

General Synod

Pursuing the three Quinquennium Goals: Report to the Synod on GS 1815 and GS Misc 995

Foreword

1. Members of the Synod will recall the debate in February 2011 of GS 1815, which surveyed the challenges facing the Church of England and set out three priorities for the new Quinquennium in 2010. In June last year a shorter, more sharply focused document - GS Misc 995 - was circulated, outlining how the Archbishops' Council and House of Bishops intended to pursue these priorities .
2. Now is a moment for taking stock of the journey travelled over the past year and of what lies ahead. It is important for us to assess where we are, how we have got here and where God may now be leading us.
3. GS Misc 995 identified three priorities for the Synod, and the National Church Institutions, during the present quinquennium. It is worth reflecting on what it means to make something a priority. What it doesn't mean is that you do nothing else. What it does mean is that we have identified three areas to which we are seeking to apply fresh thinking, new energy and a certain sense of urgency. On these themes at least, we want the Church to reach the end of the quinquennium in 2015 in a different place from where we began it.
4. Much of the church's life and activity is constant because it reflects an abiding understanding of God. The continual offering of prayer, praise and thanksgiving is a priority for Christians in every generation even when, as now, national work on liturgy does not need to feature on a list of priority business. Similarly, seeking the numerical and spiritual growth of the church, serving the common good and reimagining ministry are not activities that began in 2010 and will end in 2015. But, for now, these are the areas where we know we must be sharper, more purposeful and more imaginative.
5. This report notes how the Church at the national level has been pursuing those three goals since last year. It represents only a fraction of the overall work, for the reasons given above: much essential activity must continue whatever else happens. Just because an activity does not appear here does not mean it is unimportant.
6. The report may also seem to list a somewhat eclectic range of activities. That reflects the nature of the role that the national bodies play in the life of the church as a whole. The church is most itself, not in the working areas of Church House or in the conference centres around the country when member level bodies come together to take counsel, but at the local level where faithful congregations get on with the job of discipleship.
7. In relation to the local church, the national bodies of the Church of England have three main roles: to do nationally those things which can only be done effectively and are done most efficiently at national level; to find ways to support the dioceses and parishes in their work, and sometimes to give additional support to aspects of church life which are in danger of being marginalised. All three roles require different kinds of action to be taken.

8. There are examples of each of these facets within this report. Some of the work seeks to change the climate of public debate nationally; some offers direct resourcing to dioceses and parishes and some is about building up the church in vulnerable contexts.
9. Some of the work represents new thinking within an area of activity which is continuous: developments in church schools are a good example. Other examples show a creative opportunism when a window of opportunity was unlatched for a moment and has been firmly thrust open: the thousands of Jubilee New Testaments distributed to schools are one such case.
10. Other work, like the hard thinking about ministry, represents a concerted effort to address complex and interrelated problems, with which the Church of England has been wrestling for many years, and to see the choices before us more clearly.
11. There is a brief mention here of the work begun by the Archbishops' Council to identify suitable indicators for growth in the church. This is a most important project because it will help us to know how far the energies being put into our three quinquennium goals are bearing fruit. It complements the research, development and evaluation work which the Council and Commissioners are supporting through a dedicated funding stream for 2011-2013.
12. Hard figures are not, of course, the only way of attributing value. But without data and evidence from research we run the risk of making decisions by anecdote and hunch rather than by evaluating the impact of the things we do. By the end of the quinquennium, the work set out in this report, and further work which will build upon it, should have made a difference. Some reliable indicators and a more solid knowledge base drawn from research and evaluation are ways through which we shall better be able to assess what has been achieved and how to improve the effectiveness of our work for the kingdom.
13. These pages sum up a great deal of very hard work by a relatively small number of people. We are lucky to have imaginative and energetic staff, backed by the unstinting input of members of Synod, the Archbishops' Council, Church Commissioners and others. Much has been begun, and a good deal has been achieved, since the quinquennium began, and for that we are grateful. A great deal more remains to be done, and for that we look forward in hope and with a degree of confidence.

✘ Rowan Cantuar:

✘ Sentamu Ebor:

June 2012

Pursuing the three Quinquennium Goals: Report to the Synod on GS 1815 and GS Misc 995

1. GS Misc 995 opened with the Archbishop of Canterbury's words to the November 2010 General Synod:

'Three main themes have emerged with absolute clarity. We are called

i) To take forward the spiritual and numerical growth of the Church of England including the growth of its capacity to serve the whole community of this country;

ii) To re-shape or reimagine the Church's ministry for the century coming, so as to make sure that there is a growing and sustainable Christian witness in every local community; and

iii) To focus our resources where there is both greatest need and greatest opportunity.'

