

The **Methodist** Church



THE CHURCH
OF ENGLAND

Quality in Formation Panel

Follow-up Inspection Report

**Cranmer Hall and
Wesley Study Centre**

May 2012

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CRANMER HALL AND WESLEY STUDY CENTRE

Follow-up Report of the Senior Inspector on Response and Action Plan from Cranmer Hall and the Wesley Study Centre, Durham, to the Recommendations of the May 2011 Report of the Inspectors

May 2012

INTRODUCTION

The senior Inspector was welcomed again by St John's College and, in particular the staff and students of Cranmer Hall and the Wesley Study Centre. Prior to the visit a document detailing progress on implementing the recommendations was received. Supporting documentation was available to the Senior Inspector upon arrival at the college. Over the course of a 48 hours stay the Senior Inspector was able to meet with the acting Principal of St John's College, the Warden of Cranmer Hall, the acting Director of the Wesley Study Centre, the Warden's P.A., the Directors of post graduate and undergraduate studies, a member of the teaching staff of both Cranmer Hall and the Wesley Study Centre and the Bursar. (Where acting members of staff were involved, this was to cover study leave.) The Senior Inspector also spoke on the phone to the chair of the Cranmer Committee. Since the inspection a new Warden has been appointed.

In addition to the expected document outlining progress on the recommendations, a document detailing progress on the 'urges' was also presented. The Warden and Acting Director write;

Whilst we wish to engage with the recommendations as a proper matter of priority, our key objective is the increasing excellence of the institutions we are privileged to serve and thus we have sought to engage with all the helpful advice and insight contained in the report and have treated both 'recommendation' and 'urge' in a similar fashion. That document does not form part of this report, but can be made available on request for wider discussion should that be deemed desirable.

The Senior Inspector was very aware of the difficult context in which the work has been done on these recommendations and urges. The Methodist document 'Fruitful Field' and the Church of England discussions concerning Common Awards have brought uncertainty to both Cranmer Hall and the Wesley Study Centre as well as requiring detailed attention over the last year. The staff are to be commended for the progress that has been made on the recommendations in the light of this uncertainty and extra work.

The recommendations from the Report (2011) are printed below in **bold** type. The institution's follow-up action along with the Senior Inspector's comments on this appear in normal type.

Recommendation 1

We recommend that within the parameters of the regulations and practices of Durham University, the theological foundation of the various programmes, as stated in the Inspection Questionnaire documentation should be stated explicitly in each of the various programmes of study (BATM, MATM, DThM) and referred to as appropriate in their statements of aims and objectives both overall, and in some cases in individual, modules.

Recommendation 2

We recommend that, within the parameters of the regulations and practices of Durham University, the formational and educational foundation of the various programmes, as stated in the Inspection Questionnaire document, should be stated explicitly in each of the various programmes of study (BATM, MATM, DThM) and referred to as appropriate in their statements of aims and objectives, both overall and, in some cases, in individual modules.

Both satisfactory.

These two recommendations have been deal with together by Cranmer Hall and the Wesley Study Centre.

A booklet has been produced entitled "Theological, Formational and Educational Principals at Cranmer Hall and the Wesley Study Centre" which is being issued to all prospective and current students based upon the response to the Inspection Questionnaire 2011 which was commended by the Inspectors. As a result of the Senior Inspector's visit further consideration will be given to producing a shorter version of this which might be more accessible to students and also be useful to a wider audience seeking to understand Cranmer Hall and the Wesley Study Centre better. This way of meeting the inspector's recommendations is considered acceptable in the light of the extensive negotiations that would be required with the university and, in the case of the undergraduate programmes with Lindisfarne, to actually put them into the handbook and refer to them in the aims and objectives at this stage.

Discussions with the Director of Undergraduate and Postgraduate studies indicated that the intention is to engage in further discussion as part of the Durham University periodic review which will take place in the academic year 2012/13, by which time, of course, greater clarity should have emerged about the shape of national and regional training for the C of E and the Methodist Church. For the postgraduate programmes discussions will begin earlier as part of the discussions arising from the interim programme review which took place in July 2011.

