

Commission on Ministry – Report 2010

COMMISSION ON MINISTRY

REPORT 2010

1. Membership

<i>House of Bishops</i>	<i>Standing Committee</i>
Rt Rev KR Good, Bishop of Derry and Raphoe (Chairman)	Mr HRJ Totten
Rt Rev RCA Henderson, Bishop of Tuam	
<i>General Synod – clerical</i>	<i>Pensions Board</i>
Ven GL Hastings	Rev ECJ Woods
Very Rev SM Patterson	
<i>General Synod – lay</i>	<i>Representative Church Body</i>
Ms R Handy	Ven DS McLean
Mr AN McNeile	Mrs LM Gleasure
<i>Director of the Theological Institute</i>	<i>Honorary Secretaries</i>
Rev Dr MJ Elliott	Mr SR Harper
<i>Co-opted</i>	<i>Director of Ordinands</i>
Mr G Fromholz	Rev Canon KM Poulton

2. Terms of Reference

The Commission on Ministry was established by the General Synod in 1996. In accordance with its terms of reference, the Commission makes recommendations concerning the Christian Ministry, both lay and ordained. This includes the deployment of stipendiary and non-stipendiary clergy appropriate to the requirements of the Church of Ireland in the future. Matters relating to ministry may be referred to the Commission by the House of Bishops, the Standing Committee and the Representative Church Body.

3. Summary

The Commission on Ministry concentrated on the following issues:

- Ministry in the West of Ireland
- Pioneer Ministry Leaders
- Retirement Planning for Clergy
- Mid-career Programme for Clergy
- Ordinands' DVD

4. Purpose

To reflect on and propose changes to ministry training, deployment and support as will assist the Church to achieve its mission and sustain and nurture the clergy already in the Church's care throughout their lifetime.

5. Aims for 2010 to May 2011

The Commission on Ministry aims:

- a) to collaborate with other Church of Ireland committees where areas of work may coincide;
- b) to examine ministry development;
- c) to examine best practice for diocesan and parish missional structures;
- d) to assist in furthering the development of missional ministry in the West of Ireland;
- e) to structure and provide mid-career opportunities for clergy;
- f) to continue to provide pre-retirement courses for clergy.

6. Development of Mission/Pioneer Leaders

In September 2008 the Joint Commission on Ministry and Council for Mission Group was established to examine the potential for the development of mission/pioneer leaders in the Church of Ireland.

At the General Synod in May 2009 the following resolution was adopted:

This General Synod recognises the need for training and developing leaders equipped to serve in a variety of pioneer contexts, both lay and ordained in Ireland. This General Synod directs the Commission on Ministry and Council for Mission jointly to develop proposals for how such leaders might be trained and deployed, duly consulting with all appropriate and relevant bodies.

The joint Commission on Ministry and Council for Mission group submitted a position paper for pioneer training and deployment to the two committees in June 2009. The Commission on Ministry agreed that the inherited model of mission within the Church of Ireland requires a new pioneer dimension to reach younger generations. The Commission stated that it will endeavour to be at the forefront of this work and to liaise with all interested parties such as the Council for Mission, the House of Bishops and the Church of Ireland Theological Institute.

The Joint Commission on Ministry and Council for Mission group produced the following summary on pioneer ministry and its possible place within the Church of Ireland.

Pioneer Training and Deployment

What is a Pioneer?

- A pioneer minister is someone who opens up new possibilities to create a Christian community with and for other people who are currently outside the church
- This might result in the formation of a new Christian community under the oversight of the bishop in an area currently untouched by parish ministry
- Or it might be a new group formed at the initiative of a parish, with the oversight of the rector, that reaches out in a new way to gather together a group of people who previously were not part of the parish community
- Or it could result in an initiative which under oversight of either rector or bishop, reaches out to a group of people with a common interest such as a particular type of work, sports or common interest.
- Above all, a pioneer is someone who will come from any and every part of the theological and ecclesiological spectrum that the Church of Ireland embraces

Why is Pioneer Ministry Needed?

