



**A HANDBOOK FOR
MINISTRY AREAS**

**LLAWLYFR AR
GYFER ARDALOEDD
GWEINIDOGAETH**

ESGOBAETH LLANDAF
LLE MAE FFYDD
YN CYFRIF



DIOCESE OF LLANDAFF
WHERE FAITH
MATTERS



Table of Contents

Section 1 – Introduction	3
Section 2 – A theology of collaborative ministry	4
Section 3 – Rationale for Ministry Areas	5
Section 4 – Our people	8
4.1 Leadership	8
4.2 Collaborative ministry	8
4.3 Congregations	9
4.4 Church officers	9
4.5 Curacy	9
Section 5 - Governance	10
5.1 Parochial Church Council (PCC)	10
5.2 Ministry Area life	11
5.3 Legalities	11
5.3.1 Bishop’s decree	11
5.3.2 Charity status	11
Section 6 – Finance	13
6.1 Treasurers	13
6.2 Accounts	13
6.3 Bank Account Changes	13
6.4 Fairer Share	13
Section 7 – Help and Support	15
7.1 Training	15
7.2 Supporting each other	15
7.3 Focussed support	15
Section 8 – Ministry Areas	16
8.1 Formation - Timetable, milestones	16
8.2 MA lists	16
8.3 Maps	19
Section 9 – Contacts	20



Section 1 – Introduction

This Handbook draws the Diocese into the wider planning for Ministry Areas which has been our ambition since the ‘Transformations’ agenda was endorsed by both the Governing Body and the Diocesan Conference of Llandaff almost eight years ago. That agenda was a way of sustaining parish ministry, especially as our support base of Sunday worshippers diminished. Dioceses of the Church in Wales had to create an agile future if ministry and church buildings were to continue, adapting to changing social habits.

During that time some parts of our Diocese have motored ahead in the shape of Rectorial Benefices, creating new teams of clergy and laity to direct and oversee the mission and ministry of the Church from Caerphilly, to Neath and the Vale of Glamorgan. Other parishes such as Pontypridd and Penarth, have built their own forms of co-operation and in ‘lockdown’ many of those relationships have been strengthened with churchgoers from different congregations worshipping together on-line.

The future looks uncertain and our whole approach needs to be outward facing if we are to be true to Christ-like ministry, but all of us want the life of our parish churches and their communities to flourish, and to be sustained beyond this generation. We are committed to creating a future ‘Where Faith Matters’. I am excited by that challenge and hope we can travel this pilgrim journey together, trusting in God who is ever faithful.

June Osborne

Bishop of Llandaff





Section 2 – A theology of collaborative ministry

Collaborative ministry begins with the idea that the character of the Church is about relationships, which flows from our understanding of God as Trinity, the relationship between the Father and the Son and the Holy Spirit, in perfect unity with one another. It comes from our understanding of creation, that God, out of love, creates. That out of love for his creation, for us, he sent his Son Jesus to save the world.

In speaking about relationships in the Church, we speak about the whole people of God and avoid the trap of thinking that the work of the Church is limited to those who are ordained.

Our relationship with God is far more than a contract, a legal set of rules, it is a covenant – something that is far deeper. Our relationships in the Church are expressed through speaking of covenant, going much further than the contractual. We acknowledge that order, organisation, hierarchy, and power are there to serve the transformative prompting of the Holy Spirit. It is a space of being and becoming, “... until all of us come to the unity of the faith and the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.” (Eph. 4.13, NRSV).

Collaborative ministry requires those who do it, especially those who exercise power, to be reflective and open which is based in a Christ-like understanding of service. Collaborative leadership encourages working together in a positive and helpful way, a place where risks can be taken. It deliberately seeks to listen for “the word of the Lord” in the dissenting or difficult voice.

We see the collaborative relationships expressed and practised in the worship of the Church, especially the Eucharist, where the whole people participate in the dynamic of creation, fall and salvation. They are the means by which the church expresses its body language.



Section 3 – Rationale for Ministry Areas

Why now?