Because the DThM is a programme under the control of the Department of Theology and Religion, Cranmer Hall and the Wesley study Centre are not at liberty to act on this recommendation for that programme. They will continue, at DThM board meetings to make all involved aware of these foundations. The aforementioned booklet has been tabled for noting at the next DThM board meeting in June.

Recommendation 3

We recommend that where a student is not taking the Level 2 Christian Ethics module for credit, the individual programme of study for such an ordinand or student minister should explicitly name where the assessment of some aspect of Christian Ethics will be undertaken in some other module

Satisfactory

It has been agreed that at the beginning of each academic year the Director of Undergraduate Studies will draw up a list of students in their second year of training, identifying those who are taking THMN2177 Christian Ethics. This list is to be circulated to all tutors, asking them to identify any tutees not taking THMN2177 and have a conversation with them about assessment for Ethics. Notification is to be returned to the Director of Undergraduate Studies of the ways in which that student has been assessed, or expects to be assessed in some aspect of Christian Ethics. The Director of Undergraduate Studies will identify any students not being so assessed, and will take action with students and tutors to ensure that such assessment takes place. The documentation detailing this for 2011/12 was available to the Senior Inspector. The Director of Undergraduate Studies reported that the experience of a year operating this system means that staff are now able to recommend modules, other than the Ethics module, where such an assessment can take place.

Following the first year of this system, for Anglican ordinands taking a 2 or 3 year degree programme the ethics module will become compulsory. For Methodist students and those taking the diploma the above system will remain in place.

Recommendation 4

We recommend that the Warden of Cranmer Hall, as Ordinary, and the Director of the Wesley Study Centre, in consultation with the Chaplain and the Worship Consultation Group review the current arrangements for corporate worship, the planning, preparation, conducting and reviewing of corporate worship, including preaching and the streaming of worship, and develop the current documentation into a coherent policy, giving the underlying rationale for the practices described.

Satisfactory

Extensive work has taken place on this recommendation and staff report finding the work valuable in itself. Corporate worship will continue to be under review as the chaplain and staff team reflect with the student body as a dynamic expression of living faith. It is noted that the corporate worship of this community is almost always worship with the whole college community, thus it offers hospitality to:

- Anglican ordinands
- Methodist trainee ministers
- Other ministerial or non-ministerial candidates who are training in an independent capacity at Cranmer
- Postgraduate students at Cranmer or WSC
- Undergraduate students of John's Hall of varying commitment to faith
- Postgraduate students of John's Hall
- Staff members within the college
- Family of any of the above, particularly of those training for ministry, and especially on a Tuesday evening
- College members who profess no faith
- Members of other faiths who have chosen a college with faith as part of its ethos

Although worship is distinctively Christian, it will always look with grace to those who are not natural 'insiders'.

Neither of the above observations prevent the recommended review; they inform it and provide nuance. Further they mean that such review is a dynamic and ongoing process rather than a static one which can be 'completed' in a final sense.

Since the Inspection the Worship Planning Group has reviewed and amended arrangements for the main Tuesday evening worship including identifying a chalice with non-alcoholic wine, reviewed the streaming policy to which the Chaplain has secured Council's agreement, moving the service time to help families with children, experimenting with lighting in the Leach Hall, introducing a rota system for administering the chalice and offering training to prayer ministry teams. In addition the practice of involving one John's Hall member in each service has been affirmed, the choir have led one service and a Confirmation Service has been held with Bishop Justin.

The Warden and the Director have reviewed the pattern of Morning and Evening Prayer over the course of a term and have implemented a new, trial, rhythm balancing Methodist and Anglican rites and minimising the extensive periods where students would worship without following the services from their own denomination.

The Terms of Reference for the Worship Planning Group and Worship Consultation Group have been reviewed and the rationale has been drawn into two documents, which were available to the Senior Inspector reflecting the diverse nature of the whole college, within which worship is held.

