



THE CHURCH  
OF ENGLAND

## **Ministry Council**

# **Follow-up Inspection Report**

All Saints' Centre for  
Mission and Ministry

December 2013

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## All Saints' Centre for Mission and Ministry

### Inspectors' follow-up Report on the progress on the Action Plan following the recommendations of the June 2012 inspection

December 2013

#### INTRODUCTION

The inspection of All Saints' Centre for Mission and Ministry took place between April and May 2012. The inspectors' Report expressed particular concern about Governance and Management and requested quarterly reports on progress on the recommendations on these issues, in addition to the overall Action Plan for the institution's response to the Report.

An Action Plan was received at the end of January 2013. Progress reports on Governance and Management issues were received in January, April (Trustees Action Plan), and October 2013. The Senior Inspector together with another member of the inspection team met with the Chair of the Trustees, the Chair of the Finance and General Purposes Committee and separately with the Principal in June to discuss progress. The same two members of the inspection team then visited All Saints' Centre to compile a full follow-up report on all the Inspection Report's recommendations in December 2013.

They met over two days with some members of the Course Management Team, including the member now appointed as Communications Officer, the Dean of Studies and the Principal. They also had a meeting with the Chair of the Finance and General Purposes Committee. This follow-up Report is based on the three progress reports on governance and management, the notes of the June meeting on those issues, the overall Action Plan which was very helpfully updated on several occasions during 2013, and the discussions held during the visit in December.

This report sets out the original recommendations in **bold**, the actions identified in the Action Plan are in *italics* and the inspectors' comments are in normal type.

#### Recommendation 1

**We recommend that the Principal and Course Management Team should explore a variety of ways of communicating the Course's vision, both to recruit students and to develop further its engagement with and accountability to the dioceses and other organisations.**

*The Principal will appoint a member of the Course Management Team (CMT) to act as Communications Officer to oversee external communication. The CMT will agree ways of improving communication with and involvement of other Directors of Studies and take the necessary action. The Dean of Studies and the*

*Communications Officer will review the Course literature for 2014 recruitment. A new website will be prepared and launched. It will include admission information. The Dean of Studies will update and revise the Course Handbook into smaller, more focused booklets. The communication strategy will include joint promotion of All Saints and St Mellitus.*

*Several other actions were proposed concerning staff engagement with University of Chester and other academic seminars and conferences, a staff 'register' on Moodle to record Academic interests and participation with ministry Division in the Common Awards process.*

A Communications Officer was appointed. The new website was launched on All Saints Day 2013. Printed material has also been produced in the same style as the website, setting out details of the courses provided for Ordained, Pioneer and Reader ministry. Together they make clear what people can expect on joining the Course on each of those tracks, with diagrams to show how the various parts of each course fit together. There is also a leaflet produced jointly with St Mellitus College and the Lancashire and Cumbria Theological Partnership to inform people in the north-west dioceses of the options for theological education and training in the region.

The Communications Officer spoke of a number of press releases, on the inspection report, the launch of the website, and some useful stories concerning individual students and course developments. All of which he hoped were building a corporate image for the Course. Facebook and Twitter are other vehicles, enabling wider participation for students and others.

The inspectors commended the use of quotes from students concerning their experience of the Course in both the printed material and the website and wondered if this could be built upon further by such actions as enabling students to speak at Synods, Bishops' Councils and other groupings within the diocese. We were pleased to hear support for this latter suggestion coming from the Chair of the F & GP, and hope that the Trustees will encourage the dioceses to offer appropriate invitations.

It is clear that very good progress has been made in communicating the Course's existence and what joining it means in practical terms for students. The new website and the printed material we were shown set out the "What, When, and Where" of the Course admirably. However at the heart of this recommendation is the phrase "communicating the Course's vision". At the time of the inspection the inspectors were impressed by the excellent material in the Curriculum Validation document which spells out the vision of the Course and in our report we said that the Principal and Course Management Team should have confidence in communicating it more vigorously. We hope that the good work already done might be built on to meet this core aspect of the recommendation more effectively. In our discussion it was recognised that opportunities exist for

expressing this underlying vision for the Course in different ways. We spoke, for instance, about elaborating on some of the phrases in the printed material, such as “trains people for ministry in the ‘blended economy’ of inherited and emerging church”, and “not just as preachers and worship leaders but trained members of missional leadership in churches and workplaces”. Both of these indicate certain directions, linking back to the CVD, which might be spelled out more explicitly in the content and images of the publicity material, in the more detailed material for students as they begin the Course, and through the delivery.