- Massive changes are taking place North and South in faith adherence and church attendance, in a context of weakening social and family relationships and a lack of community infrastructure. If the church and its message is to be present in contemporary society it will require a new generation of Pioneers to go into the new context - beyond the boundaries of the Parish church.
- There are sizeable new urban communities emerging for which there is no church presence of any denomination and very little community infrastructure
- The Paper on Ministry in the West produced by the Very Rev SM Patterson indicated a number of areas of opportunity in rural areas
- The styles and ways of an emerging generation are not the same as those of the previous generation. Reaching out with the Gospel to the emerging generation will, in some contexts, require new and innovative styles of ministry

Summary of the Report

The full report from the group is contained in Appendix B on page 450. A substantial amount of research has been done including an examination of the Church of England Pioneer initiative which started five years ago. Two main areas were considered by the Joint Group:- a) the training of Pioneer leaders and b) how they might be deployed.

In terms of training, the Church of England has produced specific courses for Ordained Pioneer Ministers in its theological colleges but we do not feel these are applicable for our situation (more detail of this analysis is in the appendix). There are no proposals to make substantive changes to the new C of I training process, but rather 3 recommendations that would facilitate pioneer training. In the Deployment of Pioneers we recommend a structure of support and oversight that is detailed in the appendix – the

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Dublin Diocesan initiative - which is in a very early and exploratory stage. The group feels this initiative merits consideration by other Dioceses to assess its suitability and adaptation in other parts of Ireland

Recommendations

Training

1. That the Selection Process be reviewed in the light of identifying those called to Pioneer Ministry and Ordination.
2. That where pioneer leaders emerge from a local context that needs continuity, a suitable flexibility of curacy allocation would be desirable.
3. That the Church of Ireland consider a more flexible training path for those whom the church recognises as having a call to pioneer ministry and who have appropriate theological academic credits.
4. That a further review of Pioneer training be undertaken in 2012 when the MTh has completed its first cycle and the UK situation has become clearer.

Deployment

5. The team recommends that the Dublin Diocesan Growth Paper below (Appendix B on page 450), although in early and exploratory stage be considered by Bishops and Diocesan Councils as to possible local applicability.

The Commission on Ministry submits the full report on pioneer ministry by the joint working group to the General Synod (Appendix B on page 450).

7. Missional Ministry in the West of Ireland

The Very Rev SM Patterson produced a large body of work on missional ministry in the west of Ireland that was appended to the Commission on Ministry's report to General Synod in 2009.

Further to this work a meeting was held in Magee House, Sligo, in May 2009 with representatives of the dioceses in the west of Ireland. It was agreed that work needed to begin in local areas bringing together clergy and laypeople to discuss the issues surrounding ministry in the west of Ireland.

The Commission on Ministry applied for funds in the 2010 budget to the Standing Committee to financially support this initiative.

8. Mid-Career Programme for Clergy

The Commission on Ministry has appointed a working group, chaired by the Bishop of Tuam, to run pilot mid-career programmes for clergy. During 2010, two pilot groups will be run, one in Northern Ireland and one in the Republic of Ireland.

The Commission on Ministry believe that mid-career opportunities are needed on the island of Ireland to supplement the many other programmes that already exist in the United Kingdom.

9. Retirement Planning for Clergy

A retirement course for clergy was held in the Armagh City Hotel, Armagh from 12 to 13 April 2010. A second retirement course for clergy is planned to be held in the Radisson Airport Hotel, Dublin from 24 to 25 May 2010.

10. Younger Ordinands

The *As I Am* DVD was successfully launched at the General Synod 2009 in Armagh. Subsequently it was distributed at the *Summer Madness* event and received very positive feedback. Due to ongoing demand for the DVD the Commission on Ministry had to have a further 500 copies of the DVD produced.

As I Am is available for viewing on www.ministry.ie and on the Church of Ireland Theological Institute website.

APPENDIX A

RESOLUTION TO BE PROPOSED TO THE GENERAL SYNOD

1. Pioneer Training and Deployment

That the General Synod of 2010 receives and approves the report of the Joint Group on Pioneer Training and Deployment and endorses its recommendations

APPENDIX B

**Report to General Synod from the Joint Group from Mission and Ministry
On Pioneer Training and Deployment**

This document was reviewed by:-

- House of Bishops
- Council for Mission
- Commission on Ministry
- Governing Council of Theological Institute

Members of the Joint Group

The Rt Rev KR Good Bishop of Derry and Raphoe
Very Rev SM Patterson
Rev ECJ Woods
Capt. C Taylor
Mr AN McNeile
Mr HRJ Totten
Mr S Tucker