- A Worship Overview for the worship of St John's College also containing the structures for planning and monitoring such worship.
- A rationale for the worship of Cranmer Hall and the Wesley Study Centre, which has been incorporated into the worship planner

Recommendation 5

We recommend that the Warden and Director initiate a review of the different practices and processes supporting the role of the Tutor with a view to enhancement and that the Tutors meet together as a practitioner group at least once a year to reflect, evaluate and support one another in this key role in the formation of candidates.

Satisfactory

The tutorial team meet

- once a week during term, using half the time for theological and professional development.
- termly for a reporting day, for mutual support in the task of the tutor and review of the process, and for review of student progress.
- termly for tutor training, which has included assessment training, supervision training and with an e-learning session planned for June. Pastoral tutoring is being considered as a topic for 2012/13
- annually for the Academic Review meeting
- annually for a staff residential which took place in September 2011 and is planned for September 2012. The first residential was important for the building of a new team.

WSC staff and tutors meet four times a year off site providing an opportunity to discuss current developments in ministerial formation, strategic issues for the WSC, connexional matters and also to support each other in the role of tutor by sharing good practice and reflections on our processes. These meetings are an important focus and support for those part-time Methodist tutors who do not take part in the weekly meetings because of their involvement in circuit ministry. These latter tutors are also invited to the termly tutor training meetings.

Recommendation 6

We recommend the annual peer observation of teaching should be carried out on all permanent and visiting teaching staff and made a prominent part of the appraisal process.

Satisfactory

A scheme for this was accepted at the Teachers' Meeting 31.10.11. Observations have been carried out by core staff on core staff, and the process will be rolled out to all regular visiting staff from next year. It is likely that this will increase to two observations per year so that this becomes a familiar process. The Director of Post Graduate studies will be raising the question the review of occasional lecturers with the University and the Warden will also be exploring ways in which feedback can be given.

For Cranmer staff, appraisal dates are in the diary for June; the peer observations will be used in them. The WSC staff will be appraised in September when the Director returns from study leave.

Recommendation 7

We recommend that the range of assessment methods be broadened in the MATM as recommended by the external Moderator

Satisfactory assuming completion of the process.

The Director of Postgraduate Studies reported that a review of all modules is currently in progress following the inspection and the Interim Periodic Review of the MATM in 2011. The broadening of assessment methods will be discussed by the Director of Post Graduate studies in the response to this. Modules introduced to the programme in the past 3 years demonstrate an increase in the range of assessment methods. The ULO and external examiner have praised the diversity of assessment methods in the programme but it is recognised that the concerns of the Inspectors are specifically around formation for ministry. The full programme review will take place in 2012/13 which will include the review of all modules including their formative and summative assessments.

Recommendation 8

We recommend that all new staff should be entered into the probationary training programme of the University as if they were full members of the University staff, unless they already have professional Higher Education teaching qualifications.

Satisfactory if completed.

One of the teaching staff has managed to obtain one of a limited number of spaces on DULTA (Durham University Learning and Teaching Award) this year and is completing the course this term. This course is not always accessible to Cranmer Hall and Wesley Study Centre staff because of the timing. I was assured that conversations with reference to obtaining training in this way will continue with the university.

Other staff will enrol as appropriate.

Recommendation 9

We recommend that a Work Allocation Model for all staff should be incorporated within the appraisal system as soon as possible.

Satisfactory if completed

The advice of the Dept. of Theology and Religion has been sought with reference to the Work Allocation System that they are introducing. (Paperwork was provided for the Senior Inspector).

The following course of action is proposed, subject to approval by Cranmer Committee and the WSC management meeting, both in May.

- Observe the implementation in the Department
- Compare with other similar implementations elsewhere
- Concurrent discussion both at College Officers and Cranmer Committee about possible adaptation for use in Cranmer/Wesley, bearing in mind the need for greater flexibility in a smaller setting.
- Suitable planning and development, learning from both processes.