We were pleased to see that the Course Handbook has been reorganised in the way the action plan suggested into a series of different leaflets. Material from the Curriculum Validation document is being woven into these to express the underlying rationale.

Satisfactory. We were encouraged by the actions which have been taken and the recognition that there is more to be done in spelling out more explicitly the overall vision of the Centre. In this respect we hope that the changes in job descriptions of the Dean of Studies and Principal will free the latter to give more time and attention to communicating that vision to the wider church.

## **Recommendation 2**

**We recommend that the Course Management Team develop a diagrammatic representation of the roles and relationships of the various parts of the course to give students a broad map of how the parts fit together and contribute to the vision.**

*The CMT will revise the present diagrams, consult with students and Course Committee and publish.*

These have been satisfactorily completed and provide a helpful map of how various parts of the course fit together. Fully satisfactory.

## **Recommendation 3**

**We recommend that the Course Management Team, in consultation with students, produce a clear statement of the Course’s understanding of its corporate life, drawing on material present in the documentation.**

*The Course Committee will reconstitute the Student Liaison Group. The CMT will consult with students and Course Committee. The Dean of Studies will publish an agreed statement in the Course Handbook.*

Satisfactory progress. Proposals for the reconstituting of the Student Liaison Group went to the Course Committee in November 2012 and were agreed. On the matter of a statement of the Course’s understanding of its corporate life,

consultations have taken place, and relevant sections of the course documentation have been drawn together, but the production of a statement has proved to be more difficult than initially thought. The process has revealed something of the complexity of the exercise in taking seriously the different needs of the Ordained and Reader student communities, and the dispersed geographical nature of the Course. Thinking through the complexity has been beneficial in responding to Recommendations 4 and 5 below.

#### **Recommendation 4**

**We recommend that the Course Management Team continue to review the provision for the development of the corporate life of its Reader cohorts, building on the new pattern for study days.**

*Study Day convenors were asked to review student feedback and prepare reflection on each Study Day for the CMT. The Principal and Moodle manager were to provide a means of capturing student feedback electronically. The Student liaison Group were asked to continue reviewing student feedback and to make recommendations. The CMT, student representatives and Course Committee will review student experience during the Annual Review week.*

Fully satisfactory. These actions have been carried out. Every year as part of the Review Week there is a session with the Student Liaison Group. That Group now meets at least once each term, chaired by the Dean of Studies. There is consideration of an anonymised response to every module. Every module has a review comment which goes to the Course Committee and then on to the Trustees.

The new pattern for Study Days has continued to be successful. A recent day involving all three years had contributed greatly to the sense of being part of the wide community of Readers.

#### **Recommendation 5**

**We recommend that the Course Management Team review the opportunities within the week night sessions for the further development of the corporate life of the Ordained and Reader cohorts.**

*The CMT were asked to consider changes to patterns of worship and social time, and to develop a two-year programme for worship and to monitor implementation. As above this will be on the agenda of the Annual Review week.*

Fully satisfactory. The modules have been retimed to provide for 12 weeks for each module. This has allowed a restructuring of the week nights allowing space for building of the corporate life with more time for breaks, more time for worship and feedback upon it. Similar principles have informed the design of the Reader

Study Days and the Ordinands' weekends. In the case of the latter advantage has been taken of the possibility of having all three years together. Whilst this has meant that there has been less opportunity for students to lead worship it has helped to develop the corporate life of the Ordinand Community. Quiet Days have been introduced for Readers. The Inspectors very much welcome these changes with the opportunity they bring for more feedback, reflection and student interaction.

## **Recommendation 6**

**We recommend that the Course Management Team building on the good work already done, review the provision for students with disability, exploring options to use technology in an appropriate way to enhance their formation experience.**

*The CMT were asked to collect and review policies and training material on diversity and Equal Opportunities with a view to developing diversity training in the module Discipleship and the Practice of ministry. They will also consider issues for students who have a role as sole or principal carer. The Principal will consult on appointing a Disability Advocate/Adviser. The CMT will seek advice on and review usefulness of available technology and consult with disabled students to review provision to inform the Review Week discussions.*

Fully satisfactory. The Principal has appointed a the Deaf tutor responsible for Deaf students as Disability Advocate/Adviser. Whilst she is not a member of the CMT she is able to attend whenever she wishes to and for specific agenda items on disability or inclusion.. Staff have taken part in diversity training. There has been a reworking of key texts. The process has been helpful in highlighting this issue and sensitising members to the appropriate use of language, especially in recruiting people. The inspectors were pleased to hear a number of examples where sensitive and creative responses had been made to particular needs. The discussion on the usefulness of available technology is ongoing with a date for completion given as January 2014.