2. GS Misc 995 went on to report how the Archbishops' Council and the House of Bishops had developed these themes.

'The Council and the House of Bishops are clear that these three areas of work- contributing to the common good, promoting spiritual and numerical growth and reimagining ministry are interconnected and mutually reinforcing. There is no hierarchy between them. Each is indispensable to the effective pursuit of the three objectives set out in the November Presidential Statement. All flow from faithful discipleship.'

3. This paper reports on the work completed, and being done, by the National Church Institutions in pursuit of those three areas of work. Omission of any specific activity does not mean that such work is irrelevant to the three goals – this paper concentrates on national activities specifically directed to the three objectives.

A. Going for Growth

Communication

4. The NCIs work to spread inspiring stories and good practice. This includes. 'Start the Week'¹ (which supports diocesan missionaries) and the resourcing mission bulletin². Other Church bodies also offer resources to help promote growth.³
5. The Mission Network (supported and facilitated by the Mission and Evangelism Adviser) sponsored a day on "New Monasticism and Missional Communities" focussing on assisting dioceses in Mission.

Financial Support

6. The Archbishops' Council and Commissioners have earmarked £12m to support a R&D programme on Church growth. £3m is being spent on replicating work which has resulted in church growth in deprived areas.⁴

¹ <http://starttheweek.typepad.com/>

² <http://www.churchofengland.org/about-us/structure/churchcommissioners/resourcing-mission/resourcing-mission-bulletin.aspx>

³ See, for example, the websites of Fresh Expressions (<http://www.freshexpressions.org.uk/share>); and the Sheffield Centre (http://www.churcharmy.org.uk/ms/sc/sfc_researchbulletin.aspx).

⁴ <http://www.churchofengland.org/media-centre/news/2011/11/church-growth-in-deprived-areas-£100,000-research-and-development-grants.aspx>

7. Other streams of national funding are available to support church growth. The Youth Evangelism Fund⁵ has supported small scale projects promoting evangelism among young people. An impact review is currently under way, before a new fund initiated from MPA. The Church and Community Fund has changed the aims and themes of its funding (direct to parishes) to link more strongly to the quinquennial goals.⁶

Children and young people

8. The Education Division has been working to its own framework for growth especially in relation to informal work across the church with children and young people. The **G4G** website (www.going4growth.org.uk) has been developed to provide a one stop shop for resources for children and youth work and is widely used. Other resources have been developed for parishes to audit their provision for children, and preliminary assessments of different models of youth work in dioceses have been begun.
9. A new project with the Anglican foundation universities and university colleges is researching how the Church of England character of the institutions is expressed and will in the second year focus in specific areas that need resources. An early priority will be the support for church nominated governors to help the understand their role in relation to the foundation.

Research and Development

10. Archbishops' Council has commissioned national mission work; for example, the Weddings Project, aimed at church growth through the development of existing ministry, and recently commissioned projects on baptisms/thankgivings and funerals, using a similar model.
11. The Archbishops' Council and Commissioners research programme aims are: to address the 'knowledge gap' within the Church about what areas of its ministry are proving effective in terms of its spiritual and numerical growth, and the reasons why, and thus, on the basis of a stronger foundation of evidence, help Church leaders to exert change over the way the Church does its ministry and allocate its resources in order to facilitate its growth.
12. The work has the following components:
 - A literature review of research material on Church growth, in order to produce a digest of material for Church leaders and develop a list of hypotheses about what facilitates growth.
 - Quantitative analysis of the factors facilitating (or hindering) growth, reporting to policy-makers involved in resource allocation decisions.
 - A profile of growing Churches in various demographic contexts, to prepare a common list of 'growth characteristics' for local Church leaders and those involved in resource allocation decisions.
 - In the light of the results emerging from the research, distribute the remainder of the development funding (£8m) in order to scale up those areas of the Church's ministry which are proving the most effective in terms of growth.
 - Use the evidence from all of the above strands to inform the future use of the funds managed by the Church Commissioners to support the Church's mission and growth.