The way our society and our communities look in the 21st Century has changed and the church needs to respond to that change.

We all want to see our churches grow and flourish but the systems and structures that we've inherited are no longer the best framework to enable us to be effective in our mission. Many of our congregations have been declining in numbers, clergy are spread more thinly. The parish system, as originally set up, with a single priest serving a small community is no longer sustainable or best equipped to serve our communities.

As one of the biggest providers of voluntary services, demands on the Church are ever increasing. From holiday hunger projects to running local foodbanks and working with local schools, from continuing church services to maintaining online ministry, the church is needed more than ever before.

Ministry Areas are the next and most important part of delivering our strategic vision **Where Faith Matters**. Our joyful story is one where together we respond to God's call to grow the Kingdom of God. Together we have more resources - people, finances, wisdom, buildings, to successfully build our capacity for doing good and seek new opportunities for spreading God's Word by ministry and evangelism.

Why Ministry Areas?

The concept of Ministry Areas is designed to make us more effective in our service to Jesus Christ.

Together we are stronger and Ministry Areas can help to unlock our potential for a flourishing and more positive future where we can do so much more for our congregations and communities rather than managing steady decline.

The next phase of implementing the Vision requires us to be bold. Covid-19 has forced us to re-imagine church, and while we have risen to the challenge there is more we need to do to emerge from this crisis stronger and fit for the future.

There are those who need our help both now and in the future. Becoming a Ministry Area means sharing your parishes skills and experience with others so all have an opportunity to support each other and flourish.

You can share the gospel message with more people as a Ministry Area than you can as a single priest in a single parish.

Benefits



- Sharing workload across a larger leadership team of lay people and clergy means removing some of the pressures clergy are currently under. The wellbeing of our clergy and volunteers will always be a priority.
- More lay roles will free clergy up to do more pastoral care.
- Easier to cover holidays and days off, and so worship and outreach can continue.
- Bigger pool of volunteers with a range of skills to support the leadership team.

Stronger together

- Our positive impact in the communities we serve will be greater. We can reach more people with fewer resources – crucial as we begin our Young Faith Matters work and Vision delivery. Mission Enablers, Outreach Workers and Engagement Workers will only be truly effective if they can engage with as many people as possible. Ministry Areas will facilitate a far greater reach, helping to achieve more local mission and ministry goals.
- By forming Ministry Areas, more resources and more volunteers will be available and outreach projects can be bigger, bolder, more diverse and have more impact than ever before.
- There can be greater resilience in the service pattern involving a greater number of clergy and lay ministers. There can be different styles of worship either regularly or on occasions and special services that become viable if people from across the Ministry Area attend instead of from just one or two churches. Ministry Areas bring mutual support and a response to a generous God.
- Ministry Areas move away from covering the costs of ministry for one's own narrow area to supporting the wider ministry of your area and your neighbours. Sharing your gifts both financial and skills with others is an act of profound generosity.

Reducing burdens

- Capacity within the Parish Support team is limited but moving to Ministry Areas means we can do so much more and make a real impact in helping congregations and Ministry Areas. Supporting around 30 Ministry Areas will be more efficient with better outcomes than stretching already thin resources to reach 100+ parishes.
- Ministry Areas will reduce bureaucracy and duplication especially in finance, administration and meetings. Safeguarding, for example will be a Ministry Area responsibility rather than focused on each individual church. The workload can be shared and eased by having greater experience to draw upon across the Ministry Area. Treasurers working together lifts the burden of financial responsibility from just one person's shoulders. Wardens will be able to offer advice to one another from their past experience.
- Sustaining life in our churches and maintaining property will be easier by spreading the load in a Ministry Area and considering the most effective use for each building in growing the Kingdom of God.



- The rising cost of parish share is a concern to most congregations, and if we fail to change the current parish system and reach out to more people this anxiety is not going to disappear but only grow.



Section 4 – Our people

4.1 Leadership

Above all we want our ministry to be Christ-like, showing people how our Saviour behaved, and preaching through our lives and actions the message of the resurrection, that faith is stronger than despair and even death can be transformed into life. We remember how Christ worked alongside and through a community of faith and that too is our calling.

