham House to further facilitate a sense of inclusion. A completely **fresh location within Dunham House would signal a fresh department.**
  
9. In relation to **individual posts** it is recommended that consideration be given to the following roles:
  - The post of Global and Local worker post is enhanced to ensure that an increased focus on world development issues is re-established in the Diocese. This enhanced post should be advertised and open to lay and ordained applicants.
  
  - The time allocation for the rural officer post be extended to reflect the importance of this role in the Diocese - alternatively consideration could be given to a second rural officer post being created to support the existing officer - this could be open to a lay or ordained person.
  
  - The oversight of Reader ministry should be reduced to one Warden when circumstances allow.
  
  - The part-time post of Chaplain amongst Deaf People be reviewed with a view to integration with the Deaf Evangelist and discerning vocations within the deaf community.

**Posts to increase f.t.e:**

New departmental director (Alan is currently 0.65), additional (0.5) admin support, increased time (?) for rural, global & local issues

**Posts to decrease f.t.e:**

One current departmental director, one office manager, one Reader Warden, parish priest at Lambley

**Posts to be broadened or reconfigured:**

Urban officer, Ministry Development, Director of Training, DDO, IME 4-7

## Appendix

### The terms of reference for the review asked that

1. All changes enhance the mission focus and resourcing of the diocesan operation, with the Mission Template being the guiding document in interpreting that focus.
2. The unification of the two departments under one Director in one office space be a first option for consideration.
3. All current posts be reviewed, both those which are based in Dunham House and field workers. Particular strategic questions in relation to posts to be:
  - Is this post really needed for future mission strategy?
  - Can the duties within this post be subsumed within other posts or across departments?
  - Would this work / ministry be better done at a different level, e.g. in the deaneries?
  - Would it better serve the diocese in a different form?
4. The scope of the review should include the role of the Ministry Directors in the Regional Training Partnership and the likely changes in the provision of curate training.
5. That inclusive church issues e.g. disability, ethnicity, gender and sexuality be prioritised in considering the resourcing of social responsibility.
6. A departmental structure be recommended including line management and brief post descriptions.
7. All this be achieved with overall reduction in total full time equivalent (f.t.e) staffing.
8. The Review Group report to Diocesan Chief Executive by 31 October, 2006

### Membership of the Review Group

*The Revd Linda Church, Team Rector of Hucknall*

*Mrs Carolyn Gilmore, Reader, Lay Minister in Charge, All Souls & St Peter Radford*

*The Revd Gill Jackson, Director of Social Responsibility, Leicester Diocese*

*The Revd Steve Jarratt, Team Rector of Clifton*

*The Venerable Nigel Peyton, Archdeacon of Newark (Chair)*

*The Rt Revd Tony Porter, Bishop of Sherwood*

*The Revd Canon Michael Taylor, formerly Principal, EMMTC, now Rector of Gedling*

**6 November 2006**