⁵ <http://www.youthevangelismfund.org/>

⁶ <http://www.ccfund.org.uk/engage/what-s-new/post/12-new-ccf-aims-objectives-and-strategic-funding-themes-announced>

13. The programme will be completed in 18 months' time but findings from it will be communicated as they emerge, in order to support dioceses and parishes in their work.
14. The NCIs have developed a web-based data collection system which will allow much quicker collation of mission and finance statistics, and enable parishes to view their annual figures within the context of their historic trends. Dioceses are now trialling the system.
15. Staff from MPA, Strategy and Resourcing and Research and Statistics are working with three members of the Council on suitable indicators to measure church growth. The group will report to the Archbishops' Council in September 2012. In addition, following last July's Synod motion on mission strategy, a group led by the Bishop of St Albans has produced a report for the Archbishops' Council and this will be considered by the House of Bishops later in the year.

Fresh Expressions and Pioneer Ministries

16. A small group of members, supported by MPA staff, is about to consider the future of the Fresh Expressions team and how its legacy can be embedded in the life of the church. The group hopes to report in the autumn of 2012. As part of this work, the National Mission and Evangelism Adviser is working with the Research and Statistics team to assess the impact of the Fresh Expressions initiative nationally. MPA also supports the Sheffield Centre of the Church Army carrying out detailed research into one diocese. MPA is currently investigating the deployment of ordained pioneer ministers after their first curacy.

New national resources for teaching and discipleship

17. The House of Bishops has commissioned new national resources on the teaching of the Church of England and the Christian way of life, in line with the emphasis in GS 1815 on 'equipping members of the laity for effective discipleship'. Work began in January 2012 on materials to educate and form new Christians. At the request of the House of Bishops' Standing Committee, this work is being led by the Bishop of Chelmsford and the Bishop of Sheffield (with input from other bishops, senior women clergy and lay theologians), the two having successfully worked together over many years on the widely-used *Emmaus* course published by Church House Publishing (CHP).
18. The first materials are in development with piloting due to take place in at least three dioceses during autumn 2012, with the first of the series of short books/e-books (with online and audio-visual support) due to be published by CHP in September 2013. While the concept and piloting phase is being supported by pump priming funding from an Archbishops' Council designated fund, the project is expected to be commercially self-sustaining in the long-term.

Support and Advice

19. The NCIs provide consultancy and advice to dioceses, parishes and schools in relation to spiritual and numerical growth for example:
 - the National Mission & Evangelism Advisor helps develop effective mission and evangelism in the dioceses
 - the Education Division works through its 'Going for Growth' strategy
 - The RE Development Project provides resources for diocesan education teams especially in relation to the teaching of Christianity; www.christianvalues4schools.co.uk , www.worshipworkshop.org.uk resource schools and parishes in ethos and worship
 - The National Adult Education and Lay Discipleship Advisor provides expertise and resources to dioceses in relation to growing and nurturing new disciples, with a recent focus on the spiritual development needs of older people in the Church

- the National Mission Theological Adviser provides resources on mission theology, alternative spiritualities and new religious movements
- the National Continuing Ministerial Development Officer helps dioceses to formulate ministry development plans aligned with their growth strategy
- the Resources Strategy & Development Unit helps dioceses to use their resources effectively to invest in mission and growth
- the National Stewardship Officer helps dioceses and parishes to increase giving and optimise other resources, in order to release additional investment for church growth
- CUF works with growing the church in deprived areas
- CCU works in ecumenical mission.

Mission Theology and Resources

20. The Mission Theology Advisory Group (MTAG) creates mission resources for the whole Church, particularly aimed at reaching people whose spirituality is formed outside the Christian faith. Their resources, Sense Making Faith, Unreconciled? and the website www.spiritualjourneys.org.uk equip Christians to share their faith more effectively and enable spiritual seekers to meet their needs with Christian resources. MTAG's Dispossession Project at www.dispossessionproject.org encourages Christians to explore the relationship between mission and social justice (the links between pursuing the common good and going for growth).
21. MTAG's next project for 2012-2017 will look at those pressures in our society which make people feel trapped and at ways in which Christian faith and discipleship provide paths to liberation and renewed hope. This project will suggest practical ways of identifying and understanding the needs of 'trapped' people and groups and will provide resources for effective engagement with them.
22. For the national celebrations of the Diamond Jubilee, MPA encouraged local churches and dioceses to work with their communities to celebrate the Queen's reign. Encouraging all to generously serve at Big Lunches and other community events and to reach out in appropriate ways to signpost Her Majesty's Christian faith. This involved working with the Communications department to keep people informed of ideas and resources via the Church of England website including a Diamond Jubilee Grace and a Big Thank You letter.
23. The most significant resource, created in partnership with HOPE and *Biblica*, was a Diamond Jubilee New Testament. This has currently sold 750,000 copies, which have been given away by dioceses and churches in local schools, at community events and simply to friends and family who would not otherwise have a copy of the New Testament. Two accompanying *Facebook* pages have been created; one to help young readers understand the significance of the story of Jesus Christ and another to share the stories of where New Testaments have been given out. We have also signposted christianity.org.uk in the New Testaments, a website run by the Church Army, so that people reading can ask questions and find out more about the Christian faith.