At the heart of our Ministry Areas is that commitment to Christ-like leadership. We believe that ministry belongs to the whole people of God, and so we will look for strong lay leadership working alongside and complementing the ministerial priesthood.

We remain committed to each congregation having a ‘Vicar’ who has pastoral oversight within the wider team. Yet strategic decisions must be made and owned at the Ministry Area level which gives them a chance to be well-resourced and inspire more support. Ministry Area leaders will be agents of great teams working together to tell a joyful story, to grow the kingdom, and to build the common good.

4.2 Collaborative ministry

The Diocesan Vision is calling us to think about a much bigger future, to start new ventures, make more connections amongst our churches but also in the communities we serve; growing links between schools and churches, deepening the faith and discipleship of people, or achieving greater good for the community with foodbanks or debt help.

Working and collaborating together enables more to be achieved. Working together means a bigger picture can be created with larger goals that have more impact.

Ministry Areas will have a team leading them and each member of that team will bring their God given skills and talents to the team. No single person can be good at everything or every aspect of ministry whereas a team will be able to pool all the talents together to have more experience and expertise.

Churches will be able to draw on the knowledge of people from right across the Ministry Area when they face challenges or wish to try something new. How it worked (or didn’t work) elsewhere will help to shape the way the church plans for the future. They will be able to share good practice much more easily.

A Ministry Area may be able to afford more support such as a paid administrator which frees up the clergy to fulfil their vocation or perhaps employ a lay minister to focus on a particular sector of mission and ministry across the Ministry Area. As a bigger unit there is far more scope to pool the financial resources.

Those to be employed by the Diocese will find it easier to connect with a Ministry Area to be effective and reach so many more people.



Having more people to draw upon as volunteers, sharing the load, collaborating eases the burden upon individuals and allows far more to be achieved, draws more people to know Christ and become a part of the Church.

4.3 Congregations

The biggest change that will be seen by people who are part of the congregations of the churches in a Ministry Area is that sometimes the services will be led by a different person. They will still have their Vicar but they will benefit from seeing other clergy or other ministers some of the time who they can also build relationships with.

Where the style of worship is diverse, then the Ministry Area is strongly encouraged to maintain that diversity as much as possible. This may take some work to achieve, but we all seek to tell the joyful story of Jesus Christ to our communities.

4.4 Church officers

The role of the different officers, church wardens, treasurers, will become appointments at the Ministry Area level, but there will need to be others who assist at a church level in helping to fulfil these roles. There will also need to be people in each church who can count the collection, there will need to be people who can keep a watch on the church building for damage or the need for repairs. In every church it will remain vital that there are people who can provide a warm welcome to visitors and regulars.

4.5 Curacy

Curates in existing Benefices will translate their curacy into the Ministry Area, thus benefiting from a wider range of expertise within the clergy and gaining a greater sense of team working.

In the future curates will be appointed to Ministry Areas with an assigned training incumbent (this may not always be the Ministry Area Leader or Rector). Sometimes the Curate may also have lived and been on placement within the context of the Ministry Area before being Ordained; thus offering greater stability for individuals and family units without requiring them to move too often.



Section 5 - Governance

5. 1 Parochial Church Council (PCC)

- Each Ministry Area will bring the governance and leadership of the constituent parishes together into one Rectorial Benefice, governed by one Parochial Church Council (PCC).
- The PCC will be responsible for mission strategy and oversight, act as a channel for liaison and for taking significant decisions in the life of the whole Ministry Area which allow the flourishing of the Ministry Area.
- PCC membership will consist of a core of:
 - lay chair
 - clergy team led by an incumbent
 - two churchwardens
 - treasurer
 - secretary
- Other PCC Members may be elected, and it is suggested that a similar number of co-opted members be included to provide specific areas of expertise, in order to form a diverse and representative body.
- We recommend that the PCC should be 10-15 people (although constitutionally they may be up to 25 of whom more than half should be lay members).
- The PCC should meet at least four times per year (whether in person or online) and may be supported by a paid or voluntary administrator.
- PCC Members are Trustees in charity law and hold the responsibility for reporting to the Charity Commission
- Ministry Areas are encouraged to appoint a small Executive Team or Leadership Team from within the PCC to react swiftly, take decisions and actions between full PCC meetings.
- Ministry Area leaders may initially be named in the decree establishing the Ministry Area and may change or rotate over time.
- If subwardens are appointed to a church, they have a place on the PCC *ex officio* – but consideration needs to be given to the total number of the PCC as it would not be advisable to have a large and potentially unwieldy PCC.
- All clergy will have an allocated responsibility for a particular church, area or congregation.