1. Summary View of Paper

This is the report from the Joint Group of the Council for Mission and the Commission on Ministry on Pioneer Training and Deployment – established at last year's Synod. A wide range of inputs fed into the deliberations with significant feedback from Pioneers, Theological Colleges and visits to other Anglican Dioceses helping to shape the final results as well as the reviewing of a number of courses. The paper seeks to propose a longer and shorter term vision for how the training for Pioneer leaders might develop and to articulate a set of appropriate principles. Having reviewed all the inputs and carefully sifted them the feeling in the short term is that the current CITI (Church of Ireland Theological Institute) course should be the route for any people whom the Church believes to be called to pioneer new churches as ordained leaders. However there are a

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number of recommendations from the Joint Group in the areas of selection, curacy allocation, greater flexibility of academic paths for pioneers and further future review in order to enhance our current training approach and make it more effective for those considering Pioneer Ministry.

In terms of deployment the Joint Group consider this is an important area that needs a more swift response. A Dublin team has been looking at this whole area and the Joint Group on Pioneer Training and Deployment feel this has potential for wider application beyond the Dublin Diocesan area – if suitably contextualised. Therefore the Joint Group is submitting a General Synod resolution to pass this plan to Diocesan Bishops and Councils for their consideration and potential, and this would conclude the work of this group.

2. Background, Research and Inputs

Background and Reason

General Synod 2009 recognised that as the Ministry Project had successfully completed a substantive transition to the training for the Church of Ireland's standard approach to Ordination, it now seemed appropriate to consider the kind of training and deployment that might be required to fulfil the missional approach that was called for by the Bishops' Vision Statement and by some of the fresh steps being taken in other parts of the Anglican Communion.

Accordingly the following resolution was passed at General Synod 2009:-

“This General Synod recognizes the need for training and developing leaders equipped to serve in a variety of pioneer contexts, both lay and ordained in Ireland. This General Synod directs the Commission on Ministry and the Council for Mission to develop jointly proposals for how such leaders might be trained and deployed, duly consulting with all appropriate and relevant bodies”.

The Joint Group was very aware of new church developments and new styles of ministry taking place within our own context both North and South – as well as major developments that had taken place in the Church of England since the publication of the Mission Shaped Church Report.

At the same time the Joint Group was also mindful that any training suggestions had to be carefully integrated into a very recently transformed system and had to recognize that the Church of Ireland is an ordained led church and new expressions or developments must have a clear connection to that ordained leadership.

Research Conducted and Inputs Reviewed

In England there is a type of ordained ministry called Ordained Pioneer Ministry, which was one of a number of initiatives to flow from the Mission Shaped Church Report. A number of theological colleges in the UK offer training aimed specifically at Ordained

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Pioneer Ministers. As part of the input for the consideration of this research visits were made to Trinity College in Bristol, the Queen's Foundation in Birmingham and St.John's College Nottingham, all of whom offer courses for Ordained Pioneer Ministry.

A conference of Pioneer Ministers was also held in Ridley Hall, Cambridge in April 2009 and many of the attendees were currently going through the Ordained Pioneer Ministry training and this provided a very helpful insight into the experiences of students and ordained pioneers from both a training and a deployment perspective. Many of the challenges, issues and opportunities were also discussed in open forum. The conference was attended by The Head of the Church of England's Ministry Division the Venerable Christopher Lowson, and was also addressed by Bishop Graham Cray, who was appointed by the Archbishop of Canterbury to head the Fresh Expressions Team and Mark Russell the Chief Executive of the Church Army.

The Joint Group's deployment proposal was also reviewed in detail in private session with Bishop Graham Cray to gain the benefit of his experience.

Members of the team also joined with a group that included the Bishops of Clogher, Connor, Down and Dromore to visit Liverpool Diocese and see a number of missional developments being undertaken there in a context that had some recognizable features to us. The group met with the Director of Pioneer Training, the Rev. Phil Potter as well as the Dean, the Very Rev. Justin Welby and Bishop of Liverpool, the Rt. Rev James Jones.

All of the above were valuable and helpful inputs to our considerations

Courses and Training Not Connected with Ordination

Two courses which are not specifically connected with Ordination Training that have been developed by the Fresh Expressions Team were also considered. The two courses are:

- Mission Shaped Introduction Course
- Mission Shaped Ministry Course

The reflections of the team on these courses are contained later in the paper

3. Training of Pioneers

a. The Longer Term Vision and Plan

The longer term vision is that those whom the Church believes to be called to lead and build new missional communities, within and without the current parish church structures, whether lay or ordained, would be able to undergo a course of training, within the context of their current missional work, that will enable them to fulfil their calling. This means that those called to ordination would be able to follow a course of training that will lead them to ordination, without removing them from their context, in a way that is flexible and integrated to the standard ordination training at the CITI.

