

Introduction

This, the second annual report of the Archbishops' Council, chronicles another year of challenge and achievement for the Church and the Council.

In its second year of existence, the Council has sought to build on the firm foundations it laid following its creation. Its major concern has been to develop – in collaboration with the House of Bishops and the General Synod – a set of Themes which can help guide its future work. In November 2000 the newly elected General Synod endorsed four Themes:

- engaging with social issues
- equipping to evangelise
- welcoming and encouraging children and young people
- developing the ministry of all

These – together with two fundamentals, worship and the quest for full visible unity, which will be reflected in the way the Themes are pursued – will set a framework for all the Council does over the next five years.

Specific initiatives undertaken by the Council in 2000 included the publication, following its discussion in Synod, of *Common Worship* and the launch of reviews of the structure and funding of training for the ministry and of the legislation governing how pastoral ministry is provided. This was in addition to the ongoing work of the Boards and other bodies which answer to Synod through the Council. This report records the highlights of the invaluable work they have undertaken in the service of the whole Church. We pay tribute to all those – Synod members, staff and others – who offer their time and talents to the Church in this way.

At the conclusion of 2000, at the time of the Synodical elections and fresh elections to the Council, we said farewell to four founder members of the Council. They are Michael Turnbull, Bishop of Durham; Pete Broadbent, now Bishop of Willesden; Canon John Stanley; and Christina Rees. We are immensely grateful for all they contributed in the formative years of the Council.

2000 was also a year of financial challenge. The welcome rise in the number of ordinands in training had in part to be funded by reductions in staff posts in Church House. Whilst we believe that this is the correct priority, we recognise the additional burdens which have fallen on the Council's staff. At a time when dioceses and parishes are rightly asking for rigorous attention to the cost of the Church at national level, it is important to remember that that cost is the same in real terms now as it was in 1994.

2000 was the millennium year, the 2000th anniversary of the birth of our Lord and Saviour, Jesus Christ. It is encouraging that, as the Church of England enters this new millennium in the continued service of God and nation, it does so with reformed national institutions including a Council determined to listen to what the Holy Spirit is saying to the Church and to direct all its energies in the service of Our Lord and His mission on earth.

George Cantuar:

David Ebor:

Church House, Westminster

Joint Presidents of the Council
(Signed by the Archbishops on 3rd May 2001)

Contents

Introduction by the Archbishops of Canterbury and York	1
The Archbishops' Council in 2000	3
The work of the Divisions of the Archbishops' Council	
Church and World Division	4
Introduction	4
Board of Mission	5
Council for Christian Unity	8
Board for Social Responsibility	11
Board of Education	13
Hospital Chaplaincies Council	15
Council for the Care of Churches	16
Cathedrals Fabric Commission for England	17
Committee for Minority Ethnic Concerns	18
Ministry Division	18
Vocation, Recruitment and Selection Committee	19
Theological Education and Training Committee	19
Deployment, Remuneration and Conditions of Service Committee	20
Committee for Ministry among Deaf People	22
Central Readers Council	23
Finance Division	23
Christian Stewardship	25
CCLA Investment Management Limited	25
Ethical Investment	26
Communications Unit	27
Central Services	29
Human Resources	31
Legal Services	34
Central Secretariat	35
Members of the Archbishops' Council, its associated bodies and its advisers	37
Statement of the Responsibilities of the members of the Archbishops' Council	40
Report of the Auditors to the members of the Archbishops' Council	41
Financial Statements	
Balance Sheet	42
Statement of Financial Activities	43
Cash flow Statement	44
Notes to the financial statements	45
Management Accounts (not forming part of the audited financial statement)	(i)

The Archbishops' Council in 2000

'Building on Firm Foundations'

1. The principal focus of the Council has been to build on the foundation laid in its first year by establishing a framework of key themes which can guide its work in the lifetime of the Synod elected in October 2000. At the same time the Council has had regard to the continuing need to ensure that its work delivers best value to the Church at a time when the Church is faced with pressing demands on its resources.
2. Work on the Council's *Themes* was developed during the year in consultation with the divisions and Boards and Councils and culminated in a document (setting out the four key themes with their intended outworkings) which was presented to the House of Bishops and then to the newly inaugurated General Synod at the November 2000 group of sessions. Following the Synod debate, when a motion to include a fifth theme on the search for visible unity attracted significant support (but was defeated), the Archbishops' Council agreed to some final amendments to the document which emphasised that worship and the quest for visible unity and Worship were each a "fundamental" within the national work of the Church.
3. The Themes (set out earlier) are now being developed within work programmes and budgets for the short and medium term, with a view to producing services and pieces of work which reflect those themes and which can most effectively be done nationally. The fundamentals of worship and the search for visible unity will also be placed at the core of the work which the Council seeks to support, indeed they are already reflected in the Council's work on *Common Worship* (the publication of which was one of the landmark events of 2000) and its concerns to bring current conversations with ecumenical partners to a constructive conclusion. The Council hopes the final document will also be helpful to dioceses and parishes which are seeking to construct a new focus for their work and mission. A number of dioceses have already considered the document in that context.
4. Although some of the Council's work is properly concerned with helping forward the internal running of the Church, its concerns are primarily with the impact of the Church's mission in the World. Issues forwarded by the Council in this context included:
 - the concerns of rural communities , on which a debate on the farming crisis was held in Synod in February 2000
 - the report of the review of the Church Urban Fund, debated by Synod in November, which the Council is now pursuing in conjunction with the Fund's Trusteesthe follow-up in and outside the Church to the report of the Stephen Lawrence inquiry (which was also debated by the Synod in November).
5. The Council's planning for the future included consideration of the programme of legislation which will be presented to Synod over the next five years. A number of significant reviews initiated by the Council were completed, including that of arrangements for managing the funding of training for the ministry (the Vote 1 Working Party) and the Statistics Review Group. Statistics can sound a rather dry subject but the aim of the exercise was to enable the Church to gather the right information about the wide reach of its work and to ensure the best use of that information in serving God's mission. The report of the Review Group – chaired

by Bishop Nigel McCulloch – was well received when debated by the Synod, and its implementation in partnership with the dioceses is now being pursued.

6. Two exercises of considerable potential significance for the future scope of ministry were launched by the Council. These were:
 - a review of the structure and funding of ordination training, chaired by Bishop John Hind
 - a review of the Dioceses, Pastoral and related Measures, chaired by Peter Toyne

These exercises are expected to be completed later in the quinquennium, when the reports will be presented to the House of Bishops and the Synod.

7. The Archbishops' Council approved the recommendations of reports of Activity and Value Audits on the work of the Central Secretariat and Human Resources. The AVA process draws in staff expertise and external assessment in order to evaluate the work which is done and the way in which it is done in order to improve its effectiveness and identify any scope for savings. Four more AVAs (on the Church of England Record Centre; Secretarial and Support Staff; Ministry; and Church House Publishing) have commenced, within a rolling programme which will eventually embrace all areas of work carried out under the auspices of the Archbishops' Council.
8. At the end of the year the Council agreed that a Group chaired by the Bishop of Guildford should undertake a Review "To recommend to the Archbishops' Council how the structures of the Church and World division, the Boards and Councils and the Committee for Minority Ethnic Anglican Concerns may best be arranged to deliver their work, as shaped by future needs, agreed priorities and resources; and to strengthen relationships (particularly with the Archbishops' Council); taking into account the experience and work of other Churches and the National Church Institutions; and to report to the Archbishops' Council by the end of 2001". This review will take up some of the structural issues left in abeyance when the Turnbull reforms were agreed. **[Photo of AC at work]**

The Church and World Division

Building God's Kingdom through word and action

Introduction

9. The Church and World division had another intensely busy year providing services to Bishops, dioceses and parishes and undertaking or developing a number of major initiatives such as the Conversations with the Methodist Church; Lord Dearing's review of Church Schools; new work in the areas of family and social policy; the effect of sanctions on the Iraqi people (with the secondment of a staff member to a UN office on Baghdad); the follow-up to the Stephen Lawrence enquiry; the aftermath of the Millennium "moment" and the huge mission opportunities of the growing spiritual curiosity and hunger of people in all walks of life; a professional assessment of how a Youth Evangelism Fund might be positioned and funded; and the shaping of new arrangements with other denominations and faiths to provide chaplaincy arrangements which are sensitive to the different beliefs of patients in our hospitals.

10. The effect of 5% budget cuts has reinforced the need to use resources flexibly within the division, and the new virement arrangements are very welcome in that respect. The division took a stand at the Christian Resources Exhibitions at Sandown Park and Manchester and made a presentation of its work to members of Synod at the November Sessions. New ways are being found to give dioceses and parishes a deeper and more vivid impression of the value and diversity of the work that is done within and across the division. The Policy and Resources Committee said farewell at the year's end to David Lammy and Elizabeth Paver and welcomed in their place Jayne Ozanne, Glyn Webster and Peter Toyne.

Board of Mission

11. The Board of Mission provides a focus for the Church's commitment to mission in this country and internationally. Through its staff it forms the Church's National Mission Department and takes lead responsibility in those areas of mission to do with evangelism, mission theology, parish development and missionary outreach, rural concerns, world mission (through the world mission agencies), inter faith relations, and connections with the Anglican Communion. From 1996 to the end of 2000 it also provided a base for the Millennium Unit.
12. Much of the Board's work involves the maintenance and resourcing of diocesan contacts and advisers in such areas as New Religious Movements, Mission, Evangelism, World Mission, Companion Links, Inter Faith Relations, and Agricultural Chaplains and responding to enquiries.