5.2 Ministry Area life

The Ministry Area may set up committees to run specific aspects of the Ministry Area.

Suggested options include:

- By Vision themes - for example, Outreach, Mission & Evangelism, Education & Young People, Lay/ordained Vocations, Discipleship
- By task - such as property or finance
- By geography - such as fabric or social matters of each church.

These committees may include people with relevant skills or calling who do not need to be on the PCC but wish to utilise their gifts.

5.3 Legalities

5.3.1 Bishop's decree

Ministry Areas are officially and legally created by a Bishop's Decree. The Diocesan Standing Committee supports these proposals, so as soon as the time is right a decree can establish each Ministry Area, merging the current parishes within it. This decree may cover several points:

- the name
- boundary map of the Ministry Area
- the initial governance and committee set up
- aspects of finance

The aim is to enable flexibility for each PCC to find the best structure and set-up for their Ministry Area based within the guidelines. While all will legally be Rectorial Benefices, each Ministry Area is encouraged to be named considering their particular geographical and historical significance.

5.3.2 Charity status

All Ministry Areas will have to register with the Charity Commission.

Until March 2021, any PCC with annual income below £100,000 is excepted from this need to register, and while it is possible that the exception will be extended, registration will soon be required for all PCCs.

Some PCCs are already registered, so when registering Ministry Areas these parishes can be merged into those existing registered charities.

Others will need registering, which the Diocesan Office will do for you ahead of the Bishop's Decree so as soon as the Ministry Area is established, it is also simultaneously registered with the Charity Commission. Support can also be given to support you with HMRC to ensure the Ministry Area is correctly registered for Gift Aid and tax matters.



The Charity Commission provides resources and training for Trustees in running charities, including churches. Training that is needed for PCCs will be provided.



Section 6 – Finance

6.1 Treasurers

The PCC has trustees who have overall control and responsibility for finance.

Within a Ministry area context it is expected there will be a Ministry Area Treasurer supported by a number of local Church Treasurers. They would provide timely information to the PCC to ensure they meet their financial governance responsibilities.

6.2 Accounts

Accounts will be produced annually to 31 December as currently.

If the legal entity is not already registered with the Charity Commission, it will need to do so in preparation for this date (see section 5.3.2). Registration with HMRC is also required for the Ministry Area to continue to collect Gift Aid and GASDS. Further guidance will be issued as to how this will be carried out.

The Diocese is looking to invest in software to allow Ministry Areas to prepare and consolidate accounts on a streamlined basis.

6.3 Bank Account Changes

The aim is for the Ministry Area to operate one set of bank accounts in the name of the Ministry Area. Of these, one current account should be used for all payments and receipts which can be analysed into the various church funds through the use of the accounting system.

In the short to medium term the Ministry Area may allow the churches to operate their own bank accounts, however the funds are under the control of the PCC and as such, operational controls and safeguards should be put in place.

All accounts held should continue to operate under a dual authorization system, under the responsibility of the PCC.

6.4 Fairer Share

In 2021 the calculation will be on the same basis as 2020 (unless the parish structure is changed in 2020).

From 2022 onwards the principles of the Fairer share calculation will not change. However, the cost of ministry provided will be allocated to the whole Ministry Area i.e. individual clergy will no longer be charged to specific churches/groups of churches.