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The Joint Group feels that there are a number of principles underpinning this vision:-

- To fulfil the church's mission we should create space for new communities to start which are both facilitated by existing structures and outside of, but connected to, existing structures
- There will be a need and a call for both lay and ordained leadership.
- It is vital that Pioneer training be conducted in context and that the training is an action/reflection model.
- The principle of accessibility for other denominations articulated in the original Ministry Project should be carried through into this type of training and will be all the more important in this field in the light of scale and skill availability within our own denomination.
- Training should be provided by experienced practitioners – those who have experience of Pioneering.
- It should be accompanied by a clear deployment strategy that provides proper support, oversight, accountability and integration to the wider church.
- A training structure that leads Pioneers through to ordination should carry equivalence to standard CITI ordination training. There should be no two-tier system.
- Pioneer training should carry clear accreditation.
- Recognising that, sacramentally, ordained leadership is integral to the Church of Ireland, Pioneer training should be connected and integrated with ordination training at the CITI.
- The Joint Group feels the principle of interchangeability is key. There should be equivalence of training standard and freedom of movement either from Pioneer/Missional Community to inherited/established mode or vice versa, and the Joint Group anticipates moves in both directions.
- It is possible that the Ordained Pioneer Ministry Training System in the Church of England might provide something of a model for the fulfilment of this longer term vision.
- The entire selection process is critical to an effective Pioneer training plan. The Joint Group share the view of the Church of England that the whole selection and discernment process is key to recognizing those who are gifted to establish and pioneer new missional communities of faith. There is a separate section on the area of Selection and a Key Recommendation emerging from it.
- There is also an implication for current curacy placement principles that work against keeping people in their existing ministerial contexts – this clearly needs review if the principle of continuity of initiated missional activity is to be adhered to and it will also require review to facilitate the internship arrangements of non-residential MTh Ordinands.

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Although the Joint Group are not proposing major shifts to the training process in the short term – it is felt that these are the principles that should shape the approach to any new system that would be adopted and they were an important part in guiding the Joint Group to its conclusion on some of the short-term issues and approaches. The Joint Group would still be hopeful that modifications to the system could be undertaken in the future as the CITI's transition is more fully complete, its capacity strengthened and therefore its ability to take on additional approaches increased. The other short term issues are more fully explored below.

b. The Selection Process

In the Church of England additional criteria have been added to the Selection Criteria for those who feel called to Pioneer Ministry, and they also have conducted a considerable review of the Selection Process recognizing that selectors involved in selecting Pioneers need to have an understanding of the characteristics and skills of likely candidates. This also has implications for the very early stage process in which potential candidates both at Parish level and at Diocesan level are considered. Equally the Joint Group are also conscious that there have been very substantial changes to the entire approach to ordination training over the last 3 years but there has been no substantive review of the selection process. For these reasons the team would recommend a review of the selection process be undertaken from Parish to Diocese through to Selection Conference in the light both of recent changes in ministry training, the current missional statement articulated by the Bishops, and the requirements for Pioneer training.

c. The Short Term Focus

It was recognized early on that the CITI in its current transition phase had too many current courses in its portfolio (BTh, MTh, NSM and Foundation Course) in light of its current resources to be able to add yet another ordination variant at this juncture.

A number of courses were considered as to their ability to integrate into the CITI standard ordination approach. The Mission Shaped Ministry and the Mission Shaped Introduction courses were considered and reviewed in some depth. These are courses that have been produced by the Fresh Expressions Team in England for encouraging and facilitating the learning of both clergy and laity in more effective engagement in mission.

A group under the auspices of the Council for Mission has run one of these courses in Belfast and they were quite widely in use in some of the churches we visited in Liverpool.