Personnel Changes and Developments

- In April Canon Philip King retired as Board Secretary, having steered the Board from its formation and through the Decade of Evangelism, to be replaced in June by Mr John Clark (the former Partnership Secretary). The Revd Stephen Lyon was appointed as Partnership Secretary to the PWM Committee, taking up his post in October.
- Ms Janice Price resigned as Mission and Evangelism Adviser in February to move to Worcester Diocese. Her post was frozen as part of the 5% cuts exercise which has meant that a number of programmes previously planned, not least follow up to the ACE-99 Evangelism Conference, have had to be cancelled or significantly reduced and additional work added to other staff.
- During the year the Archbishop of Canterbury took an initiative to appoint an Officer for Evangelism Among Children. The Secretaries of the Boards of Education and Mission worked closely on advising the Archbishop on this post and in January 2001 Mrs Margaret Withers, Children's Adviser in the Diocese of Rochester, was appointed. She will be based in the Board of Mission, but working closely with colleagues in other departments, and will begin work in June 2001.
- Canon Tim Dakin (CMS) and Mr John Clark have been appointed to the Inter-Anglican Standing Commission on Mission and Evangelism (IASCOME). The report of its predecessor MISSIO, 'Anglicans in Mission – A Transforming Journey' was published in 2000.

The Millennium

- The Unit responding for co-ordinating the churches' input to the marking of the Millennium completed its work at the end of 2000 and its staff left at different times during the year. The whole experience has provided a remarkable example of Christians working together from across the denominations.
- Its major national events were the successful promotion of the Pentecost 2000 celebrations, which were widely taken up, and the circulation of a pack for Christmas.
- At the Millennium dome the unit oversaw the organisation of the work of the chaplains, who found many opportunities for ministry among staff and visitors.
- As the year came to an end, an extensive evaluation of the project and the lessons learned was undertaken, the fruits of which will be made public in a book from Churches' Together in England.
- State recognition of the unit's work came with awards in the New Year's Honours List to Bishop Gavin Reid (Chairman of the Archbishop's Millennium Advisory Group); Canon Colin Fletcher; and the Revd Stephen Lynas, the Churches' Millennium Officer.

Evangelism

- A new evangelism web-site (www.evangelism.uk.net) managed by Canon Robert Freeman, National Evangelism Adviser, has been launched with an extensive range of resources, advice and connections to other sites. It is proving increasingly popular.
- As the Decade of Evangelism came to a close a leaflet ('20 from 10' – Twenty insights from the decade) was produced by the ecumenical Group for Evangelisation and circulated to all clergy in England. So far over 50,000 have been distributed.
- The quarterly publication 'Good News' has been redesigned and re-launched. Circulation is growing rapidly.
- A conference on the Theology of Evangelism in contemporary society, sponsored by the Board and organised by the Church Army and St John's College Durham was planned during the year for March 2002, as part of the follow-up to ACE 99.

Rural Concerns

- Although the National Rural Officer, the Revd Jeremy Martineau, is working from the ecumenical Arthur Rank Centre, he is based within the Board of Mission. But rural concerns span all aspects of work of the National Church Institutions and the Rural Affairs Committee contains staff representatives of other Divisions, Boards and Councils as well as Synod members.
- The publication of the government's White Paper in November 2000 and the Foot and Mouth epidemic beginning in February 2001 have raised public consciousness about the crisis facing the countryside and both added greatly to and confirmed the significance of the on-going work of the Churches' Rural Officers.

- The Synod's debate on the Farming Crisis in February 2000 was an important affirmation of those who produce the nation's food and a recognition of the crisis they face. It has contributed to a closer partnership with government, recognition of the importance of the rural church, and government funding particularly for the Rural Stress Information Network.
- In preparation for the 2001 tenth anniversary of 'Faith in the Countryside' every diocese contributed to a publication "**Celebrating the Rural Church**" - 10 years on from Faith in the Countryside. Planning was underway during the year for events across the country in 2001.
- The achievements of "Rural Churches in Community Service" have become more visible as the 99 supported projects are dedicated to provide for whole community use of church buildings. This is affirmed in the Government Rural White Paper.
- A second major national conference on rural evangelism was held, sponsored by the Rural Evangelism Network and Springboard.

World Mission (PWM)

- 2000 was a year of transition. Rev Stephen Lyon became Partnership Secretary in October and a number of new General Secretaries of the Mission Agencies came into post. The following are key developments in the work under the auspices of Partners for World Mission:
- Further developments in the Diocesan and Cathedral Companion Links i.e. links with Anglican and other denomination provinces, dioceses and cathedrals. The annual conference in November was the largest yet held and expressed a real energy to learn from and give to the World Church.
- The new mission agency General Secretaries have brought new insights to the work of PWM. As the agencies seek to discover appropriate ways of being mission agencies in the 21st century, they would want their thinking to help encourage the Church of England in its own mission.
- The increasing collaboration among the mission agencies that PWM has helped to promote over the past 10 years is bearing fruit in more co-operative working. Work in areas of finance, personnel, vocations and mission education have benefited from this collaboration.
- The growing realisation that mission is "from everywhere to everywhere" has meant that the church in England is being increasingly helped by the ministry of Christians from the World Church.

Mission Theology

- The Mission Theology Advisory Group, chaired by the Bishop of Rochester (now a member of the Archbishops' Council), continued its work on how mission can both be focused in and permeate through courses in theological and ministerial formation.

- Enquiries about responding to contemporary spirituality have increased and a working group is exploring how best to respond to the call at ACE-99 for research into contemporary spirituality, and how the Church might respond to an interest that is expanding but is separate from the institutional Church.

Inter Faith Relations

- Four regional meetings of Diocesan Inter Faith Advisors were held to share common concerns and improve communication and mutual help.
- During the year the report 'Sharing One Hope?' on the Church of England and Christian-Jewish relations was finalised for publication in February 2001.
- The Inter Faith Adviser has been involved as the Church of England's correspondent in the work of the Anglican Communion's Network for Inter Faith Concerns (NIFCON), which was asked by the 1998 Lambeth Conference to monitor Christian-Muslim relations around the Communion. The Bishop of Rochester is one of NIFCON's three international presidents
- Strategies for continued training of those involved in ministry in multi-faith areas, including use of overseas placements, were developed.
- The Inter Faith Adviser assisted in the planning of national multi-faith events including the Faith Communities Shared Millennium Event in the House of Lords and the first Holocaust Memorial Day Commemoration in January 2001.
- Preparatory work was undertaken with colleagues in Lambeth Palace for a major initiative by the Archbishop of Canterbury to explore possibilities of Muslim-Christian dialogue in England.

Council for Christian Unity

13. The Council for Christian Unity continued to sustain the agreements and move forward the relationships that the Church of England has entered into with other churches in these islands and internationally. It also helped to support ecumenical work in the dioceses, especially by providing advice and encouragement to diocesan ecumenical officers. The Council also continued to service the Church of England's involvement in the ecumenical instruments (Churches Together in England, Churches Together in Britain and Ireland, the Conference of European Churches and the World Council of Churches).
14. Amongst the highlights of the Council's work in 2000-

Working for unity in these islands

- **Relations with the Methodist Church** - The members of the Formal Conversations continued to make good progress in carrying out the task set them. An interim report was presented to the Methodist Conference in June and to General Synod in July (GS Misc 609). Work on the final report started, for completion in 2001.

For the first time, the annual Diocesan Ecumenical Officers Consultation was held jointly with the Methodist District Ecumenical Officers and, because of the success of this initiative, a joint consultation will be held again in 2001.

Releasing Energy (GS Misc 599) was published and proved a useful resource in providing examples of good practice where Anglicans and Methodists already share a common life and mission together. The Council's Local Unity Secretary gave presentations to various dioceses on the issues raised in this book.

- **Trilateral Informal Conversations with the Methodist Church and the United Reformed Church** - These Conversations continued to proceed well and work commenced on the final report, which will be considered by the Council in 2001.
- **Informal Conversations with the Baptist Union of Great Britain** - Further progress was made in developing mutual understanding of our communions. Members of the conversations also began to explore how we could work more closely together in mission. Work towards an agreed policy on Christian initiation continued.
- **Church of England - Moravian Church** - The Contact Group continued to monitor and further develop relations between our two churches. One of the meetings took place at the Ockbrook Moravian settlement. Work commenced on a forthcoming occasional paper to be entitled, *Anglicans and Moravians - Under the Same Roof* which will provide examples of where Anglicans and Moravians are working and worshipping together. The Contact Group also heard from representatives who had attended the Moravian Provincial Synod and the General Synod and the Group further reflected on how attendance at such meetings could aid development of our relationship.
- **Relations with the Roman Catholic Church in England** - The formal instrument for Church of England - Roman Catholic relations at the national level is the English Anglican - Roman Catholic Committee (English ARC) which meets twice a year. In 2000, it made a submission to the Church Schools Review Group in support of Joint Church Schools and discussed the implications of the possible closure of St Augustine's School, Oxford.

English ARC and the Council reflected on *Dominus Iesus*. Although, to some extent, the publication of this document had a damaging effect on relations between our two churches, it was also recognised that, at the local level, Anglicans and Roman Catholics continued to live and work well together.

English ARC studied *Communion in Mission*, the concluding statement of the successful meeting of Anglican and Roman Catholic bishops in Mississauga, Canada and it will play its part in carrying forward the recommendations at the local and national level.

The International Scene

- **The Communion of Porvoo Churches** - The Porvoo Panel was set up under the Chairmanship of the Archbishop of York and the Vice-Chairmanship of the Bishop of Portsmouth. The Panel oversees and further progresses the Church of England's relations with the other Porvoo Churches. A survey was carried out to determine how the

commitments made in the Porvoo Agreement are being implemented at diocesan level. Encouraging results were received and will be fed into a project that is being carried out in Norway.