B. Reimagining Ministry

Vision for ministry and policy review

24. The four Ministry Council bishops are continuing the work begun in December 2011 on the document setting out a theological vision for Reimagining Ministry. This is being prepared in

draft for consideration at the September 2012 College of Bishops when it is hoped that the College will hold a substantial discussion on ministry and its future.

25. The expectation is that the draft will be revised in the light of this discussion before being presented to the December House of Bishops for possible adoption as a text for wide use in dioceses in support of strategic planning for the future. It will also be available to guide the review of ministry policy in Ministry Division and also in other Divisions and across the NCIs over matters related to ministry.
26. Alongside the preparation of this text and in light of Reimagining Ministry, Ministry Division staff are consulting with staff in other Divisions in preparation for the policy review, especially on areas of shared interest and responsibility such as lay ministry, mission and resource allocation.
27. Visits to dioceses with a team from across the NCIs representing mission, ministry and resources are being made from June to October with the twin aim of developing current understanding of ministry and mission issues at diocesan level and supporting the dioceses in their strategic planning. The quinquennial review of CMD provision has been brought forward into late 2012 to provide further material for the policy review.
28. Developments in the Research & Statistics department are supporting the use of research for the purposes of the ministry policy review. A project examining the transition made by clergy from initial training through to first incumbency and commissioned by Ministry Council in 2010 has been completed and the results are being considered by Candidates Panel and the CMD Panel.
29. A further project on Experiences of Ministry has produced an interim report on the associations between clergy use of time and numerical and spiritual growth. The Reimagining Ministry process provides an opportunity to supplement the traditional style of review by largely *a priori* theological method with the wider use of empirical research.

HE Funding and Curriculum Development

30. The timetable for securing the new arrangements for validation of initial theological training is such that it creates an opportunity to consider the development of the curriculum in the light of the draft vision document of the Ministry Division bishops and the work of policy review. Following a positive response from a wide range of possible partners to the national advertisement inviting tenders, interviews were held in May and a preferred bidder was identified. On 30 May Archbishops' Council accepted the advice of the interviewing group and agreed that negotiations should continue with that bidder.
31. Curriculum development work will proceed during the summer and autumn of 2012 through a group which includes wide representation from the course and college constituency and ecumenical partners. The emerging vision and policy objectives around Reimagining Ministry will be brought to bear on the work of this group through common membership between the groups and sharing documents.

Young Vocations and diversity

32. An important aspect of Reimagining Ministry which has already been recognised is the need to promote diversity in ministry, particularly among the clergy. The working group on Young Vocations and the National Adviser have held a successful residential vocations event in February 2012 attended by thirty young people from fifteen dioceses.

33. In addition a national network of Young Vocations Champions is being developed and all except four dioceses have now appointed to this role. Further work on gap year projects which Diocesan Directors of Ordinands can utilise for those in their dioceses pursuing vocation is planned for 2013. Alongside this work, a project to encourage vocations in the black and minority ethnic communities has begun in cooperation with Southwark diocese, with a view to further work with other dioceses after this pilot has been completed and reviewed.

Chaplaincy

34. Chaplaincy is a growing area of ministry, long-established in healthcare, prisons, Higher and Further Education and the military; emerging strongly in recent years in (e.g.) the police and other emergency services, shopping centres etc. and growing in schools. Chaplaincy involves more and more lay and volunteer chaplains and may be combined with parish and other forms of ministry. Chaplaincy is increasingly a multi-faith activity where the nature of the work in relation to secular institutions needs constant renegotiation.
35. Chaplains are often a “shop window” for the gospel and the church, and may be the first – sometimes the only – point of contact which many have with the church’s ministry. Chaplains in education are responsible for developing the vocations of many young Christians. Chaplains are simultaneously involved in growing the church and contributing to the common good of all.
36. MPA, the Education Division and Ministry Division all have a significant role in supporting chaplains and are working together to reimagine the ways in which the NCIs can do more to promote good practice, support chaplains in an increasingly secular and multi-faith context and address the common issues which chaplains share as well as those unique to the different sectors in which chaplains operate.