The Ministry Area will need to decide the contribution that each church will make to the overall Share. Each church will be expected to be realistic and generous. If one church wants to pay less, then others in the Ministry Area will have to pay more.

The Ministry Area will be responsible for ensuring that Ministry Area Share is paid in full and on time to the Diocese. Ministry Area Share should be paid directly as one payment to the diocese by the Ministry Area Treasurer on behalf of the Ministry Area. If in the short-term churches have separate bank accounts they will need to transfer money in advance to the Ministry Area account.

The rebate scheme will continue to apply on the same basis to any Ministry Area who pays Fairer Share by standing order monthly.

More detailed information on finances will be provided in due course.



Section 7 – Help and Support

7.1 Training

Training for Ministry and training within Ministry (Lay and Ordained) will have elements that can be engaged in locally and which relate to the needs of the Ministry Area. The Training Officer and the Mission Enablers will be able to access and deliver many of these elements. It is also hoped that the online elements of training which have developed in recent months can also be maintained.

Ministry Area Leaders will continue to engage with Leadership Training which will have an increasingly missional element to it. There will be network meetings to share good practice and to learn from each other.

7.2 Supporting each other

In order to support this new way of working it will be possible for Ministry Area leaders to make use of mentors or partnership working in order to progress the work and culture of the Ministry Area.

7.3 Focussed support

Resources and support will be available to help Ministry Areas in their development and growth.

The Diocese is embarking on a new system of Ministerial Review some of which is common to the whole of Wales and some of which is specific to the context of our Vision. A form of Parish Review is also being developed to support the implementation of the Vision. The Diocese sees it as important to provide resources to enable Mission and to address conflict all within a positive pastoral culture so that once Ministry Areas are established the deeper development of the Leadership Team (Lay and Ordained) becomes a priority in order to Grow the Kingdom of God.



Section 8 – Ministry Areas

8.1 Formation - Timetable, milestones

- All Ministry Areas will be formed legally by 1st January 2022 by decree.
- Some are already more advanced in the process and will be established on 1st January 2021.
- Some are already in place, so nothing further needs to be done.
- Before the legal formation, appropriate charities will be set up ready for the new Ministry Areas to register with the Charity Commission as noted above.

These legal steps mark important stages on the pilgrimage journey of growing closer and more effective collaborative work in the Ministry Area. While there are no other formal milestones, each Ministry Area will pass other significant markers of progress on the way, including:

- identifying clerical and lay leaders
- identifying and assembling a PCC
- drawing up a strategic plan
- launching to the whole Ministry Area
- deciding on what committees and working groups are required to support that plan and deliver the Diocesan Vision in your area.

8.2 MA lists

Archdeaconry - Llandaff		
Deanery	New Ministry Area	Existing Benefice(s)
Cardiff [The Revd Canon Stewart Lisk Area Dean]	RB of Roath	Roath
		Roath St Martin's
		Cathays
	North Cardiff Min Area	Llanishen
		Lisvane
		Christ Church, Roath Park
	South Cardiff Min Area	Grangetown w SS Dyfrig & Samsion
		Cardiff, St Mary
		Roath, St German's w St Saviour's
	Cardiff Central Churches (clustered parishes & Conventional Districts)	City Centre, St John's
		Cardiff Dewi Sant
		Gabalfa & Tremorfa



		CD of St Teilo's, Citizen Church
		CD of St Anne's, Urban Crofters
Llandaff	West Cardiff Min Area	RB of Canton
[The Revd Michael John Area Dean]		Caerau & Ely
		Glan Ely
		Fairwater
	RB of Whitchurch	RB of Whitchurch
	Cathedral Parish of Llandaff	Llandaff Cathedral & Parish
	North West Cardiff Min Area	Radyr
		Pentych & Capel Llanilltern
		Tongwynlais
		St Fagans & Michaelston-super-Ely
Penarth & Barry	RB of Penarth	Penarth & Llandough
[The Revd Andrew James Area Dean]		All Saints Penarth
	RB of Barry	RB of Barry
	Wenvoe, Dinas & Sully	St Andrew Major
		Michaelston-le-Pit
		Wenvoe
		St Blethian
		Sully
		Rhoose, Porthkerry & Penmark
Pontypridd	Pontypridd	RB of Pontypridd
[The Revd Michael Gable Area Dean]		
	Llantrisant	RB of Llantrisant
Merthyr Tydfil & Caerphilly	Merthyr Tydfil Min Area	Merthyr, St David & Abercanaid
[The Revd Steven Kirk Area Dean]		Merthyr, Christ Church
		Dowlais & Penydarren
		Troedyrhiw w Merthyr Vale
	Ystrad Mynach Min Area	Ystrad Mynach & Llanbradoch
		Pontlottyn w Fochriw
		Bargoed & Deri w Brithdir
		Gelligaer