The first Porvoo Theological Conference was held in Durham in September. The theme of the conference was *Diversity in Communion*. Discussion centred on four main areas: Scripture, human sexuality, ministry and the contemporary world in which the church exists. The delegates drew up a series of key recommendations for consideration by all the Porvoo Churches.

- **Relations with the Evangelical Church in Germany** - The Council's European Secretary assisted the Archbishop of York and the Bishop of Blackburn in hosting a visit of educational specialists and senior Church leaders from the Evangelical Church in Germany. *Passing on the Faith to the Next Generation* was the theme of the visit to Blackburn. This provided an opportunity for us to share the treasures of our Church Schools with our partner church and to exchange ideas on church education.
- **Relations with the Orthodox Churches** - On an initiative of the Council, representatives of Anglican groups involved in dialogue with the Orthodox Churches met, under the Chairmanship of the Bishop of London, to discuss ways in which the various channels could be brought together. Several areas of development were identified and will be carried forward in 2001.

Theological Reflection

The Faith and Order Advisory Group provides expertise in ecclesiology and ecumenical theology to the Council and the House of Bishops

- The Group undertook further work on the response to the Roman Catholic document, *One Bread One Body*. This was published as a House of Bishops document in March 2001. The Group also studied two World Council of Churches documents, *Treasure in Earthen Vessels* and *The Nature and Purpose of the Church* and is currently working on a response, on behalf of the Church of England, to the latter.
- The Group began study of the report, *The Gift of Authority*, by the Anglican Roman Catholic International Commission
- The Ecumenical Method Working Party continued its study of the methodology underlying the Church of England's ecumenical work. The conclusions of their study will be discussed at a consultation in July 2001.

Education and Communication

- The staff of the Council led a conference at Bishop Woodford House, Ely for lay and ordained younger ecumenists and ecumenical theologians across the country. The purpose of this conference was to inform and encourage those people who



will represent the Church of England in the ecumenical movement in the future.

- Extensive information on the work of the Council was made available on the World Wide Web (www.cofe.anglican.org/ccu).

Looking Forward

- The fourth Meissen Theological Conference will be held in March at Glenfall House, Cheltenham. The theme of this conference will be *Ten Years On; Ways Forward From Meissen*.
- The celebration and signing of the Reuilly Common Statement will take place in early summer.
- A fresh challenge for the Council is the development of closer ties with the Church of Scotland - a faith and order consultation will take place in May 2001.

The Board for Social Responsibility

15. The Board for Social Responsibility continued to work on the wide range of issues relating to its task of 'co-ordinating the thought and action of the Church in matters affecting the life of all in society'. Much of this work represents the detailed outworking of the Archbishops' Council Theme One: *Engaging with Social Issues*. In addition to the routine work of the Board the following examples of our work may be noted:

Home Affairs

- Response to the Working Party on the Review of the Mental Health Act;
- Input into the Sentencing Framework Review through Dr Peter Sedgwick's membership of the external reference group;
- Response to the Sex Offences Review;
- Work with the Metropolitan Police on Third Party Reporting as part of the follow-up to the Stephen Lawrence Inquiry.

International and Development Affairs

- *Mapping the Balkans: Developing a collaborative approach* a conference organised in March by the BSR in partnership with Lambeth Palace and the St Ethelburga's Centre for Reconciliation;
- On-going work on Iraq including Dr Charles Reed's secondment to the United Nations Development Programme, support for the Archbishop of Canterbury's visit to New York and his contribution to the Iraq debate, and publication of *Iraq: A Decade of Sanctions* which was circulated as background for the General Synod debate on Iraq in November;
- The Committee also gave attention to other parts of the Middle East (particularly Israel/Palestine) the Sudan, China and Hong Kong, and the response of the Churches to the AIDS pandemic in Africa.

Science, Medicine, Technology and Environmental Issues

- Response to consultations and advice to bishops on aspects of embryo research and genetics;
- Support for the dialogue with government departments and scientific bodies on the relationship of science and society and the contribution the Church can make;
- Promotion of awareness of environmental issues within the NCIs and through dioceses;
- Work with the Bishop of Portsmouth on Information Technology and Society.

Marriage and Family Policy

- Follow up to *Supporting Families*, including work on a marriage booklet being prepared in collaboration with One plus One and the National Family and Parenting Institute;
- Development of work to encourage best practice in marriage preparation;
- Collaboration with other agencies seeking to strengthen support for marriage in public policy.

Community and Urban Affairs

- Production and distribution of *Refugees and the Church* leaflet;
- Monitoring of the impact of the Immigration and Asylum Act;
- Participation in Stephen Lawrence Inquiry follow up group and work with the Churches Commission for Racial Justice;
- Response to the Social Exclusion Unit's consultation on Neighbourhood Renewal;
- Work with the Urban Bishops Panel on regeneration issues and preparation for the White Paper;
- Contribution to the review of the Church Urban Fund.

Social and Economic Affairs

- Responses to adoption inquiries and input to the review of adoption law;
- Discussion with the Children's Society on ways of developing collaboration;
- Response to consultation on the law relating to the physical punishment of children;
- Discussions with the TUC on the new unionism and the evolution of industrial mission.

Partnerships

16. The Board has continued to work closely with a range of individuals, groups and organisations. A considerable amount of staff time is devoted to work for bishops, whether through support for the House of Bishops' Child Protection Policy or less formal briefings for contributions in the House of Lords, advice on environmental issues or medical ethics, and support for the Urban Bishops Panel.
17. The Board's work has been greatly strengthened by all those who generously offer their time and expertise to assist the Church. In addition to the many secular organisations with whom we have interests in common – from the World Development Movement to One plus One - we would mention, in particular:

- Other Churches, Church-related agencies and ecumenical bodies including Christian Aid, Churches Together in Britain and Ireland, and Churches Together in England;
- Anglican voluntary societies including the Mothers' Union, FLAME, the Children's Society, Church Army, the mission agencies and international networks including the Anglican Peace and Justice Network, the Anglican Refugee Network, and the International Anglican Family Network;
- Diocesan and ecumenical networks including the Anglican Association for Social Responsibility, World Development Advisers, Environmental Liaison Officers, Europe Contacts, Industrial Mission Association, and Urban Link Officers.

Crucible

18. The Board's decision to relaunch its quarterly journal, *Crucible*, was followed by a successful experiment with thematic issues, each one edited by a staff member with expertise in the area. The year's issues covered Science, Cities, Foreign Affairs, and Regeneration.

Forward look

19. Work planned or carried out for 2001 includes:
- Conference on Dangerous and Severe Personality Disorder;
 - Establishment of ecumenical Churches' Criminal Justice Forum;
 - Participation in European Christian Environmental Network meeting in Minsk.
 - Conference on urban Regeneration, Renewal and Renaissance

Board of Education

20. The Board of Education focuses the Church's commitment to life-long learning, from cradle to grave, and the Church's interest in the quality of the educational experience for all learners:
- through voluntary and continuing education
 - children's work, youth work, adult education,
 - Christian nurture and Christian outreach,
 - provided by the Church and through partnerships;
 - through higher and further education
 - raising issues of spiritual development, values and chaplaincy in further education colleges,
 - promoting discussions of purpose and supporting chaplaincy in higher education,
 - promoting distinctiveness in Church colleges of higher education;
 - through schools
 - strengthening the place of religious education and collective worship,
 - promoting the spiritual development of pupils in all schools,
 - preserving and developing the place of the Church's own schools in the esteem of central and local government, the wider community and in the Church itself.
21. The Board's staff work closely at national level with the Department for Education and Employment, its agencies and other national statutory and voluntary bodies, within and

beyond the Church, and with ecumenical partners; and equally closely at local level with diocesan bodies and institutions up and down the country.

22. The Board of Education influences public debate, promotes high quality Christian education and gives critical support to all those actively engaged in education in Church and World.
23. The year 2000 was another year of initiative and innovation, creating a climate of high expectation of the Church's work in education and working to ensure that expectations were fulfilled. Some examples of such initiatives follow.
 - The Church Schools Review Group established, in response to November 1998's General Synod resolution on Church schools, by the Archbishops' Council, under the chairmanship of Lord Dearing, worked with energy and enthusiasm, publishing an interim report in July and a widely circulated consultation report in December. The Group works ecumenically, with the Roman Catholic Archbishop of Birmingham and the Director of the Catholic Education Service as assessors, and transcends Offa's Dyke, having among its membership the Archbishop of Wales. The Group is planning for action.

[photo of Lord Dearing meeting schoolchildren]

- Some of the Board's work inevitably responds to political agendas and seeks to create opportunity for the Church. Much of this work is ecumenical. This was true of the 'Section 28' debate. During the first half of the year, as the Learning and Skills Bill and Local Government Bill were undergoing the legislative process, the Board was actively involved, through its chairman the Bishop of Blackburn in negotiating with Government and speaking and voting in Parliament. Other Bishops gave considerable time to the issues. Much more than 'Section 28' was at stake. Both Bills were considerably modified in relation to their primary purposes as a result of the Board's action, and the new duty imposed on schools through primary legislation to ensure that pupils learn the 'nature of marriage and its importance for family life and the bringing up of children' was a significant achievement. In the latter half of the year, the Board worked not only this time ecumenically but, under the initiative of the Board for Social Responsibility, across the European Union. With the active support of the UK Government, the EU agreed to modify the draft Equal Treatment Directive to take account of the position of faith groups as employers expecting fidelity from staff.
- The Board of Education's ecumenical work to support Further and Higher Education was enhanced by the Secretary for HE/Chaplaincy being elected Chair of the *Churches' Commission on Overseas Students*, following the renewed interest of General Synod in this work. A nation-wide consultation was held in regional centres about support for chaplaincy in Higher and Further Education. 2001 will see developments arise from that work. The FE adviser circulated a leaflet (ecumenically) to all clergy proposing ways in which they might build partnerships with local FE colleges, and ensuring effective local/regional follow-up. Links were made on behalf of the Church with the emerging national and local Learning and Skills Councils.
- The National Youth Office continued to develop the work of the young adult network and Synod Young Observer Group, building up the confidence of young adults seeking to stand for election to General Synod, and was pleased to see record numbers of young people elected. Five years after the publication of the report *Youth A Part*, General Synod

heard in July how significant an impact it had made throughout the dioceses. The Office continued to manage grants under the Department for Education and Employment's scheme for national voluntary youth organisations.

