



In order to support the delivery of the Diocesan Strategy 2010-15, major changes will need to be made to how the central diocesan support structures resource the Diocese as a whole. In November 2008, the Bishop's Council commissioned Pearce Mayfield to conduct an assessment of the central support structures' ability to support the Strategy, as outlined at that point. The recommendations of the "Review of Strategy Support" by Stewart Rapley were endorsed by the Bishop's Council and form the basis of the delivery structure outlined below.

Based on the belief that the Strategy will not succeed if introduced through the current structures, a new area of diocesan management will be established relating purely to the Diocesan Strategy which will focus on its delivery. This area will be led by a Strategy Delivery Team, managed locally by Deanery Leadership Teams and supported by designated Strategy Support Services (Growth Advisers, Vacancy Leadership Advisers, Giving Advisers and RELEASE).

Strategy Delivery Team

The Strategy Delivery Team will be responsible for ensuring the Strategy is delivered across the Diocese. It will create a future picture of the Diocese according to the aims of the Strategy, a road map for getting there in line with the Strategy and establish outcomes and manage them accordingly. It will take the lead on gaining ownership for the Strategy across the Diocese and provide support and best practice to Area Deans and Deanery Leadership Teams and to Strategy Support Services, as well as holding them accountable for their work. The Strategy Delivery Team will be accountable to the Diocesan Bishop and the Bishop's Council.

The Strategy Delivery Team will consist of four members of the Bishop's Staff, redeployed from their existing roles, to fulfil the following roles:

- *Team leader – Tim McClure*
Responsibilities: Overall accountability and leadership of strategy, line management of Area Deans and strategy support team leaders, resource allocation to deaneries.
- *Development Coach – Douglas Holt*
Responsibilities: Coaching support for strategy delivery, ensuring excellence of strategy support, sharing of best practice.
- *Strategy Architect – Oliver Home*
Responsibilities: Creating and maintaining a future Diocese picture and strategy road map, ensuring alignment of delivery with outcomes, written communications.
- *Strategy Support Manager – Lesley Farrall*
Responsibilities: Ensuring the provision of strategy information and availability of resource/finance.

Deanery Leadership Teams

Deanery Leadership Teams will be led by Area Deans. They will focus on strategic matters and encourage and manage the following aspects of strategy delivery in their deanery:

- *Growth Programme*
Encouraging growth plans and their implementation, deploying Growth Advisers.
- *Vacancy Leadership Development*
Managing Vacancy Leadership Development process and decision-making, working with Vacancy Leadership Advisers.
- *Deployment*
Decisions on deployment of licensed ministers.
- *Income generation from parishes*
Encouraging parishes to give to support the overall work of the Diocese, deployment of Giving Advisers.

Deanery Leadership Teams will be accountable to the Strategy Delivery Team who will in turn provide them with support and data to help them make informed decisions.

Strategy Support Services

These will be made available to each Deanery in the form of:

- *Growth Advisers*
- *Vacancy Leadership Advisers*
- *Giving Advisers*
- *RELEASE*

Deanery Leadership Teams will prioritise where these services are to be deployed (the services are limited) and be the broker between the needs of parishes and the support available. Each team in Strategy Support Services will have a leader and therefore accountability within the team but also be accountable to the Strategy Delivery Team.

This new area of “Strategy” management and support will rely on and interplay with the “standard” diocesan management and support services. It is essential that the Strategy related and “standard” sides work together. The standard side will be impacted by the changes in structure and will also need to be streamlined.

Archidiaconal responsibilities will be the responsibility of one Archdeacon across the Diocese. The Diocesan Secretary will continue to be responsible for matters such as housing, finance, HR and regulatory requirements such as child protection. The Bishop of Swindon will lead the Licensed Ministry Development team which will stand alone in order to support the ministerial development and requirements of those in licensed ministry. With many of MnM’s services either falling under Strategy Support Services or the Licensed Ministry Development team, there will be a reappraisal of support services across boards and councils of the Diocese to serve either the purposes of the Strategy or provide required standard support services.