		Treharris, Trelewis, Bedlinog & Llanfabon
	Caerphilly	RB of Eglwysilan & Caerphilly
	<i>Subtotal 16</i>	

Archdeaconry - Margam

Deanery	New Ministry Area	Existing Benefice(s)
Bridgend	Greater Bridgend Min Area	Coity, Noton & Brackla w Coychurch
[The Revd Ian Hodges Area Dean]		Newcastle
		Laleston & Merthyr Mawr w Penyfai
	Tair Afon Min Area	Llansantffraid, Bettws & Aberkenfig
		Llandyfodwg & Cwmogwr
		Llangeinor & the Garw Valley
		Llanilid w Pencoed
	Llynfi Valley Min Area	Llangynwyd w Maesteg
		Troedrhiwgarth
		Glyncorrwg & Upper Afan Valley w Caerau St Cynfelyn
Vale of Glamorgan	East Vale Min Area	RB of the East Vale
(The Revd Martyn Davies Area Dean)		Llantrithyd
		Llancarfan
	Cowbridge	RB of Cowbridge
		Colwinston, Llandow & Llysworney
	Heritage Coast	RB of the Heritage Coast
Margam	Aberavon	RB of Aberavon
(The Revd Elaine Jenkyns Area Dean)		Baglan
		Cwmafan
	Margam East Min Area	Margam
		Newton Nottage, Porthcawl
		Pyle & Kenfig
		Kenfig Hill
Neath	Greater Neath	RB of Neath
(The Revd Chris Coles Area Dean)		Llansawel, Briton Ferry
		Skewen



	Neath Vale Min Area	Vale of Neath
		Dulais Valley
		Cilybebyll
		Dyffryn
		Cadoxton-juxta-Neath & Tonna
Cynon Valley	Aberdare	Aberdare
(The Revd Mike Jones Area Dean)		Aberdare, St Fagans
		Hirwaun
	South Cynon Valley	Abercynon
		Aberaman & Cwmaman
		Cwmbach
		Mountain Ash & Miskin
		Penthiwceiber, Matthewstown & Ynysyboeth
Rhondda	Rhondda	Dinas & Penygraig
(The Revd Canon Ruth Moverley Area Dean)		Pen Rhondda Fawr
		Tonypandy w Clydach Vale & Williamstown
		Ystradyfodwg
		Porth Newydd
		Pont Rhondda
		Rhondda Fach Uchaf
		Tonyrefail w Gilfach Goch
	<i>Subtotal 13</i>	
	<i>Total 29</i>	

8.3 Maps

These are currently being prepared and will be available in November.



Section 9 – Contacts

Archdeacon of Llandaff | The Venerable Peggy Jackson | archdeacon.llandaff@churchinwales.org.uk

Archdeacon of Margam | The Venerable Mike Komor | archdeacon.margam@cinw.org.uk

Diocesan Secretary | James Laing | jameslaing@cinw.org.uk

Ministry and Discipleship | The Revd Canon Richard Lowndes | richardlowndes@cinw.org.uk

Education, Children and Young People | Andrew Rickett | llandaffdde@cinw.org.uk

Communications and Outreach | Matthew Batten: matthewbatten@cinw.org.uk

Diocesan Accountant | Jan Boyce: janetteboyce@cinw.org.uk