- The Adult Education Department launched a new project, in partnership with NIACE the national organisation for adult learning, on Cathedrals as partners in adult learning and with the benefit of financial support from the Jerusalem Trust and with ecumenical colleagues set up CALMOnline, a web based database of adult learning resources.
- The Board continued to raise the profile of children's work throughout the Church, and noted the wide extension of the practice in the dioceses of admitting children to communion before confirmation. The Board is not merely concerned with children who are part of the worshipping community but is working to reach out to children beyond. Effective children's work in dioceses and parishes attracts children and their families. The Board of Education worked closely with the Archbishop of Canterbury's initiative for an officer for evangelism amongst children which is a collaborative work between the Board of Mission and Lambeth Palace.

24. 2001 promises to be a very significant year for Church schools. The Government's Green Paper *Schools: Building on Success*, published on 12 February, included the following sentence: 'We are pleased, for example, to see that Lord Dearing's report to the Archbishops' Council recommends that the Church of England increase the number of secondary schools that it supports, particularly in areas where there are few or no Anglican schools.' (Paragraph 4.19). It outlined suggestions that would assist the achievement of the vision. Lord Dearing's review group received strong support in response to its consultation report and plans to publish its final report in June 2001. It seems likely that an education bill will be published in the autumn. General Synod is expected to have an opportunity to respond to the final report in November.

Hospital Chaplaincies Council

25. The Hospital Chaplaincies Council (HCC) has specific responsibility for Anglican chaplaincy in hospitals within England. It is also a consultative and advisory body for other Provinces. In its relationships with the Department of Health and the NHS Executive, most of the work is undertaken ecumenically, although it is invariably the case that the lead in this is given by HCC as is the follow-up. The Joint National Training and Development Officer's post is half funded from the College of Health Care Chaplains, the chaplains' professional body. The Roman Catholic and Free Churches support training needs with an annual grant.

26. The Council's main areas of activity in 2000 were-

- In co-operation with ecumenical and other faith partners, HCC led the negotiations concerning chaplaincy provision with the NHS Executive and co-ordinated the work of the MultiFaith Joint Working Party.
- HCC staff and members of the Department of Health Assessors Panel negotiated with 60 Trusts over new or replacement wholetime chaplaincy appointments.

- HCC acted as a panel of reference and advice, prior to the Chairman speaking on ethical and related issues in the House of Lords.
 - The Council provided eight Training courses, paid for by NHS Trusts, all of which were fully subscribed.
 - Appointing a new Secretary to the Council who began work in October 2000, and a new Training and Development Officer who came into post in February 2001.
27. Tribute must be paid to The Revd Robert Clarke OBE, who was HCC Secretary from 1996. During his time in office the number of wholtime chaplains increased substantially. A major piece of work came to fruition in the Jubilee Service for the NHS in July 1998 held at Westminster Abbey. He also began the groundbreaking work, which led to the setting up of the MultiFaith Joint Working Party. After over 30 years devoted service to Chaplaincy at national level it was fitting that he was awarded the OBE in the Birthday Honours list for services to NHS Chaplaincy.
28. The Revd Malcolm Masterman, who has returned to wholtime chaplaincy, was the first jointly funded National Training Officer. He put a solid training programme into place and was instrumental in setting up the MA in Healthcare Studies at Leeds University. The Council owes a considerable debt of gratitude to these two officers.
29. Looking Ahead
- A policy statement from the Department of Health concerning spiritual care is expected towards the end of 2001.
 - The process of establishing a database to enable communication with chaplains via Email continues.
 - The appointment of a Training Co-ordinator with responsibility for the HCC Web site ensures that this will become a focal point of information and standards of good practice for Trusts, chaplains and other interested parties.
 - As some of the sharpest and most complex ethical issues are located within healthcare, the Council has to take note of the resulting tensions and opportunities as they affect Chaplains and the provision of pastoral and spiritual care in hospitals and the community.

The daily work of supporting Chaplains, Trusts, Bishop's Advisers, and relating to a major Department of state continues unabated.

Council for the Care of Churches

30. The Council had a particularly heavy load of casework during 2000, partly because of the large number of Millennium projects commissioned by churches. Their quality was variable, especially that of the stained glass, but their sheer quantity showed the seriousness with which individual parishes treated the 2000th anniversary of Christ's Coming and the way in which the church building still is the focus where the local community commemorates significant events. The Council was associated with the national church initiatives supported by the Millennium Commission, which promoted respectively floodlighting, the repair and enhancement of rings of bells and the development of country churches for community purposes. All were modestly resourced but achieved much more than some higher-profile ventures. The Council's own Millennium project was to support the Stations programme in

Suffolk, co-sponsored by the diocese of St Edmundsbury & Ipswich and Bury St Edmund's Art Gallery, which commissioned 13 Stations of the Cross from contemporary artists in different styles and media and installed them in the churches around the county for liturgical use as well as artistic interest. The result was a memorable celebration of the continuing power of the Christian message to inspire artists and to draw in thousands of people to view these works.

31. The new Council which takes up appointment on 1 April, is faced with the dilemma of tackling increased business, not least through the recent VAT and aereals initiatives, with resources diminished by the 2001 budget. It is looking to an increased use of electronic communications and to a major staff restructuring to improve or at least maintain its power to deliver effective assistance to the parishes. The promising new opportunities offered by current Government initiatives in education and access to historic buildings must be balanced by the need to maintain the Council's core statutory and advisory roles. One major focus for work this year is prompted by the publication of the new edition of the Churchyards Handbook, which remains the only book to address the range of complex subjects associated with these places - grieving, the disposal and commemoration of the dead, archaeology, ecology, to name but a few. Such a range typifies the excitement and continuing challenge of the Council's work in the new quinquennium.

Cathedrals Fabric Commission for England

32. The Commission's statutory casework, of giving advice to cathedrals on proposals for the care, conservation and development of the fabric, and of determining applications for the approval of proposed work, has continued at about the same high level as in 1999. This shows a consistent increase over the volume of work in the previous three years of the quinquennium. We attribute this increase to the Newman Review of the ecclesiastical exemption, which raised a question about whether all cathedrals were complying with the statutory requirements of the *Care of Cathedrals Measure 1990*. The Commission took steps in the wake of the report to refocus the attention of cathedrals on the Measure procedures, and the fruits of this are apparent in the casework statistics. The Commission is satisfied with the heightened consciousness of these issues among cathedrals, and with the level of care with which they are now being addressed. The increased level of work, however, has implications for the already stretched staff resource of the Commission.
33. During the year the Commission, along with its sister body, the Council for the Care of Churches, relocated from Fielden House into Church House. It looks forward to the opportunity this affords to work more closely with other sectors of the Archbishops' Council.
34. The Commission's work in 2000 included the following:
 - Casework has included detailed involvement with a number of major development projects. The rebuilding of the J F Kennedy student hostel at Coventry Cathedral (forming part of the City of Coventry's Phoenix Initiative) has required sensitive handling of the very important archaeology of the underlying medieval cathedral buildings. Involvement continued also with other projects: the Millennium scheme at Southwark Cathedral for new buildings to develop the cathedral's ministry; the second phase of the new education centre at Canterbury Cathedral; and the new choir school at Chester, to be built as a restored upper storey to the medieval claustral buildings.

- Exciting projects have come before us in relation to new sculptures proposed at Guildford, Norwich and Blackburn Cathedrals. These are conceived not only to adorn these buildings, but to carry their message outward with important new works of Christian art.
- Work has continued on the implications for cathedrals and churches of the Disability Discrimination Act and the report will be made available for consultation early in 2001.
- A series of Procedural Guides have been issued to provide a straightforward introduction to the procedures required under the *Care of Cathedrals Measure*. These should help ensure that the intentions of the measure continue to be fully understood and implemented.
- The Commission has contributed to the Review of the *Care of Cathedrals Measure* instituted by the Archbishop's Council, and looks forward to the report of the Review Group in 2001.

The Committee for Minority Ethnic Concerns

35. The Committee for Minority Ethnic Anglican Concerns met three times during the year and worked on a wide range of issues, through its several sub-committees, which affect minority ethnic Anglicans in particular. Major reports were produced on vocations (*Serving God in Church and Community*) and minority ethnic young people (*Simply Value Us*) which underlined the huge actual and potential resource which minority ethnic Anglicans of all ages bring to the Church - and how much needs to be done to realize the full potential. As it is, many of our churches in the toughest and most deprived areas are a testament to the faith and tenacity of minority ethnic Anglicans. A major part of the Committee's work is in monitoring the position in the dioceses and helping them to build on strengths and redress weaknesses. This is predominantly achieved through intensive visits to dioceses, and five dioceses were visited during the year with follow-up reports.
36. The staff group charged with following up the report of the Stephen Lawrence Enquiry published a report (*Called to Lead*) which set out some new statistics on the participation of minority ethnic Anglicans in the leadership and ministry of the Church and the results of listening groups, together with recommendations on where the focus of future work should lie. This was debated at the November Sessions and the work has now moved on to the second stage, concentrating particularly on vocations, leadership, young people, and education/training.
37. Racial justice work also featured strongly in the lead given by Bishops and dioceses in asylum and immigration issues, helping to give a clear Christian voice to the need to treat people with dignity and kindness. Many local initiatives have put this into practice, but the tone of public debate and media coverage remains a cause for serious concern.

