

Terms of Reference for Deanery Implementation Teams - November 2023

1. Purpose and Background	(1) These terms of reference cover the formation, operation, and responsibilities of Deanery Implementation Teams (DITs). (2) The Diocese of Truro has facilitated Deanery planning through On the Way to devolve more power and responsibility to Deaneries as the central units for planning and allocating Truro Diocesan Board of Finance (TDBF) resources for ministry and mission. (3) DITs have been set up in each of the Deaneries of the Diocese. These teams are tasked by the TDBF with implementing Deanery plans, as approved by Deanery Synod and endorsed by Episcopal College, including any subsequent modifications made through the approved change management process.
2. Membership	(1) The DIT will comprise individuals who are well-informed and actively involved in the life of the Church in the Deanery. Deanery Synod should be regularly informed as to the membership of the DIT. (2) Membership will be made up as follows: (a) The Dean of the Area and the Lay Chair of the Deanery shall automatically, ex-officio, be appointed as members of the DIT, for as long as they hold those respective offices or roles. (b) Other members of the DIT shall be appointed by the Archdeacon in consultation with the Dean of the Area. In selecting individuals for appointment as DIT members, the Archdeacon will have regard to the skills, knowledge, and experience needed for the effective operation of the DIT. (c) As far as practicable, the DIT should include a broad representation of the benefices, parishes, and licensed mission initiatives within the Deanery. (d) As far as practicable, DIT members should be regular worshippers at a church of England church within the Deanery. (e) As far as practicable, DIT members should demonstrate a range of experience in matters such as finance, change management, and other relevant areas that contribute to the effective implementation of the Deanery plans. (3) Members are expected to consistently attend meetings, contribute their specific expertise, and engage in prayerful reflection to discern God's vision. Their responsibilities include sharing relevant information, overseeing subgroups, and reviewing recommendations. (4) Members play a key role in advising on significant implementation decisions, emphasising collaboration and confidentiality in any communication. They are also responsible for effective communication with

	churches and stakeholders, actively listening to concerns and aspirations, and contributing substantively to discussions crucial for the successful implementation of the Deanery plan. (5) The maximum number of members on the DIT shall be 12, to enable the team to operate with effective decision-making, also ensuring there is a balanced representation of clergy and laity from across the whole Deanery. (6) Each team member, excluding the Dean of Area and the Lay Chair, will be appointed for a maximum term of 3 years. At the end of their term, DIT members may be reappointed. (7) Notwithstanding the three-year term appointment, membership shall be reviewed annually as part of the annual planning process to ensure that the DIT has the diverse skills necessary to address current challenges and future opportunities. (8) Other Attendees: (a) The Archdeacon and Director of Change and Renewal may be invited or may wish to attend all or part of any DIT meeting as and when appropriate. (b) Regular attendees are expected to include the Deanery Project Support Officer (PSO) and other members of the Diocesan Change and Renewal Team, for example the Social responsibility officer (SRO). (c) Additional attendees or guests may be invited to DIT meetings when external expertise is deemed necessary to support and complement the existing skills and competencies of the team. Such invitations should be made with the prior agreement of the Chair. (d) Other attendees and guests are non-voting. (9) Sub-Groups: (a) The DIT is authorised to establish sub-groups for undertaking specific tasks that cannot be accomplished within the main team. These sub-groups may involve external stakeholders with particular expertise that is beneficial for implementing specific aspects of the plan. (b) It is recommended that each sub-group include a minimum of two members of the Team and report regular updates at DIT meetings. (c) Sub-groups do not hold any voting and decision-making capacity within the DIT.
3. Chair	(1) The Dean of the Area will be Chair of the DIT unless they opt not to adopt this role. (2) If the Dean of the Area chooses not to assume the role of Chair, or in the absence of an appointed Dean of the Area by the Diocesan Bishop, the Chair shall be appointed by the Archdeacon.