## **Recommendation 7**

**We recommend that a member of the Course Management Team is given specific responsibility for overseeing the worship experience on the course, ensuring, in particular:**

- **that students are helped to make the best possible use of the variety of spaces in which the course operates,**
- **are aware in planning worship of the potential tensions between training needs and the provision of worship for the community, and,**
- **and that appropriate feedback is provided at weekends, study days and on week nights.**

*The Principal will consult on appointing a member of CMT to oversee worship experience. The CMT are asked to develop an integrated programme for worship at Ordinands' residentials and a two-year programme for worship at Reader Study Days, and monitor their implementation. The CMT will also review and revise the worship policy and guidance.*

Satisfactory progress. The Dean of Studies has been given the task of overseeing the worship experience on the Course. He is working towards a 'curriculum for worship'. This is not a prescriptive statement, but a framework so that duplication or operating in a random fashion is avoided. This appointment indicates a much more structured approach to this aspect of the Course. A Worship policy document has been produced and is included in the Worship Handbook, although it has yet to go to the Course Committee for final approval. This is scheduled for February 2014. The inspectors are encouraged by this progress.

### **Recommendation 8**

**We recommend that a clear statement on the principles governing the content of pre- and post- ordination/licensing training should be included in the Course Handbook.**

*The Principal/Dean of Studies will consult with the dioceses re post-licensing training provision and needs. The CMT will agree a statement by December 2013.*

The initial response of the Course to this recommendation recognised that this is a complex task across six dioceses for different categories of ministry. The task has been made even more difficult by changes in the patterns adopted by the dioceses, and changes in the length of the course followed by Readers. Any statement is likely to remain an aspiration at this stage. The hope was expressed that perhaps this current year which sees all the Readers on a two year programme might make a more coherent approach possible.

Partially satisfactory. Although the recommendation has not been met, addressing the issue has been a useful exercise.

### **Recommendation 9**

**We recommend that the Course Management Team continues to improve this excellent resource of MOODLE with a view to making it even more accessible and beneficial to the running of the course, and ensuring consistency of information.**

*The Moodle Manager was asked to provide document-storage areas on Moodle for assessment and quality monitoring, and to move student feedback forms to*

*Moodle to facilitate analysis. The Student Liaison Group and the CMT were asked to review the student experience of Moodle. The Dean of Studies was asked to develop a data-harvesting system for student applications in time for June 2013*

A major consultation on MOODLE was conducted in April/May 2013 involving students (by email, in open face-to-face consultation meetings in the North West and East Midlands, with the Student Liaison Group) tutors and the Course Management Team. MOODLE was redesigned to take account of all the concerns expressed making a much more consistent and simple interface. A number of ways of ensuring consistency of information have been introduced in July/August 2013.

The last item in the Action Plan, the development of a dataharvesting system, was not part of the original recommendation and is not directly related to MOODLE. It has now been put on hold in the light of the tendering for the new Common Awards Virtual Learning Environment.

Fully satisfactory. The recommendation in respect of MOODLE has been met in full. The Course now awaits developments on the Common Awards VLE, when staff will be able to see more clearly how to implement the second item in its action plan concerning data-harvesting

## **Recommendation 10**

**We recommend that the Course Management Team, in consultation with academic partners and student representatives, devise and agree a policy document describing how the course relates theory and practice.**

*The CMT were asked to design a consultation process, to draft a policy for approval by the Course Committee. The Dean of Studies was to include appropriate work on this in the Staff Development Day. The Dean of Studies and Principal were asked to include an appropriate element in tutor induction.*

In the original report the inspectors expressed Confidence overall with regard to Section H. It was therefore disappointing to discover that target dates for a full and completed response to this recommendation have consistently slipped. It is now expected that the process outlined in the Action plan will only begin in December 2013, with a hoped for approval by the Course Committee in July 2014. The Dean of Studies said that this issue will appear on the Staff Development Day agenda in January 2014. We were assured that it is raised in tutor induction sessions in a preliminary way pending the production of the policy document which is the main substance of the recommendation.