The Warden expressed a concern that the appraisal processes at Cranmer Hall should be more securely in place (In line with practices already in place at the Wesley Study Centre) before this is taken forward and that the process should not be rushed. Nevertheless the Senior Inspector was convinced of the commitment to the process.

Recommendation 10

We recommend that, in compliance with Appendix F of the Inspection Handbook, Cranmer Hall should make the appointment of a fulltime ordained female member of staff a priority when funding allows this and in the meantime should continue to think creatively to provide for appropriate role models.

Satisfactory

It is intended to redeploy the Chaplain within the College this summer so that she joins the Cranmer Hall staff, and although continuing to be funded in part by CODEC, she will become full time in academic, teaching, researching, writing and tutoring roles, with a senior role in the Cranmer staff team, thus satisfying the requirements of Appendix F for Cranmer Hall.

Following discussion with Ministry Division since the Inspection it is recognised that in the Inspection Questionnaire 2011 two part time female tutors had been misleadingly described so that they did not appear as core staff. This means that Cranmer Hall had met the requirements of Appendix F at that time, by fulfilling section 5.

Recommendation 11

We recommend

- a) a review of the delivery of induction for current and new staff into the HR processes within the University and the range of learning opportunities that exist.**
- b) training for all managers in the paperwork required in the new appraisal processes and some management training on how to undertake appraisals within the college and University context**
- c) training for staff on how to get the best out of their appraisal.**
- d) training in the practical day-to-day knowledge that ancillary staff should be aware of eg child protection policies, health and safety, first aid.**

(Note this refers to ancillary staff in the report)

- a) Not yet implemented.

A Council review of strategy (December 2011) is noted in the Council minutes but does not refer to HR issues. The Bursar has negotiated with University HR that they will supply advice to the college. St John's College now has access to a named Human Resources Manager and the Bursar has been able to seek his advice and meet with him. The Senior Inspector was not able to find evidence of 'a review of the delivery of induction for current and new staff into the HR processes within the university and the range of learning opportunities that exist.

- b) Satisfactory.

Managers have been asked to use the on-line training on for the appraisal process. This is monitored by the college officers. The warden, who is responsible for Cranmer has done this and other managers within St John's College have been formally requested to do so as well.

- c) Not yet implemented.

It was not clear to the Senior Inspector that all staff had been requested to use the online training to get the best out of their appraisal.

d) Satisfactory assuming completion.

Further training is required in line with (d) of this recommendation. The morning of the annual Autumn Staff day is booked for the College Officers to address a variety of policies with the full staff body. These policies will include:

- Data protection
- First Aid
- Visitors in College
- Health and Safety
- Children in college

Recommendation 12

We recommend that handbook materials should explicitly share with students the nature of a credit and justify and explain why a particular word length is assigned to 10 and 20-credit modules.

Satisfactory assuming completion.

The handbooks were amended Sept 2011 and are being further amended for next academic year.

The relevant sections read:

A full-time year of study involves taking 120 credits. Each credit represents 10 hours of study. So a 20 credit module will involve 200 hours of study, including both 'contact' time (lectures, seminars, etc.) and time for personal reading, study and writing. The number of contact hours varies with each module and is stated in the description of the module in the Module Handbook.

Modules are assessed by work which reflects the number of credits awarded. In order to ensure that these are proportional, they have been set to match a set of 'benchmarks of equivalence'.

Benchmarks of Equivalence

20 credit module summative assessment

- *4 000 word essay, exegesis or other written work*
- *45 minute seminar*
- *30 minute presentation*
- *60 minute structured assessed conversation*
- *180 minute unseen examination*

or some combination of the above.

10 credit module summative assessment

- *2 500 word essay, exegesis or other written work*
 - *30 minute seminar*
 - *15 minute presentation*
 - *30 minute structured assessed conversation*
 - *90 minute unseen examination*
- or some combination of the above.*

The first section above will be included in the 2012 handbook and will be linked to the second section which already appears elsewhere in the handbook.