Ministry Division

Enabling the Servants of God

38. The Ministry Division of the Archbishops' Council consists of four main committees:

- Vocation, Recruitment and Selection (VRS);
- Theological Education and Training (TET);
- Deployment, Remuneration and Conditions of Service (DRACS);
- Ministry Among Deaf People.

39. Each of the Committees has one or more Panels. In addition all the Committees and/or Panels work closely with the Central Readers' Council.

40. A Ministry Division Co-ordinating Group (identical with the Bishops' Committee for Ministry) oversees the work of the Division and met three times during the year.

Vocation, Recruitment and Selection Committee

Vocations

- In January, 2000, the Vocations, Recruitment and Selection Committee warmly received the report *A Climate of Encouragement* which will be published soon.
- Work continues on revising and updating vocations material and supporting the fostering of vocations in the dioceses.

Selection

- There has been a slight fall in the number of candidates coming forward in 2000. This has been largely due to the slowing down in the Ordained Local Ministry category. 46 National and 6 OLM Selection Conferences were held. 639 candidates were sponsored and of those 472 were recommended. The overall recommendation rate was 72.3%, up for the second year running. The Salisbury OLM Scheme submission was approved by the House of Bishops in January bringing the total number of such schemes to 18.
- The Vocation, Recruitment and Selection Committee looked at the way Ministers from other Churches, who wish to be ordained and/or licensed in the Church of England, are prepared and assessed at diocesan and national levels. Guidelines and good practice have been commended to the House of Bishops for approval.
- Work began on drawing up policy to comply with the Data Protection Act 1998. The House of Bishops will shortly be asked to approve procedures and guidelines for handling personal sensitive data on candidates in dioceses and by the staff of the Ministry Division.

Pre-theological education

- The work has continued steadily. A major review of the first three years of work has been conducted in 2000. The review has led to various changes to improve procedures but in general strongly affirmed the work being undertaken.

Theological Education and Training Committee

- The Committee supported a staff development conference for training institutions on the theme of working ecumenically. It was co-sponsored and attended by staffs from nine

churches. Many participants welcomed the wide denominational participation and hoped that such a forum could be repeated in the future.

- The Committee endorsed the work of a small group facilitated by the Revd Martin Short (Communications) which produced a booklet for theological colleges, courses and schemes entitled, *A Vision for Media Training*. The booklet seeks to share good practice and to make resources known to all those offering training in this important field.
- After substantial consultation, the Committee advised the Archbishops that the CME award known as the Archbishops' Diploma for Readers should no longer recruit new students. The Committee commended the studies of individual Readers who have completed or who are completing the programme, and the work of supervisors and all connected with the award. However, it believed that there are better opportunities now available to Readers in higher education generally, and that energies for Reader CME should be channelled into implementing the CME review for clergy and Readers.
- A Ministry Division report, *Reader Ministry and Training 2000 and beyond*, commissioned by the Panel, was published in August 2000, setting out new criteria for Reader training for the next 5 – 10 years. This has been widely circulated and well received.

Training Budget

- The total expenditure on training grants from the Central Fund for Ministerial Training during 2000 was £8,339,000;
- Fee applications from all the theological colleges and courses for the 2000/2001 academic year were considered in detail by the Division's Finance Panel. The methodology recommended in "*Managing Planned Growth*" was used as the basis for assessing the fees.

Vote 1 (Training) Working Party

- The first report of the Working Party "*Managing Planned Growth*" was published in January 2000 and the Supplementary Report is at present being published. In addition a further Working Party has been set up by the Council to review the Structure and Funding of Ordination Training.

Deployment, Remuneration and Conditions of Service Committee

The Committee met four times in 2000.

Deployment

The Committee reported to the House of Bishops on:

- The allocation and placement of deacons in title posts
- The numbers of priests who left the Church of England's ministry in 2000 as a result of the decision to ordain women as priests

- The numbers of clergy in post in dioceses compared with allocations under the clergy share formula
- Two members of the Committee undertook some research on the deployment and remuneration of clergy couples. The Committee may issue some guidelines in 2001.
- The Committee discussed the deployment of people with disabilities.

Remuneration

- After consultation with dioceses by post and at the Inter-Diocesan Finance Forum, the Committee recommended to the Council, in its role as Central Stipends Authority, that it should increase the National Stipend Benchmark by 3% for the stipends year 2001/02. This was agreed by the Council and resulted in an NSB of £16,910.
- The group set up by the Archbishops' Council to review clergy stipends met eight times in 2000 under the chairmanship of the Archdeacon of Blackburn, the Ven John Marsh. It issued a survey to all clergy and licensed layworkers on the central payroll, which attracted 6295 responses. The group also issued a consultation document and about 300 submissions were received. The Review Group plans to report to the Archbishops' Council during 2001.
- The group set up to examine aspects of the pension provision for clergy serving in the Diocese in Europe met once. As a result, representations were made to the Inland Revenue which agreed that clergy serving in the Diocese in Europe could be included in the Church of England's Pension Scheme.

Conditions of Service

- A small group set up by the Committee to consider issues raised by the increasing number of ill-health retirements among clergy suffering from stress and stress-related conditions met twice in 2000.
- During the year the Archbishops' Council set up a group to examine the possible implications for the Church of England of Clause 23 of the Employment Relations Act 1999. This could extend a range of employment rights to clergy. A consultation paper from the Department of Trade and Industry is awaited. The Committee received reports on this work at its meetings.
- The Committee set up a small group to develop a grievance procedure for clergy.
- The Committee discussed the Bishops' Regulations on Reader Ministry.

Parochial Fees

- The Archbishops' Council accepted a recommendation in 1999 that parochial fees should be increased in line with the increase in the National Stipends Benchmark. Accordingly the increase in parochial fees agreed by the Council in 2000 was 3%.

- The Committee began a review of the *Guidelines for the Payment of Parochial and Casual Duty Fees to Retired Clergy, Non-Stipendiary Ministers and Readers* which had been compiled by the Church Commissioners in 1998. An initial questionnaire was sent to all diocesan secretaries in November 2000.
- The Committee discussed whether to recommend that incumbents' fees for occasional offices should in future be paid to Parochial Church Councils. This was taken for discussion to the Inter-Diocesan Finance Forum in October, where it became clear that such a recommendation would not receive support from the majority of dioceses.
- The Committee asked for work to be started on amendments to the Ecclesiastical Fees Measure 1986 with a view to extending the scope of the Measure to cover Church of England services performed at cemeteries and crematoria by clergy who were not licensed to a parish. This was in response to advice from the Legal Advisory Commission that amending legislation was required.
- The Committee considered a request from Dr Julian Litten to increase the fee for the burial of cremated remains in a churchyard to two-thirds of that for the burial of a body. The Committee declined to accept Dr Litten's proposal but did agree to discuss the sustainable use of churchyards with the Council for the Care of Churches.

Continuing Ministerial Education

- The Revd Dr Christopher Cunliffe, Director for Ordained Ministry in the Diocese of London and the Revd Margaret Jackson, then CME Officer in the Ministry Division, made a presentation on Continuing Professional Development for Clergy. A pilot project in the Kensington area of London had been successful and was likely to be extended to more parts of the diocese.
- The Committee considered on two occasions the report of a group set up to review Continuing Ministerial Education. The Committee agreed that the report *Mind the Gap* should be referred to the House of Bishops for discussion in January 2001. The Report will soon be published.

Other issues

- The Committee revised the questions it uses to scrutinise OLM schemes before recommending them to the House of Bishops for approval.

Committee for Ministry among Deaf People

- Deaf people in the community are demanding greater access to the opportunities of the 21st century. These same demands are being made by Deaf people of the Church, and it is vital that we respond appropriately or any meaningful ministry among them will be lost. Already there are signs that some Deaf people feel the church is turning its back on them by reducing the resources provided for them.
- The Deaf community includes a wide range of attitudes and ways of living, so the ministry we offer will also be wide ranging and varied in approach and operating base.

- It is most encouraging to report a greater awareness of deaf people in the Church, and to see the presence of groups and individuals worshipping alongside their hearing peers with the support of Communicators and Interpreters. Although this is an important development, and in line with the expectations of the Disability Discrimination Act, it can never replace the special meetings and worship of Deaf people, led by skilled and trained chaplains, but will grow alongside it.
- The vital interface between the Church and Deaf people is very important, and CMDP is encouraging congregations to find ways of joining electoral rolls, so they can play a proper part in Synodical Government.
- Since January 2000, CMDP has taken on a wider responsibility for general disability issues. A survey of each diocese's response to the Disability Discrimination Act has been undertaken, and there is a constant demand for advice on practical matters, access of all kinds, and on selection, training and deployment of ordination candidates with disabilities.

Central Readers' Council

41. The Reader dimension of accredited ministry continues to become integrated in the work of the committees of the Division (as above). The Central Readers' Council continues to look at particular matters relating to this ministry and the number of Licensed Readers continues to climb.