Although there was some excellent material in these courses and much to recommend them it was felt that some considerable work would have to be done to contextualise them effectively to our mission and ministry circumstances here in Ireland. In Liverpool the primary application for the Mission Shaped Introduction course was to introduce the

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basic concepts of Mission Shaped Church to congregations unfamiliar with the material – often this meant a number of laity were keen to become more missionally engaged and at that point the Mission Shaped Ministry Course was a valuable resource. Although the Joint Group could see the application for encouraging mission in the Church of Ireland through these courses (subject to the necessary contextualisation) they did not seem to be the vehicles by which many of the key principles articulated in the longer term vision could be realised.

i) Ordained Pioneer Ministry Courses in the UK

Theological Colleges in the UK received a degree of impetus to establish suitable Pioneer courses by the request that came through General Synod from the Fresh Expressions team and made a number of considerable adaptations to try and meet this need. However much of the feedback at the Pioneer conference suggests that for many this is still more aspirational than actual and much of the training is still very close to the standard ordination training. Much of the anecdotal feedback suggests that the key to effective training lies less in a variant to the training approach and more to the effective mentoring by capable practitioners. It was noticeable that those Pioneers who were most positive about their situations were in places where they were overseen by experienced practitioners. By far the greatest difficulty facing almost all the Pioneers was in the area of deployment as Diocesan practices and awareness were, at times, at complete variance to the realities of Pioneer Ministry. Consequently that is an area about which the team have made some very specific recommendations.

ii) Key Learnings from the Liverpool Trip

- The presence of Pioneer and Leadership Characteristics and Skills was critical.
- An Action/ Reflection Model of Learning was vital.
- The mentoring after Standard Ordination Training was the key to success.
- It was found that energetic and enthusiastic Lay Leadership of all ages can emerge to support ordained led Pioneering approach.
- A Unified Approach by Bishop, Dean, Diocesan Treasurer & Practitioners in which the Senior Diocesan Team gave permission to Pioneers had a significant impact.

iii) Developments in the UK

In the UK the current approach to Ordained Pioneer Ministry is under review and some reflection is being given as to whether the original aspirations for this type of ministry are being met.

At the same time the Ministry Division of the Church of England is also having discussions with the Church Army, who have established a new training programme under the leadership of Dr. Elaine Storkey and there are possibilities that something will emerge in this area that might be more consistent with some of the aspirations outlined in the longer term vision. Similar discussions are also being held within CMS.

d. Conclusions on Training

In light of the above therefore the Joint Group is not recommending any major changes in the short term to the standard ordination training until some of the variables such as UK developments, completion of the CITI transition and perhaps the application of some of the other recommendations have come to a conclusion and the situation can be re-evaluated.

The team feels that if the principle of interchangeability is to be adhered to then the CITI should be the route for the foreseeable future and any changes should be integrated with the CITI.

However the Joint Group also feels that the CITI can make a significant contribution to fostering Pioneers in three ways :-

- In order to reduce the time to missional deployment we suggest there should be an increased academic flexibility for those with significant theological academic credits – so that academic repetition is avoided.
- Connecting the internship for those who have a calling to Pioneering work with those who have experience in this field
- If someone is presenting for ordained training who has a current Pioneering work under way then it will be necessary to facilitate continued leadership of that work during training so that the initiative remains healthy and serviced

So although the Joint Group do not recommend any specific changes to the short term training, there are a number of recommendations they would like to make to improve the Church of Ireland's approach to this field.

KEY RECOMMENDATIONS ON TRAINING

Recommendation 1.

That the Selection Process be reviewed in the light of identifying those called to Pioneer Ministry and Ordination.

Recommendation 2.

That where pioneer leaders emerge from a local context that needs continuity, a suitable flexibility of curacy allocation would be desirable.

Recommendation 3.

That the Church of Ireland consider a more flexible training path for those whom the church recognises as having a call to pioneer ministry and who have appropriate theological academic credits

Recommendation 4.

That a further review of Pioneer training be undertaken in 2012 when the MTh has completed its first cycle and the UK situation has become clear.

4. Deployment

One of the main findings from the experiences of the Pioneers in the UK was the way in which the deployment of Pioneers had not been tackled and the difficulty this has caused. The Archbishop of Canterbury has consistently talked of the ‘mixed economy’ in outlining his vision of the way of which new and fresh developments in church life could emerge alongside, and be consonant with, those models of ministry that we have inherited from previous generations. Some of the current terminology, which has also been employed in Liverpool, is the use of the term “blended economy”. This seems to be a helpful way of taking the notion of taking ‘mixed economy’ a stage further to imply a place where the old and new come together in a relational way, and where they both have an impact on one another.