Recommendation 13

We recommend a review of

- a) the way in which the information, policies and processes regarding children in St John's College are updated and shared to ensure best practice.**
- b) the way in which HR processes are cascaded to staff effectively and positively with particular reference to appraisals, follow up training, and learning & development opportunities. (For teaching staff see also the recommendations in section I of this report).**
- c) HR policies in the light of recent employment law changes, particularly those relating to Retirement, Extended Paternity Leave, Agency Workers and the Bribery Act.**

a. Satisfactory

The attention of the Officers has been drawn to the Children in College policy by the Bursar with a request to disseminate the same. The policy is on the website. The policy was drawn to the attention of students in a Cranmer Hall/Wesley Study Centre information slot in Autumn 2012. The Senior Inspector recommended that attention should be drawn to the policy in the student handbooks which will be rewritten this summer to ensure that attention to this area is continues.

b. Not yet fully implemented

See 11 for progress made

c. Not yet fully implemented

Particular work has been done on the Bribery Act. The university policy on this has been adopted and a presentation prepared for use with relevant officers.

Whilst the Bursar is confident that HR policies in use are compliant with relevant legislation there has been no recent and comprehensive review to ensure that what is written corresponds to good practice on the ground.

Recommendation 14.

We recommend that St John's College Council and the Cranmer Committee takes the opportunity of the appointment of the new warden to review the way in which the Cranmer Committee fulfills its responsibilities as described in the remit and terms of reference, particularly with reference to finance, risk and the business plan, with the aim that these responsibilities are more fully discharged.

Satisfactory if adopted by St John's Council.

The remit and terms of reference of the Cranmer Committee are currently under review. The Senior Inspector was able to read a revised copy of this, prior to consideration by the College Officers later in May and the College Council in June.

The finance reports brought to Cranmer Committee have been reshaped to make them more comprehensible to the lay person, focussed and accessible. The Senior Inspector viewed a copy of one of these reports and was not surprised to hear that they have been well received.

Whilst the management of Risk is rightly handled by the audit committee the proposed remit and terms of reference of the Cranmer Committee include a duty to notify the Audit Committee of issues of risk associated with its activities.

Recommendation 15

We recommend that the Business Plan for Cranmer Hall is reviewed within the changing context of Church and HE funding and that targets set as a consequence become a regular part of the Cranmer Committee agenda.

Not yet fully implemented.

The business plan has been informally reviewed this year to place an emphasis upon recruitment, firstly of ordinands and then of independent students in the context of raising morale and team building. Recruitment figures at the time of the Senior Inspectors return visit showed that this had borne fruit. Business plan targets were set as standing items on the Cranmer Committee Agenda from December 2011.

It remains a recommendation that the plan is formally reviewed and rewritten.

Recommendation 16

We recommend that the current Financial Procedures Document is reviewed and updated by the Bursar, for the approval of Council.
Satisfactory if completed.

This has been set as a target for staff within the Bursar's department but not yet actioned. In the meantime, the Bursar assured the Senior Inspector, the University financial procedures which appear in full on the University web-site will be used as a default position. This has been placed on the rolling agenda of St John's College Durham Finance Committee; noted at committee meeting December 2011 as to be returned to in 2012. Financial Procedures also appear as an item in the Council's risk assessment and will therefore be an item of interest to the Audit Committee.

Recommendation 17

We recommend that St John's College continues to follow its plans for upgrading the accommodation of Cranmer Hall and the Wesley Study Centre.

Satisfactory if brought to conclusion.

Refurbishment of rooms within the Cranmer and WSC sections of St John's College was completed in summer 2011. I was able to view the planned new St John's accommodation block that was nearing completion and the footings for the reinstatement of the Orangery on the Houghton dining room. The college remains committed to the new library and learning centre when it becomes possible to raise funds for this, as evidenced by a presentation to Council in June 2011. At the time of my visit a possible new development was in an advanced state of consideration with the Cathedral leading to a possible new Practical Theology Centre which would enhance the teaching and learning environment for Cranmer Hall and Wesley Study Centre students as well as housing CODEC and releasing some space for DDA compliant accommodation.