In addition the Committee discussed:

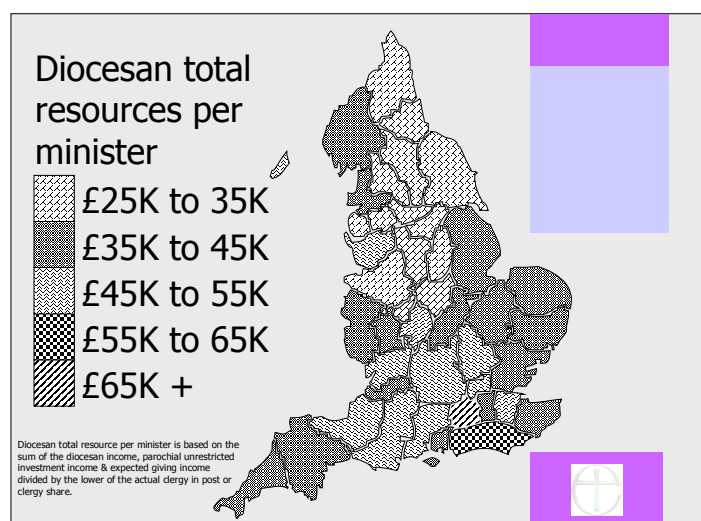
- The implication of the Data Protection Act
- The publication of a book to serve as an introduction to Reader Ministry
- The new style magazine
- The celebrating of the 10,000 active Readers.

Finance Division

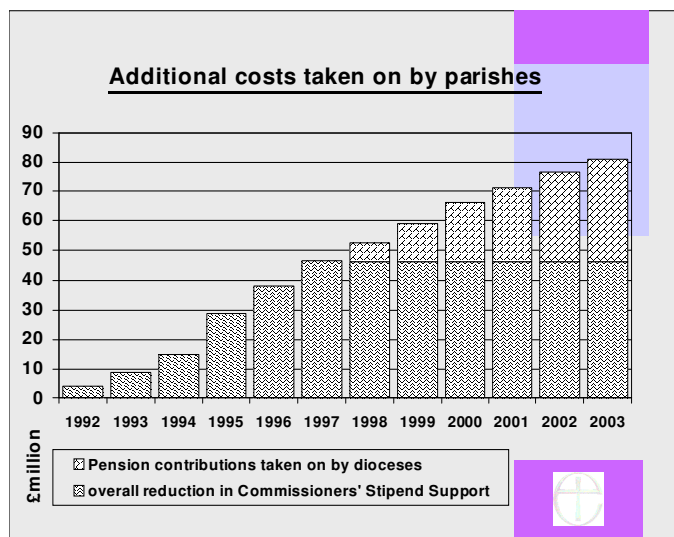
Ensuring the best stewardship of financial resources

42. 2000 represented another very busy year for the division under the oversight of the Finance Committee, which met six times. Separate sections on the work of the Christian Stewardship and Investment Committees (through CCLA Investment Management Limited) follow this general introduction but the other key issues addressed during the year were as follows :-

- further work on the review of the allocations and apportionment formulae through the group chaired by Stewart Darlow (Chairman of the Chester Diocesan Board of Finance); the adjacent map shows the current distribution of resources between dioceses;



- providing financial analysis and accounting support for the Common Worship project;
- the campaign for a fairer VAT treatment for church repairs which culminated in the Chancellor's pre-budget statement in November that he would be pressing the European Commission to agree a reduction from 17.5% to 5% (see additional note below);
- ongoing work on the project to facilitate appropriate terms for the installation of radio aerials in church buildings;
- supporting the work of the Church Colleges Advisory Group (CCAG) and in particular on the proposed relocation of Whitelands College to the University of Surrey site at Roehampton;
- supporting the ongoing Activity & Value Audit programme;



2003;

- producing comprehensive Regulations covering the Council's financial activities;
- working with the Church Commissioners on the longer term financial outlook for the Church culminating in a presentation to General Synod in November (supported by GS Misc 629 – "Forthcoming Financial Issues"); the adjacent graph illustrates the shift in funding between the centre and the parishes which will have taken place between 1992 and

- contributing to the ongoing review of stipend levels.

VAT

43. The commitments given by the Chancellor in November 2000 reflected much work by the Archbishop of Canterbury, the staff of the Council and colleagues in the Diocese of St Edmundsbury and Ipswich in particular, to all of whom we pay tribute. Early in 2001 it was indicated that a review of European-wide VAT legislation would not commence until 2003. However, in order to make good his promise to assist churches with their repair obligations, the Chancellor announced in his March 2001 budget statement that the Government would be introducing a new grant scheme through which a rebate equivalent to 12.5% of each repair bill would be given for all work on listed church buildings started after 1 April 2001. At the time of writing discussions were underway with the government departments concerned over the detail of the scheme.

Christian Stewardship

44. The Christian Stewardship Committee, under the chairmanship of the Bishop of Ripon and Leeds, met on three occasions during the year. Its task is to work with the network of diocesan advisers to encourage the teaching of the principles and practice of Christian Stewardship and the stewardship of resources (both human and financial) throughout the Church.
45. In the early part of the year the Government developed the rules that govern the new Gift Aid scheme and the Church played its part in discussions at the highest level. A national seminar, at which the Inland Revenue was represented, was held in London in March to brief diocesan representatives. Guidance material was issued nationally and dioceses responded to the necessary trickle down of information by arranging their own training sessions for parish officers.
46. A follow-up report (GS 1384) to the “First to the Lord” report was published to inform a debate in General Synod in July. The report described the way in which dioceses had made use of “First to the Lord” and it updated the analysis of the financial situation in the Church with figures for 1998. Members of Synod spoke about the importance of seeking out and owning the vision that God has for parishes and this was highlighted in a resolution, which also approved the report’s recommendations and encouraged the full use of the Gift Aid arrangements. Also the Synod agreed:

“thankful to God for his generosity to us and noting the continued pressure on the finances of the Church and the call to growth, [to] challenge Church people to give in proportion to their income and recommend 5% of take home pay as an initial target to aim for giving to the Church.”
47. The National Officer worked with colleagues in the Anglican Stewardship Association on the compilation of “First Fruits”, a worship anthology on generosity and giving. It included many new hymns as well as sermon outlines and supporting material to help the Church to connect its worship to God’s generosity and the challenge to respond. The book was published in January 2001, price £7.99, which included all the worship material on disk for ease of use in service sheets.
48. Christian Stewardship is not a peculiarly Anglican theology and supportive relationships developed during the year with other denominations. Those connected with Christian Stewardship met under the umbrellas of the CTBI Stewardship Network and the Evangelical Alliance Stewardship Forum and an ecumenical stewardship conference was held in North Wales in the summer.

CCLA Investment Management Limited

49. The funds under management of CCLA Investment Management Limited, which is 60% owned by the CBF Church of England Investment Fund grew substantially in 2000 from £3,830m at 1 January to £6,305m at 31 December. This sizeable growth is principally as a result of the appointment of CCLA to manage the UK securities of the Church Commissioners with effect from 1 July 2000. The total value of the CBF Church of England Funds under management in the year to 30 November 2000 rose modestly to £1,646m, with a net cash inflow of £29m. The performance of the individual funds was as follows:

Investment Fund Value

50. The Income share value rose by 0.2% and the total return was 3.2%. For the calendar year 2000, the total return was -1.5% (which compares with the WM Co Charity Fund Universe return - an independent measure of the overall investment performance of charity portfolios - of -1.2%). The Fund's dividend for its year was increased by 0.3% to 35.3p despite the current difficulties of generating growth in investment income. It is hoped to be able at least to maintain the dividend for the coming year by marginally increasing the Fund's higher yielding non-equity investments and by deducting in future CCLA's management charge wholly from capital rather than income.

Fixed Interest Securities Fund

51. The Accumulation Share value rose by 8.2% over the year to 30 November, better than the total return on the FTSE UK Government All Stocks Index of 7.2%. This outperformance is attributable to the Fund's low exposure to long-dated gilts which performed relatively poorly over the year.

Property Fund

52. This is the newest of the CBF Church of England Funds and has continued to attract steady flows of new money from investors. Over the year to 30 November, the size of the Fund rose from £50.4m to £74.5m and the total return achieved over the same period was 8.0%.

Deposit Fund

53. Although base rate remained unchanged at 6% through most of the year, the Fund continues to attract new clients and pay a competitive rate of interest which averaged 5.79% over the year. This compared to an average of 3.37% in Clearing Bank High Interest Accounts.

Ethical Investment

54. The Central Board of Finance of the Church of England continue to support and participate in the work of the Ethical Investment Advisory Group (EIAG) together with the Church Commissioners, the Church of England Pensions Board and the Board for Social Responsibility. The Group is responsible for the oversight of the ethical process on behalf of the sponsoring bodies and for developing and communicating it to the wider Church.
55. The EIAG conducted a major review of defence investment criteria during 2000 as a result of geopolitical changes since the end of the Cold War and the effect this has had on the international trade in arms. The review concluded that the likelihood of sales to countries with poor human rights records had increased and that it would be appropriate to revise the criteria for investing in companies in the defence sector. The EIAG therefore recommended that manufacturers of military platforms and weapons should be excluded completely from investment, whilst manufacturers of non-offensive equipment supplied to the defence industry would be acceptable where this did not constitute the company's main business or focus. The CBF Investment Committee endorsed these new criteria and agreed to the divestment of GKN on ethical investment grounds.