Not satisfactory. We are aware that the CMT have had to respond to a number of other issues and changes, but this recommendation is a crucial one and

should have had higher priority. It is critically linked to the earlier recommendation 1 about being more explicit in the setting out of the underlying philosophy of the course.

### **Recommendation 11**

**We recommend that an understanding of ministry in the multi-faith context of England should become a more integrated part of the course delivery.**

*Module leaders were asked to review the content of modules in the light of this recommendation, to identify changes to schemes of work and changes required to module descriptors. The Course Committee would be asked to agree the changes and the Principal propose them to the University.*

Fully satisfactory. These actions were all carried out during the course of 2013.

### **Recommendation 12**

**We recommend that the Governing body monitors carefully the implications of the way staff are recruited and employed for the day to day management of the course.**

*See under Recommendation 16*

As the accompanying text in the main report makes clear, this recommendation is concerned for the possible impact of the mixed pattern of employment, secondment and financing of staff for the day-to-day management of the Course. These issues are taken up in the response to Recommendation 16.

### **Recommendation 13**

**We recommend that the Governing Body put in place a policy setting out and detailing adequate provision for Continuing Professional Development drawing particularly on the opportunities offered by the University of Chester, and for research.**

*The Course Committee were asked to carry out a benchmarking exercise to compare arrangements in other courses, then to draft policy and consult the Finance and General Purposes Committee on the financial implications.*

Whilst we understand that some of the preliminary work has been done and that the F & GP committee have agreed funding, the drafting of the policy is still in process with a target of February 2014 for the Course Committee to draft a policy to be submitted to the Trustees in May/June 2014.

Not satisfactory. Dates for completion on the Action plan have been repeatedly moved further into the future.

#### **Recommendation 14**

**We recommend that details of the student complaint and grievance procedures are made available on Moodle.**

*Dean of Studies to publish the grievance procedure in the Course Handbook on Moodle.*

This was completed in September 2012. Fully satisfactory.

#### **Recommendation 15**

**We recommend that the staff and students review the arrangements for the student representation in course affairs, including the Student Liaison Group and the Board and Committees.**

*The Course Committee was asked to approve arrangements for student representation on the Student Liaison Group. The new Group was to review membership and pattern of meetings, and recommendations were to be made to the Trustees concerning student representation. This would inform the review of governance.*

All these actions were completed by June 2013. There are two student representatives on the Academic Committee, and one in attendance at Trustees meetings. The inspectors suggested that there might also be two students in attendance at the Trustees meeting both to provide mutual support and continuity. This view was met with approval by the Chair of the Finance and General Purpose Committee. We understand that arrangements are being made for the members of the CMT and SLG to sit down together to form a Programme Team meeting.

Satisfactory. We hope that the suggestion of the attendance of two student representatives on the Trustees meeting is pursued.

#### **Recommendation 16**

**We recommend that the Governing body use external consultancy to review the governance and management structures:**

- a. To clarify the aims and objectives of the different aspects of the institution, currently referred to as SNWTP, during the next phase of its life.**
- b. To identify what form the necessary bodies should take to deliver the agreed objectives and achieve clarity about their several remits**

- c. **To determine appropriate membership of the different elements within the structure**
- d. **To determine the necessary management structures and role definitions to deliver the task(s)**
- e. **To review the task, membership and operation of the Course Management Team of ASCMM with a view to streamlining the number of meetings.**

*The Finance and General Purposes Committee were asked to work on revising the governance structure. A consultant was engaged with significant experience in the area of governance. Initial recommendations were brought to the November 2012 Board meeting. Comments were requested from the Diocesan Secretaries of Chester, Liverpool and Manchester as well as other trustees of SNWTP. Specific suggestions about membership of the revised Board would be made.*

The Inspection report required interim reports on these Recommendations 16 and 17. Reports were received in January, April (Trustees Action Plan) and October. A meeting was held in June between the Chairs of the Governing Body and the Finance and General Purposes Committee and two inspectors.