Urges

In addition to work on the recommendations, as stated above, Cranmer Hall and the Wesley Study Centre have also worked on the changes urged by the Inspectors.

1. Para 17 The Principal will give a briefing on the relationship of St John's College, Cranmer Hall, the Wesley Study Centre and the University for all new students as part of the induction process.

2. Para 42 Student handbooks will be revised over the summer months of 2012, taking into account the urge to include a theological rationale for ministerial formation and diversity and equality and data protection policies.
3. Para 48 A survey was commissioned in November 2011 with reference to the installation of a sound system and loop system within the chapel. The work now awaits exploration of the need for improvement in the Leech Hall and Wallace Room and other technical equipment in the chapel, so that a single faculty may be sought where required and the work done as one project.
4. Para 49 See recommendation 4
5. Para 53 Closer links with the Cathedral have been explored through meetings with the Canons, the delivery of a new MATM module by one of the Canons and the encouragement of students remaining in college out of term time, to attend morning and evening prayer with the Warden.
6. Para 59 See recommendation 4
7. Para 61 See recommendation 4
8. Para 62 See 2 above
9. Para 65 This review has taken place and whilst the formal inclusion of the study of ecumenism within the module structure has not been determined as a priority students will be encouraged to take part advantage of local initiatives such as the Cundy lecture. An optional undergraduate module will be available through Lindisfarne.
10. Para 79 Cranmer Hall and the Wesley Study Centre are continuing to develop relationships with those responsible for continuing ministerial education in the region through meetings with the officers involved, with the aim of enabling students to be more aware of how initial training forms part of their ongoing development in ministry.
11. Para 90 With reference to M level modules the process of moderation is outlined in the markers' handbook and the assessment policy in the Academic handbook.
12. Para 91 A new placement handbook is to be issued that will include specific criteria for the assessment of placement learning, consistent with the new university guidelines and also reference to the learning outcomes of each denomination (see 20 below).
13. Para 93 The subject of a 'worship corner' was raised and discussed in the library committee as urged. It was decided that existing provision was satisfactory.
14. Para 108 See recommendation 11 with reference to training for appraisal. Online and other training is available to staff from the university and notified by email. Termly training at tutors meetings (recommendation 5) has utilized university staff. Banner and DUO training has been made available.
15. Para 115 A review of the roles of the Cranmer Hall administrative staff was completed after Easter and the report is now awaited.

16. Para 117 A new weekly support staff meeting was instituted in October 2011.
17. Para 118 Both the Banner and DUO systems are now accessible to the relevant staff members and relevant training is in place. A longer term data-sharing agreement is being progressed through Durham University Governance Support Unit and the Bursar of St John's College.
18. Para 127 The following programme came in to place in October 2011.
- Annual staff day (all staff – held Sept 2011)
 - University wide staff survey (Oct 11) to give data on which we can act
 - Annual strategy days (all staff)
 - Managers invited annually to COs meeting
 - Academic Staff gather weekly for COPT prayers and update
 - Staff drinks to happen termly (happened Sept 2011)
 - Managers meet all together pre-term, termly
19. Para 129 The academic handbooks are now online for students. The module handbooks are placed on the university website and are publicly available.
20. Para 132 see 12 above
21. Para 140 The steering group specified in the Memorandum of Association between St John's college and the Methodist Church has met, since September 2011 under the chair of John Durrell (URC).
22. Para 153 See 16 and 17 above
23. Para 185 The Wesley Study Centre is willing to make a copy of its financial budgets and accounts available to college officers but no progress is noted with reference to integrating its processes for planning and budgeting more closely with St John's College so that the two can be viewed alongside each other.
24. Para 187 The Council will keep the assumptions and projections relating the Cranmer Hall under constant review through the work of its new finance sub-group.
25. Para 209 See 3 above.

Lesley Bentley
May 21st, 2012