Communications Unit

In touch with Church and World

56. The Communications Unit is an instrument of the Archbishops' Council serving it, the General Synod, the Church Commissioners, the Ethical Investment Advisory Group of the CCLA, the House of Bishops and the Pensions Board. It provides the national institutions with a complete communications and promotional policy, delivery and developmental service. The Unit also hosts the National Enquiry Centre and the joint Anglican-Roman Catholic media training unit. Its remit is taken from the General Synod endorsed Communications Strategy of February 2000 which gave the Unit the responsibility of:
- *advising the national Church institutions on the external and internal communications and promotional implications of their work.*
 - *advising and co-ordinating the external and internal communications and promotional work of the national Church institutions.* GSMisc1375, Feb 2000.
57. The national communications effort has limited resources at its disposal. For the majority of its operational resourcing, it relies on sponsorship and cross-subsidies from the other NCIs for specific work such as web development and the publication of the forthcoming *Annual Review*. These constrained circumstances ensure an operational rigour and focus.
58. 2000 saw an unprecedented increase in activity, both pro and responsive, across all the National Church Institutions. Highlights included
- a three-fold increase in press releases (eg during the first eight weeks of 1997, two press releases were issued, for the same period in 2000 15 were issued).
 - input into the design, construction and marketing of *Common Worship*.
 - additions to the internal communications side of the Church's web site (where external readership continued to rise, reaching well over a million people a month). The internal communications initiatives included *The Daily Briefing* for the Church's senior leadership and *The Gazette*, the new official communications vehicle for General Synod members and all the Church's lay and clerical leadership.
 - The Archbishops' Council communicated directly to the parishes in hard copy for the first time with *Work in Progress*, a modest leaflet explaining what the Council does.
 - The Unit also served the General Synod, for example by supporting the Bishop of Wakefield's Broadcast Monitoring Group. The Unit also supports the Ethical Investment Working Advisory Group, the House of Bishops and answers several thousand enquiries a year.
59. In terms of direction, Communications is determined to tip the balance as much as it can from reactive media work to more activities directly in support of the communications strategy. Thus in 2000 it initiated a process of identifying annual operational goals as well as core tasks. In terms of accountability, these and the resulting service level agreements and work plans for 2001 have been reviewed and approved at staff level within the NCIs. The goals for 2001 have also been tabled with the informal communications panel under the leadership of

the Archbishop of York and with the Diocesan Communicators Panel under the chairmanship of the Bishop of Norwich as well as with the lead media bishops, for example the Bishop of Wakefield (lead bishop for media issues in the House of Lords) and the bishops of Liverpool, Norwich, Southwark and Taunton. The 2001 goals, core tasks and workplans are available to members of General Synod upon application to the director. They will be regularly reviewed by the Secretary General, the Secretary to the Commissioners and the Secretary of the Pensions Board. In addition, Communications has volunteered to undergo a Activity Value Audit in the summer of 2001. The Operational Goals flow directly from the Council's vision and emerging priorities to specific measurable activities. For example under 'Outward Looking' would be found the following rationale and tasks:

In supporting the first theme (to assist the Church to speak and act prophetically on the issues of the day and particularly alongside those who are marginalised) the Church will speak out clearly on key matters of interest to the nation and its people:

- i) *via the House of Bishops, we will actively promote debate on key issues affecting the nation (eg, further marriage, urban/rural, etc.):*
 - a) *through at least two background briefings for the media hosted by the Secretary General*
 - b) *through at least four briefing sheets for Parliament*
 - c) *to our own leadership via The Gazette*

- ii) *with the Archbishop of Canterbury's Secretary for Public Affairs in the lead, we will assist in strengthening of support for the Lords Spiritual in the House of Lords and promoting their efforts:*
 - a) *weekly co-ordination with the Duty Bishop's diocesan communicator.*

- iii) *working with the House of Bishops, the DCO Panel and the diocesan communicators we will promote the lead bishop programme with the media and media planners, making access to lead bishops easier:*
 - a) *through a new Directory of Contacts for the Media to be published in May 2001.*

There are more sections of a similar nature under Outward Looking as for Confident and United. Core tasks include:

Process Issues

define, consult, gain approval for 2001 operational goals and core tasks
create time allocation by account package to invoice other NCIs
initiate and participate in an AVA in 2001

Internal Communications

create and implement an effective internal communications strategy
produce All Staff weekly
produce The Daily Briefing daily
produce The Gazette for General Synod members, lay and clerical leadership

undertake internal communications audits throughout the Church as requested.

External Communications

create and implement an effective external communications and promotional strategy
produce an annual timetable of major NCI activities and events
secure finance for Work in Progress, Annual Review
secure outside sponsorship to keep the web working
provide 24 hr a day, 365 day a year emergency and media operations centre
provide the National Enquiry Office
co-ordinate and prepare messages for the Archbishops' Council's Talks Programme
monitor and measure broadcast and press media.

Relations and Development

increase the numbers of participants on media training courses
continue to support and provide developmental opportunities for the network of diocesan communicators.

Central Services

Serving all as effectively as possible

Information Technology and Office Services

60. In 2000, the Information Technology (IT) and Office Services departments moved to their new locations in Church House, bringing their inclusion in the Central Services directorate into a visible reality. The main IT installation was relocated in Church House, with all the National Church Institutions' network, internet and e-mail services located in the refurbished offices on the South side. Both IT and office services were involved with the Church Commissioners' temporary move from Millbank to Waterloo, ensuring that there was no suspension of telephone or IT network services to the Commissioners' new office accommodation.
61. In 2000, a joint project between the dioceses, the Church Commissioners and the Archbishops' Council to computerise the maps of ecclesiastical parishes was initiated. The paper maps held by the Commissioners will be superseded over the next 2 years by computer-held maps. Dioceses will be supplied with their digitised parish boundaries and will start to use Geographical Information Systems to record socio-economic data for ministry and mission.
62. Members of the IT team have visited two dioceses and helped them define their IT strategy in line with their statement of needs and the direction that technology at the NCIs and worldwide is going. The IT department are also heavily involved in the developing strategy and implementation of the Church of England Web site, to ensure the best use that the church can make of the emerging technologies.

Relocation Project

63. 2000 saw the successful completion of the relocation project and Church House is now the main centre for the staff of the National Church Institutions, housing the staff of the Archbishops' Council, the Church of England Pensions Board and some of the Church Commissioners' staff. The open plan offices on the South Side of the building have provided an attractive, technologically advanced, working environment. Work on the North side of the building has been less although the Central Secretariat has moved into refurbished offices on the third floor allowing the enlarged multi purpose suite of meeting rooms on the first floor to be created.

Publishing and Bookshop

64. Church House Publishing's work in 2000 was dominated by work on *Common Worship*. By the standards of any publishing house, commercial or otherwise, this has been a success with take up of the material exceeding expectations. In total there are 43 'product lines' published including the latest versions of Visual Liturgy and the provision of a dedicated area of the Church of England website where the entire text and educational material can be downloaded at no charge. There have been many comments on the high standard of design and production. Clergy and others have appreciated the educational materials published and distributed through 2000 as part of the *Common Worship* marketing campaign.
65. Throughout 2000, wider publishing work, including other electronic publishing work on CD ROM and web for the Council and the National Society, has continued as normal with the new series design style for each board, council or division being rolled out as and when new materials are published. Several of CHP's income generation projects, including providing contract publishing services for Churches Together in Britain and Ireland and others, are beginning to bear fruit.
66. *Common Worship* inevitably had a significant impact on Church House Bookshop, who arranged to subcontract some of the direct mail business to CHP's trade warehouse in Abingdon. Sales of *Common Worship* and other materials through the shop, mail-order and from the internet ran at record levels in 2000, and have enabled the Bookshop to invest in upgraded IT systems in 2001 so as to serve the Council and the wider Church even more effectively.

Research and Statistics

67. During 2000, the *Research and Statistics department* embraced the wider remit to its work conveyed by its new title. The report of the Statistics Review Group was endorsed by General Synod and major changes, in particular, to the collection of parish membership/ attendance figures were initiated. The enlarged role of the department in supporting research in the boards, councils and divisions of the Archbishops' Council will serve to stimulate and increase co-ordination of work to help develop the councils' themes and priorities.
68. Professional research support given by the department during 2000 included research into allocations and apportionment formulae, forecasts of future sales of *Common Worship*, research commissioned by the Churches Main Committee into levels of VAT payments and research into minority ethnic Anglican representation. The department continued to work alongside the Board

of Mission to co-ordinate the churches' involvement in the international Church Life Profile survey being organised by Churches Information for Mission for April 2001. Specific professional support was also given to the dioceses and the Church Commissioners regarding the computer based project to map ecclesiastical parish boundaries; to the Fees Advisory Commission; to the General Synod Appointments Survey; to the continued Added Value Audit programme; and to the Ministry Division in its production of clergy statistics and forecasts of clergy numbers.

69. The department is developing its information service, especially with regard to the increased availability of governmental data through the Office for National Statistics. The significance of this role can only increase as new, nationally recognised, deprivation indices and 2001 census results become available to assist the wide range of planning and assessment exercises underway across the church. The major appraisal of new parish membership/ attendance figures introduced for the collection of 2000 figures is likely to form the major focus of the department's work for 2001. Numerous external bodies have expressed considerable interest in these figures, together with an assessment of their viability. The department intends to work closely with the Communications department as it seeks to provide accurate information reflecting the increased breadth of church life. In this connection, the department will also initiate and facilitate informed debate across the church involving research findings.

Human Resources

Equipping staff better to serve the Church

70. The Human Resource function understands the varying and complex array of objectives of the National Church Institutions and tries to reflect each of their main goals and their overall shared vision of an outward looking, united and confident Church in its Human Resource strategy. It does this by advising and supporting the staff and managers of each of the National Church Institutions and through developing a shared staff resource. This means that the Human Resource function must balance designing, developing and delivering proactive responses to individual organisational needs with systems which serve the greater whole so that those Institutions truly work as one body. This working together as a whole Church is reflected in the developing partnerships that the department has with Bishops, dioceses and cathedrals through joint work and training initiatives for all the Church's staff. The department also provides some limited support to Bishops, dioceses, cathedrals and parishes in the management of their staff.