In relation to the separate sections of the recommendation:

- a The existing company has been retained but renamed, All Saints Centre for Mission and Ministry. New Articles were drawn up which, whilst retaining the broad objectives of the SNWTP, make it clear that these are now applied to the narrower purpose of an Anglican training institution. There are now just three Founder Members representing each of the dioceses of Chester, Liverpool and Manchester. The dioceses of the Sodor and Man, Derby, and Southwell & Nottingham, whose students will continue to participate in the course were informally consulted about being represented as part of the Founder membership, but declined to do so. SNWTP therefore no longer exists, though the intention remains, expressed in the recent Trustees' Report, to pull together an ecumenical forum. It is clear that this is the responsibility of the North West Bishops to pursue if desired.

There is a commitment by the Trustees to work collaboratively with the other two main providers of theological education and ministerial training in the north west, both at the practical level in working on joint publicity (see the response to Recommendation 1) and at the level of the governing bodies.

- b The new company structure consists of a Board of Trustees, with three sub-committees, Academic or Course Committee, Finance and General

Purposes Committee, and an Audit and Risk Committee (still in the process of being established, due to meet for the first time in March 2014).

- c The new Board includes three nominees from each of the member dioceses, and independent directors appointed by the General Synod and co-opted by the Board in order to draw in relevant skills. Member dioceses were asked to appoint a mix of lay and ordained Directors and the Principal is also now a member of the Board. A lay member of the Board chairs the F&GP. The President of Luther King House has agreed to attend the Board meetings, or send an alternate, to maintain the ecumenical link, and there is one student representative. In discussion with the Chair of the F&GP, the view was expressed, in line with a comment in the inspection report, that whilst lay representation has been slightly increased, it might be helpful to make one or two further lay appointments. There is further lay and ordained representation from the dioceses and other constituencies on the sub-committees, which have also been empowered to co-opt additional members with skills specific to the task as necessary.
  
- d Discussions with the dioceses have led to greater clarity about financial and employment structures. The Diocesan based Directors of Studies are subject to a secondment agreement with the dioceses. The Principal, the Dean of Studies and the Administrator and Admin Team are employed by the All Saints Centre. A new budget model has been agreed with the partner dioceses which it is hoped will give them a much greater sense of ownership of the structure and the budget. The funding comes from Vote 1 monies for the ordinands together with contributions of £36,000 from each of the founder Member dioceses, and a similar amount from the East Midlands dioceses jointly, towards the cost of Reader training. If the All Saints Centre accounts show a surplus at the end of the financial year, then the Centre will pay back to the diocese the cost of up to 0.7 of a post. This funding structure means that if Reader training ceases to be done by All Saints Centre, it will be able to continue its core task of training ordinands, provided that the numbers hold up to the level of around 50.

This clarification of financial and employment structures has been accompanied by a review of the job descriptions of the Principal and the Dean of Studies. The Principal, as well as becoming a Trustee, is now clearly seen as the Chief Officer. This will enable him to work more closely with the other trustees with mutual benefits for him and the trustees in his ownership of the policies of the Board. The Dean of Studies, previously on a three-year contract has now become a permanent member of staff. The revised job descriptions set out clearly the complementary roles of the Principal and the Dean of Studies, the former concerned primarily for broad oversight, management of core staff, and external relationships, the second more for the oversight,

management and delivery of the course programme. It is hoped that this division, together with some temporary extra admin hours which have been authorised, will enable the Principal to reduce his workload, moving some specific tasks to others. One of these, highlighted in the Inspection Report, is responsibility for detailed budgeting. He remains responsible for the budget, but not for its detailed preparation which should be the task of the F & GP.

We were pleased to hear that the Trustees are supporting the appointment of work consultants, a development which is tied into the revision of job descriptions and linked with professional development (See response to Recommendation 13). The revision of the job descriptions is going hand in hand with discussions in the CMT about its operation.

Fully satisfactory. Much greater clarity has been brought to the governance arrangements, and we have confidence that the work now being done on the revision of job descriptions, which we had sight of, will sharpen the operation further.

#### **Recommendation 17**

**We recommend that following the Review, the Governing Body produce a Business Plan taking into account a full risk assessment**

*The Business Plan is still a working document.*

The greater clarity in terms of the nature, purpose and structure of the institution together with funding arrangements make the possibility of a coherent business plan more easily constructed. This is still a work in progress.

Satisfactory. There is now a firmer base on which to build, but more work to do to complete the recommendation.

The overall response to the recommendations has been satisfactory.

The Ven Bob Langley, Senior Inspector  
The Rev Peter Massey

30<sup>th</sup> December 2013