If we are to facilitate and enable a blending and harmonious relationship between the inherited model of church and new developments then a clearly defined deployment strategy will be critical to allow this to happen appropriately. It might even be that by tackling deployment first we will learn something more about the kind of training and preparation systems and approaches we need to prepare people for this kind of ministry.

A team in Dublin has spent the last year looking at the whole deployment issue for that Diocese and the Diocesan Council has approved this deployment plan. This deployment plan also formed a very substantial part of the Diocesan Council’s report to the Dublin and Glendalough Diocesan Synods that was debated on Tuesday the 20th October 2009. All speakers affirmed this section of the report positively and the report was approved by the Synods.

The Joint Group feel that a significant amount of work has been put into the very detailed consideration of this proposal and would therefore like to propose to General Synod that the Dublin paper be commended to all Bishops and Diocesan Councils for their consideration as to its applicability in their local Diocese. The Joint Group appreciates that there will be elements in the proposal that are specific to Dublin, but felt it would be simpler to preserve it in its original form rather than attempt to produce a generic version that might subtract rather than add and trust that it will provide a useful template and outline of the principles as Dioceses consider its applicability.

KEY RECOMMENDATIONS ON DEPLOYMENT

Recommendation 5.

The team recommends that the Dublin Diocesan Growth Paper below, although in an early and exploratory stage, be considered by Bishops and Diocesan Councils as to possible local applicability.

Introduction to the Dublin Diocesan Outreach Project Paper

This paper emerged from a discussion that began at Dublin's Diocesan Synod and took further development in post synod Council discussions. The team appointed by the Diocesan Council to produce this paper was the Rev. Canon Katharine Poulton, Rev. Ted Woods, Mr. Geoffrey Perrin and Mr. Andrew McNeile. There was a significant amount of input and discussion with the Home Missions department of other denominations, visits by other ministers both of our own denomination and others, as well as discussions with a number of the groups involved in thinking on this area in the Church of England such as the Fresh Expressions team and some of the Anglican Church Planting Initiatives team based in Sheffield. The final version of the paper was also reviewed in some detail in a lengthy one-on-one discussion with Bishop Graham Cray, the Head of the Fresh Expressions Team, appointed by the Archbishop of Canterbury.

It has been left as a Dublin paper which hopefully makes the specific influences of a Dublin based thinking easier to see and easier to edit out where these are not appropriate for other Dioceses.

Dublin Diocesan Outreach Project

A Proposal from the Diocesan Council to the Dublin and Glendalough Diocesan Synod for a Diocesan Initiative to Facilitate Church Development and Growth

Background

Why New Church Developments

- The call to the church is to be mission orientated.
- This involves taking faith steps so that the Kingdom is always on the increase.
- It is in line with the Bishops Vision for the Church – (see *Journal of the General Synod 2008* page cxvi).
- We recognise that population growth and change in our current traditional locations has meant that we are not always where people are – especially as regards inner city and recent new population areas.
- We recognise the diversity of the new population and the need to provide opportunities for that new population so that they may connect effectively with a worship environment to which they can relate and within which community can be built.
- For something new starting up it is easier to try new things and be more creative in worship styles and means of outreach.
- The very existence of a Diocesan resource to facilitate growth and mission will encourage people to think in those terms.
- The team recognises that all ministry begins with the call of God. By proposing a structure that will facilitate new developments we do not seek to initiate them but rather to nurture, recognise and assist any new growth to which God is calling us.

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- By new church developments we mean something new that could come from any and all of the diversity of church traditions within our United Dioceses – not new in the sense of a particular style – but new in terms of something that is not being done now.
- This could be expressed both in terms of existing parishes doing something new or something being started completely afresh.
- The proposal has been reviewed in detail with, and received positively by the Archbishop of Canterbury's recent appointment as Archbishop's Missioner and leader of Fresh Expressions Bishop Graham Cray.
- The team appointed by the Diocesan Council to produce this paper was the Rev. Canon Katharine Poulton, Rev. Ted Woods, Mr. Geoffrey Perrin and Mr. Andrew McNeile.

It was therefore felt that it might make sense to create a Diocesan resource that facilitates the creation of new church developments in and under the auspices of the United Dioceses of Dublin & Glendalough.