Human Resource strategic themes and priorities

71. The strategy reflects, where it can, the themes of the Archbishops' Council which, under the oversight of the joint Executive Management Board, manages the strategy's implementation.

The Human Resource function is engaging with social issues particularly in relation to equality of opportunity for underrepresented and marginalised groups by giving the quest for diversity and equality in the workplace a high priority.

It is working towards ensuring that young people in the workforce are confident in voicing their opinions and contribute fully in each organisation.

It is encouraging staff and managers to see training and development as an integral part of the working life of the National Church Institutions so that this, in some small way, supports the people who are engaged in evangelism and the encouragement of life-long ministry.

72. It is actively pursuing a *learning culture* through its development initiatives and programmes, seeking *transparency and accountability* by ensuring staff management processes are open to scrutiny, particularly those that relate to achieving fairness in the work place, and that its procedures are *simple* but effective (such as in relation to recruitment and selection). It is working towards *subsidiarity* by trying to prepare managers of staff to take on full responsibility for their management so that decisions made in connection with staff are appropriate and effective. Overall the strategy must *add value* to the organisations.
73. Human resource management is not the sole responsibility of the Human Resource function. It is a *partnership* between managers, staff and the Human Resource department requiring each to be clear about objectives, respective responsibilities and obligations. Without a shared commitment to these and an agreed planned pathway, the steps in the Human Resource strategy will not be achieved

Review of 2000

74. At 31 December 2000, the Archbishops' Council employed 293 staff. The annual turnover was 20%. Just under half of these staff left to work elsewhere or came to the end of their contracts. The remainder retired, were promoted or moved laterally within their managing organisation or another National Church Institution. Once our new HR/Payroll system is up and running, more detailed information on staff movements will be possible.
75. All staff of the National Church Institution's are now jointly employed. Since this development in January 2000 the department has endeavoured to pursue its agreed strategy through

Creating a diverse workforce

- The following policies have been put in place:
 - An Equal Opportunities Policy which states that the National Church Institutions are committed to working towards equality of opportunity in staff appointments, training and promotion so as to create a more diverse and inclusive workforce
 - Recruitment and selection (including harmonisation of recruitment procedures, common application forms, job descriptions etc)
 - Discipline (near finalisation)
- Extensive equal opportunities awareness training rolled out during 2000
- Harassment advisers selected and trained
- Equal opportunities monitoring group established
- Complaints procedure for the equal opportunities policy adopted and established.

Performance development

- The following policies have been put in place:
 - Sponsored studies
 - Secondments

Career development, job swaps and rotations

- A Comprehensive in-house training programme (Learning Together) has run for 2 years.
- A Central fund for sponsored studies has been created and a system for identifying training needs across the organisations has been put in place
- Those with responsibility for appointing staff have been required to attend Fair Selection training. Staff who have not completed this training or its equivalent will not be able to take part in selection decisions after September 2001
- Corporate induction has been reviewed and redesigned and is run quarterly.

Partnerships at work

- All policies, procedures and revised terms of service have been consulted upon or negotiated through the Joint Staff Council, which works across the National Church Institutions
- The department has put staff policies, procedures and structure on the staff Intranet, the Information Technology department has created a Discussion Forum for staff and the Joint Staff Council has a page on which information about its role, membership and work programme is posted
- A joint staff handbook has been developed and posted on the staff Intranet.

Organisational Development and common culture

- Discussion has begun within the organisations on common expectations of staff managing resources – Excellence in Management Practice - with a view to creating some core expectations in staff with these responsibilities
- The department has run a service level agreement with its client groups for a year and this is being reviewed and developed
- Staff of the National Church Institutions were transferred into joint employment.

Workforce planning, pay and information

- A new, centralised payroll and Human Resource information system (Rebus) has been procured. Phase 1 (central payroll services) was implemented in May 2001
- An interim common pay scale has been implemented from November 2000
- The Executive Management Board and Joint Staff Council have agreed the principles of a common pay strategy and a joint working party has been formed to negotiate the detail during 2001
- A Remuneration Committee has been established for agreeing the salaries of senior staff. All senior staff whose pay is within the remit of this Committee have undergone job evaluation and salary adjustment to start ironing out anomalies where these exist
- A job evaluation system (JEGS 2000) has been agreed for all the National Church Institutions
- Ongoing progress is being made with harmonising terms and conditions of service (e.g. leave, overtime, maternity regulations and so on)

Organisational well-being

A review of health and safety strategies and policies has been undertaken and a position paper presented to the Executive Management Board.

Legal Services

Balancing order and justice

76. In 2000 legislative activity for the Synod has concentrated on:
- the revision stage and final approval of the Clergy Discipline Measure.
 - the revision stage of the Synodical Government (Amendment) Measure.
 - further consideration of the Churchwardens Measure and its consideration by Parliament.
 - considerable work on considering and commenting on draft constitutions and statutes of cathedrals.
77. In addition, advice has been given to Government Departments on a number of Bills including the House of Commons (Clergy Disqualification) Bill and the Exorcism of Children (Prohibition) Bill. Legal advice was also necessary in connection with the European Union Equal Treatment Directive, where an outcome broadly satisfactory to the Churches was achieved. In addition, advice has been provided to the Telecommunication Working Group.
78. Considerable time has been spent on advice to Synod Committees, Boards, Councils, Commissions and Divisions in the period under review. This, together with the work of the Rule Committee which prepared the Faculty Jurisdiction Rules, and that of the Clergy Discipline (Doctrine) Group, accounted for much of the use of the Synod's lawyers' time.
79. Advice was given on the joint employer arrangements that took effect for the staff of the national church institutions on 1 January 2000. The Legal Office (through the Official Solicitor) helped prepare the Church Commissioners' evidence to the Mellows and Hurd Reviews. The Official Solicitor also advised the Church of England Record Centre on the contract for the computerisation of deeds and advised the Commissioners in connection with the investment management agreement with CCLA for the outsourcing of much of the stock exchange work. The department drafted standard constitutions for groups of Friends of churches vested in the Churches Conservation Trust and finalised two Charity Commission Schemes for the funds held in connection with Lambeth Palace Library on behalf of the Library Trustees.
80. In addition, the Legal Office has undertaken a large volume of transactional work on behalf of the Church Commissioners and the Church of England Pensions Board. A substantial part of this transactional work has, as usual, been the acquisition of church property (to vest immediately on completion either in the incumbent or in the DBF) under the New Parishes Measure 1943. Most commonly, these are acquisitions of land for churchyard extensions. Such transactions are not often straightforward in that they usually require expertise in dealing with unregistered titles (not easy to find these days) as well as knowledge of ecclesiastical conveyancing (for which training has to be given in-house since none is offered elsewhere). This type of transaction is demanding in terms of professional time and (apart from the reimbursement of items such as search fees) it is funded by the national church institutions at no benefit to themselves but at no cost to the dioceses. (This position will not be changed by the Miscellaneous Provisions Measure 2000).

Central Secretariat

Serving all

81. The Central Secretariat supports the work of the General Synod and its Houses, the Archbishops' Council, the Business and Appointments Committees and other Committees and Commissions. It houses the staff of CMEAC and has a co-ordinating role in the Church and World division (through the Director of Policy) and in Central Services (through the Director of Central Services). Highlights of 2000 (not mentioned elsewhere in this report) were:

- *Marriage in Church after Divorce* – a report of a Working Party of the House of Bishops was published in January, selling over 12000 copies. An extensive consultation process was set in train in dioceses on both the principle of further marriage and the particular proposals set out in the Report. The House will consider the diocesan responses later in 2001 with a view to a report to Synod.
- *A Time to Heal* -this report of a Working Party of the House of Bishops was published in June and debated at the July Synod. The report and the related Handbook for parishes proved to be popular publications. The recommendations are being followed up as appropriate.
- *The Episcopal Ministry Act of Synod Review Group* - a report of a Working Party of the House of Bishops on the Act was issued in June and debated at the July Synod. The Recommendations are now being considered by the HoB in the light of the Synod debate.
- The House of Bishops held a joint session with Methodist District Chairmen at Ampleforth Abbey in January, and met with bishops in the Church of Ireland, the Scottish Episcopal Church and the Church in Wales in Liverpool in June (as part of a triennial pattern). The House was addressed by the Home Secretary, the Rt Hon Jack Straw MP, in October
- The National Liturgical Conference took place at the University of York from 20-22 September 2000, comprising delegates from all 44 dioceses and representatives of the Churches in Ireland, Scotland, Wales and Australia. Delegates participated in workshops from among the following topics: Initiation Services; A Service of the Word; Holy Communion; Marriage, Healing and Thanksgiving for the Gift of a Child; and Funeral rites and surrounding provisions. In addition to the workshops, there was plenty of opportunity to see *Common Worship* in action as members of the Liturgical Commission demonstrated different approaches to various services each morning and evening.
- In addition to the staging of the February and July groups of sessions of the General Synod, much work was done in connection with the dissolution of the Sixth General Synod, the subsequent elections processes and the inauguration, by Her Majesty the Queen, of the Seventh General Synod following a service of Holy Communion in Westminster Abbey using *Common*



Worship. A copy of *Common Worship* was subsequently presented to Her Majesty.

- The recommendations of the Activity and Value Audit of the work of the Central Secretariat were accepted by the Archbishops' Council and are now being implemented.