C. Contributing to the Common Good

Resourcing Christian Community Action

37. MPA sponsored a major research project in 2011, funded by benefactors, which evaluated numerous church-based social and community action projects from around the country, working in a wide variety of fields to address areas of local concern. This work has been developed into an interactive website (www.how2help.net) which allows parishes and other church groups to tap into the wisdom and experience of all those established projects in order to share ideas, problems, techniques and etc. This is a resource which will continue to be updated to serve the needs of local church groups.

Responding to the August riots

38. During the disturbances which broke out in some sixty-six neighbourhoods in August 2011 it was very noticeable that the churches were among the most prominent groups which rose to the occasion in support of their communities.
39. MPA staff visited many of the clergy and laity in the affected areas to hear their accounts of the events and responses. The report tells the story from the churches’ point of view.
40. The report is to be debated at the July 2012 Group of Sessions.

Anglican Social Theology revisited

41. Much social action over the years has lacked a clear theological base. Christian action matters, not just because of what Christians do but because of why they do it.
42. MPA has brought together four distinguished theologians from different parts of the theological spectrum to reflect on the significance of the social dimension in their own theological tradition. They will work together to explore what they are able to say collectively, and how they might express the importance of social theology in different “Anglican voices.” This work has been initiated on behalf of a group of bishops who will help decide how the findings might be developed in the church’s life. The project expects to report during 2013.

The Church of England within the life of the nation

43. The Church of England’s contribution to the common good of the nation is not measured simply in utilitarian terms. A group of bishops and MPA staff is working with the ResPublica think-tank on a research project to map and evaluate the importance of the Church of England in the life of the nation and to find effective ways of expressing that relationship for today. This work, which will be largely funded externally, started in the summer of 2012.
44. The Parliamentary Unit and Church House colleagues have continued both to support the Lords Spiritual in their work in the House of Lords and to discuss with Ministers and officials issues of concern to the Church.

The Common Good and the programmes of government

45. MPA engages with the government on many issues of public policy and the basis for our arguments is often the Christian vocation to pursue the common good of all. One very important aspect of this work is to counter increasing individualism in society by critiquing policies according to their impact on human relationships and communities of different kinds. This work is ongoing through every Parliamentary session.

Near Neighbours

46. The Near Neighbours programme, funded by the Department for Communities and Local Government by a grant of more than £5m over three years, is developing as outlined in earlier Synod papers. The project works in multi-faith and multi-ethnic communities and especially in areas of deprivation. The programme brings together in a more structured and formal way than previously the agendas of inter faith engagement and community regeneration. Near Neighbours provides training for church leaders to engage with other faith communities, helping them to engage with the priorities of these communities. In doing so, their capacity for sustaining Christian witness is enhanced.
47. Near Neighbours is providing opportunities for church leaders and parishes to reach out in service to other faith communities in their area: making connections, and engaging with, particular local and regional communities. In the 200 or so grants that have been awarded, Near Neighbours has enabled the ‘reach’ of the Church of England to be recognised by government, and enhanced in itself.

The Economy

48. The current financial crisis continues and it is clear that questions about the economy will remain at the heart of any vision of a better society. In a time of economic austerity, wider questions, such as those about welfare and employment, cannot be addressed cogently without a good grasp of the economic dilemmas facing the nation.

49. MPA has restructured its public affairs team to ensure that we have the right combination of skills and experience for the times ahead. We have just appointed a new adviser with a strong track record of expertise in economics, and the ability to contribute to many aspects of the team's work on public policy, ethics and the common good. This post fills an important gap in our current ability to develop and share a practical vision of how the economy can help promote a Christian understanding of a good society.

The Church of England and Education

50. The Church's role in providing schools within the statutory system is a fundamental contribution to the life of the nation. As well as the day to day engagement with government agencies necessary to maintain and resource Church schools, the major focus of work has been the Church school of the Future Review and Report.
51. The six month review, chaired by Dr Priscilla Chadwick, drew together the views of those most closely involved and identified major challenges to the continued existence of the Church of England sector. 26 recommendations covering
- school organisation and system change
 - school effectiveness and distinctiveness
 - changes to central organisational structures
 - advocacy and promotion
52. The 2 year Implementation programme for the Report has begun and the planning outline will be guiding development work for the project team and the permanent staff of the Division.

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