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	(3) If the Chair is absent for a meeting of the DIT, the meeting shall be chaired by a member pre-nominated by the Chair, or if no one is so nominated, a member may be appointed to Chair the meeting by those attending the meeting. (4) The Chairperson will Chair all meetings, ensuring there is an open and adequate discussion on each agenda item, approve draft agendas and minutes before these are sent out to the team, and facilitate decision-making amongst DIT Members.
4. Decision Making	(1) The DIT shall seek to make decisions by consensus. Where consensus cannot be reached, a decision of the DIT taken by vote shall require a simple majority. The Chair will have a second casting vote in the event of an equal number of votes for and against.
5. Attendance	(1) Members are expected to make every effort to attend all team meetings, apologies should be provided in advance of the meeting date. Members who are unable to attend are invited to send their input by correspondence ahead of the DIT meeting. There is no mechanism for nominating substitute members.
6. Quorum	(1) The quorum for a DIT meeting shall be at least half of the membership of the DIT, with the Chair included in the count.
7. Confidentiality	(1) Members must be aware of the sensitive nature of some of the information they receive and must commit to maintaining confidentiality when asked to do so. Additionally, it is the responsibility of the Chair to designate matters that are considered confidential.
8. Conflicts of Interest	(1) Members are encouraged to openly disclose their loyalties, biases, and interests relevant to the Deanery Plan. Instead of necessitating complex procedures, these interests are not only anticipated but also considered healthy for the operation of the group. (2) If the Chair or the Team considers that a member (which may be the Chair) is significantly conflicted regarding a discussion or a decision, the Chair may exclude that member from the discussion and decision and recuse themselves in instances where they find themselves conflicted.
9. Meetings	(1) Frequency and Length of Meeting: (a) At a minimum, the DIT will aim to meet monthly, though it may be required to meet more often as business requires. (b) Meetings will be called at the request of the Chair, and notice shall be disseminated by the Deanery Administrator, Deanery Secretary, and/or the Project Support Officer (PSO). (c) Cancellation or rescheduling of meetings will be by approval of the Chair.

	(d) Meetings may be in person, or online, at the discretion of the Chair, so long as all attending can hear and be heard by others. (e) Unless otherwise agreed, notice of each DIT meeting confirming the venue, time, and date together with an agenda of items to be discussed, shall be forwarded to each member promptly. (f) The Deanery Administrator, Deanery Secretary, and/or the PSO will ensure that the DIT receives information and papers promptly to enable full and proper consideration to be given to matters. (g) The Deanery Administrator, Deanery Secretary, and/or the PSO will also be responsible for maintaining accurate records of meetings. If the PSO is unavailable, a substitute may be appointed in the interim by the Director of Change & Renewal to support the team. (2) Agenda: (a) Any items for discussion shall be sent to the Chair in advance of the meeting date for inclusion on the agenda. (3) The following shall be included as standing items on the DIT agenda at each meeting: (a) A time of reflection and prayer. (b) Updates on Deanery plan implementation. (c) Key messages and other communications to be shared with the Deanery. (d) Updates on payment of MMF in the Deanery, as this directly relates to the affordability of the plans. (e) Safeguarding, as it relates to the work of the DIT and/or Deanery projects. (f) Reporting to the Deanery Synod and the Programme Board for Change & Renewal including meetings the Deanery Implementation Plan Panel as requested (at least once per year) chaired by the Director of Change & Renewal. (4) Minutes of meetings: (a) The Deanery Administrator, Deanery Secretary, and/or the PSO will record the proceedings and decisions of all DIT meetings, including recording the names of those present and in attendance. (b) In the interest of efficiency, when the DIT collectively agrees, action minutes may be taken as a streamlined alternative to comprehensive meeting minutes. (c) Draft minutes of DIT meetings will be circulated first to the Chair, and then to all other DIT members for review.
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	(d) Minutes shall be approved and signed off at the next DIT meeting. (e) Minutes are generally not considered confidential, but their distribution should be limited. If there is a need to share minutes with external stakeholders, the Chair will specify which information is considered confidential or sensitive, and such details should be redacted from the minutes and not disclosed.
10. Duties	(1) Collaborate with the Change & Renewal Team to lead the implementation of the Deanery plan, establishing an annual plan aligned with Deanery plan implementation. (2) Monitor and report progress against annual and Deanery plans every quarter, identify and review risks, determine actions for risk mitigation, and promptly escalate unresolved risks and issues to the Director of Change & Renewal. (3) Provide support and advice to sub-groups, individuals, and congregations during implementation, including guidance on plans and requests for the use of Lowest Income Communities Funding (LICF) and other Diocesan Mission Funding. (4) Play a crucial role in submitting change requests for alterations to the Deanery plan by the agreed-upon change management process and engaging with all stakeholders affected by such changes when necessary.
11. Reporting	(1) Provide regular progress reports on implementation of the Deanery plan to the Deanery Synod. (2) Communicate proposed and approved changes to the Deanery plan, following the approved change management process, to ensure transparency and collaboration in the ongoing development and execution of the plan. (3) Provide reports to the Change and Renewal Programme Board on the progress and impact of the Deanery plan implementation every quarter.
12. Communication	(1) Hold responsibility for proactive stakeholder engagement with the Deanery Synod, Parochial Church Councils (PCCs), Benefices, and other relevant church bodies in the Deanery. (2) Develop a communications plan that outlines the strategies, channels, and frequency of communication to keep stakeholders well-informed about progress, milestones, and any changes related to the Deanery plan.
13. Amendment, Modification of Variation	(1) Terms of Reference are reviewed annually by Programme Board for Change and Renewal to ensure they remain relevant and up-to-date.