The Diocesan Outreach Project

Brief Overview

The Diocesan Outreach Project is set up to provide institutional facilitation for those whom God is calling to do his work in new ways in the City and other parts of the United Dioceses. A variety of new church developments is envisaged including, but not limited to, new church starts, restarts and missional projects from current parishes. The key aim of this project will be to encourage and facilitate new growth and new ideas; such new projects to be clearly identifiable.

The proposed elements that the project would seek to bring are:-

1. Locating and identifying the right kind of people and the right projects
2. Ensuring they are properly equipped for the job by providing skills and training
3. Providing financial contributions
4. Facilitating new projects from an institutional and local viewpoint
5. Helping them establish appropriate trust, governance, accountability and oversight structures that give them space to breathe

1. Locating and Identifying leaders with the characteristics and skills of Pioneers

Leadership will be critical to the success of any new church development. Therefore it seems that the right place to start is to look at how one would determine who are the kind of leaders, who will have the skills and characteristics for their ministry to thrive in a pioneering environment.

1a. Possible Leadership Characteristics

- Ability to articulate clearly their vision for the new development
- Clear sense of the call of God on them to do this
- Ideally, a track record and previous experience of such ministry
 - o some sense of already having done this in previous job
 - o perhaps already begun in some way – but noting that some with the appropriate leadership potential may not yet have had the opportunity to fully display this potential
- One who gathers people
 - o The support of a group of people for the project
- Sense that the Anglican world/C of I is his/her natural base
- Appropriate Qualification.- and if lay leadership, establishing clearly the source of ordained oversight
- Compassion for and Understanding of the people group they are seeking to reach
- Leadership Skills and Characteristics: Energy, enthusiasm, determination, persistence, sufficiently mature and resilient to cope with the risk elements, credibility and interpersonal skills, change management and delegation skills
- Spiritual Characteristics: Devotional Life, Relational Health, Integrity, liturgical expertise

1b. Locating Appropriate Leaders

Hopefully once the project is launched and known widely it will encourage people to present themselves to the proposed Diocesan Outreach Co-ordinating Committee (see paragraph 7). A large amount of this will be done by word of mouth – but the Committee should also be thinking creatively about highlighting opportunities both within the Church of Ireland as well as the wider Anglican Communion.

2. Equipping Leaders

For each individual leader and project there will need to be an assessment of the skills that are needed and if necessary additional training to be provided. Some might have come through an ordination system that has not equipped them in certain areas such as:-

- Organisational Structure
- People Management
- Team Building
- Financial Overview
- Management of Change etc

Or there may be aspects of liturgical, sacramental or clerical training that might be necessary or appropriate. Hopefully the new Theological Institute can play a role in helping conduct a training needs analysis and recommending appropriate sources of

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training input (not all of which needs to come from the Institute) so that the leader begins the initiative as fully equipped as possible.

3. Resourcing Leaders

- This is a key aspect of what the Diocese can provide to help projects get started
- With regard to financing projects we propose a 50% to 60% maximum funding level as we feel there should be a requirement for a group to raise their own funding
- Investment and funding should be all about people and their resources and not about buildings – it is people who do ministry and who draw, attract and engage with others – this is the key to “growing communities of faith”
- This will limit the number of church developments that we can support and therefore there needs to be appropriate care in selection and assessment of proposed projects
- As this is Diocesan Finance it is important that the appropriate governance and oversight structures are in place to ensure the finance is properly overseen – but yet not stifling the new development (see 5)

4. Facilitating New Projects

- This involves helping them navigate the Diocesan and C of I structures in terms of understanding who is involved in giving permission and allowing the proposed venture to progress with the full organisational support – i.e. “it’s official”.
- Providing a full report and recommendation to the Archbishop – so that when potential candidates are interviewed the Archbishop would have some background into the church developments proposed and any areas of potential concern.
- Steering a properly formed proposal through the Glebes and Finance, Diocesan Council and Parish Development Committees.
- Ensuring that any local C of I parishes are comfortable with what is being proposed and happy to lend their support to any new developments.
- If not undertaken by a parish then using the Diocesan Outreach Coordinating Committee and wider C of I contacts to ensure that new ventures are discussed with any local churches from other denominations that are in the area to ensure that ecumenical relations begin on the right footing and any ecumenical difficulties can be navigated.
- Encouraging prayer for new ventures.

5. Assisting the Development of Appropriate Structures

- New ventures need appropriate structures and this can be an area of great complexity requiring support and guidance. Each project will need help with the establishment of the appropriate trust structures to enable them to be a proper legal entity and relate to the Diocese and carry out their functions.

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- Providing some examples of governance and oversight structures so that an appropriate model for each project can be set up. It is essential that people will be properly cared for and appropriate leadership be given within the bounds of the freedom to function. This should require agreement from both the committee and new ventures.
- Providing some of the administrative and legal help that is needed to get these kind of jobs begun.
- Providing some kind of mentoring/accountability structures, recognising the sense that a new project is quite a lonely furrow to plough and that there is a need to have someone both inside and outside the system to consult with.
- Making sure that new ventures are represented at Synod from the beginning.

6. Potential Structural/Governance Arrangements

A) New Church Developments

- One potential approach would be to explore the CORE / Crinken / St. John's Sandymount Trustee Church model.
- This is helpful because it provides a current legal framework for the establishment of new churches who do not have a parish setting. As parishes in the diocese cover geographical areas, and every area is under the pastoral care of a specific parish, the agreement of the parish in which new outreach ventures are to be initiated will be essential.
- The trustee church requires the establishment of a new trust document and a group of trustees from within the United Dioceses who can serve as the oversight body for the church. In the early days they perform much of the duties of a parish select vestry but as the ministry develops a further body is often required to assume more of the detailed administrative responsibilities.
- The key benefits of adopting this approach to new church developments is that this has been tried and tested through some difficult circumstances and it enables the establishment of new ministries without adjustment of parochial boundary arrangements.
- But the purpose under 5 above is to establish what structures would best suit each situation that emerges.
- There may well be other models which can or should be explored, but it is important to remember that any of these could have legal or practical difficulties.

B) Existing Church Developments

- It is envisaged that some of the ventures will be initiated by the parishes themselves as they respond to new mission opportunities to develop growing communities of faith.

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- It is also to be hoped that not only permission but pastoral and ministerial support will be readily given by parishes in whose areas outreach projects are undertaken.
- Support and structures may vary from project to project, but each arrangement should be agreed between the Archbishop, the Project Leader, The Diocesan Outreach Coordinating Committee, and the local Rector and Select Vestry.

7. Managing the Project

- In any project it is often useful for any team that brings a project into being to be part of the ongoing management and oversight of the resulting plan.
- As this project could also involve significant investment and development as well as the need for very careful management of the relational impact of any new beginnings – it is also clearly very important that a close connection and update is kept on the project by the Diocesan Council.
- Accordingly we would propose that the existing committee selected by the Council would be appointed members of the new body - The Diocesan Outreach Coordinating Committee.
- We propose that any church development that meets with the approval of the Diocesan Outreach Coordinating Committee would first need to be presented to the Archbishop for review and approval.
- If such early stage approval was given then more fully developed proposals would be presented to the Diocesan Council.

8. Reviewing Development Initiatives

- The Diocesan Outreach Coordinating Committee propose to review annually any initiatives undertaken for the first three years and then at agreed periods thereafter to ensure that the missional goals and objectives of the project are being met within any developments being undertaken.
- The other purpose of a regular review cycle would be to learn from both those that thrive and those that don't so that lessons can be learnt and applied in both situations.

Brief Summary

As this was quite a new concept the team produced a brief outline below to facilitate discussion amongst Council members about what the nature of the project was about and what was not covered by the project and the team include it here and hope it is useful to Synod members:-

What the Dublin Diocesan Outreach Project is...

- A positioning of the Diocese to respond structurally and institutionally to the Kingdom call for growth
- A proposal to provide a variety of resources and structures to those parishes/individuals who feel called to start something fresh
- Assistance to pioneers to get support to navigate the complexity of central C of I structures
- An enabler of new starts of all kinds, representing the full diversity present in the Church of Ireland
- Putting the resources of the Diocese behind an initiative that clearly carries the hope for new growth
- A group that will respond to requests and suggestions put to them and will only become active in response

What the Dublin Diocesan Outreach Project is not....

- An initiator of new church plants or new parish initiatives (it aims to respond to the initiative of the Holy Spirit in others)
- A general encouragement to outreach for all parishes
- A source of funds for youth clubs and building projects
- A director and decider, but a facilitator, enabler and supporter
- The evangelism/mission arm of the parishes of the Diocese
- Another layer of bureaucracy to stifle local initiatives