

GENERAL SYNOD

AN UPDATE ON RENEWAL AND REFORM

SUMMARY

The work of Renewal & Reform continues to grow and develop. This paper provides an update on the various workstreams both in terms of core developments in 2016 and plans for 2017.

Resourcing the Future

1. *Distribution of Funds*

The aim of Resourcing the Future is to ensure that the national Church's funds – those managed by the Church Commissioners – are distributed in a way which enables them to advance the Church's goals of mission and growth. With the support of the House of Bishops, the Commissioners and General Synod, the Archbishops' Council agreed that the existing formula-based funding for ministry and mission in dioceses should be replaced so that from 2017 all the funding should be for investment in the spiritual and numerical growth of the Church, distributed as follows:

- 50% of the funds available (around £24m per annum) allocated by a formula to just over half of dioceses as **Lowest Income Communities** funding, to support and develop mission in low-income communities; and
- 50% is available for all dioceses as **Strategic Development Funding** for investment in new growth opportunities across the country.

2. Those dioceses in receipt of Lowest Income Communities funding in 2017-19 were notified of their allocations in July 2016. These include transitional funding (tapered down over time) for those dioceses receiving less formula funding under the new system than under the previous Ministry Support formula ("Darlow"), plus a one-off sum of restructuring funding to help them adjust to the changes. In addition to these sums, the Council has been able to increase the amount of Strategic Development Funding from £5m per annum in 2014-16 to £24m per annum from 2017. This has been made possible by the decision of the Church Commissioners to make additional money available in 2017-19, as suggested in the Resourcing the Future report.

3. The number of dioceses applying for **Strategic Development Funding** has been rising steadily: 24 projects in 20 dioceses have been awarded funding since it was made available in 2014. In addition, 17 dioceses have also been awarded a total of £1.9m of funding to help strengthen their capacity to develop and deliver their strategic plans. Guidance for dioceses on how to apply has been revised and is now posted on the Renewal & Reform web-pages.

4. The governance arrangements for deciding on the use of the national funds will also be changing from the beginning of 2017. The Archbishops' Council has agreed to create a **Strategic Investment Board** which will, on the Council's behalf, take on the responsibilities of the Spending Plans Task Group for determining the distribution of funding to dioceses or non-diocesan bodies.
5. The Council also agreed to create a joint group with the Commissioners – a **Funding Monitoring Group** – to advise both bodies on the efficacy of the distribution mechanisms and of the arrangements for monitoring and evaluating the use of funds. The Commissioners' Board of Governors has been informally consulted about the proposals and has welcomed them; it will need to give formal approval to the creation of the Funding Monitoring Group.
6. An impact report on the use of the funds will be discussed at a joint annual meeting between the Commissioners' Board of Governors and the Archbishops' Council.
7. The Archbishops' Council has also agreed that £6m of the overall allocation of SDF in 2017-19 should be made available to support applications for non-diocesan purposes, and a further £1.3m allocated for **research, additional data capacity, and the dissemination of learning**. The aim of the non-diocesan funding is to fulfil the recommendation in the Resourcing the Future report to make greater investment in national Church infrastructure and activity which can improve the mission of the whole Church. The distribution process will mirror that for diocesan applications. The Strategic Investment Board will be taking forward work on these areas in 2017.
8. *Peer Review*
The new process of diocesan Peer Review stems from the Resourcing the Future reforms and aims to ensure mutual accountability over how resources are being used and to facilitate shared learning between dioceses about their plans for mission, evangelism and discipleship.
9. At the heart of peer review is a meeting between a panel of three peer reviewers and the diocesan bishop and other senior representatives of the diocese. Dioceses were invited to nominate peer reviewers and over fifty peer reviewers were appointed by the Archbishops' Council from around ninety nominees. The reviewers include bishops, archdeacons and priests, senior staff from dioceses, and others with significant experience in government, business and not-for-profit organisations. Reviewers are asked to be 'supportive but objective, constructive but demanding'.

10. Twenty-two diocesan peer reviews have taken place in 2016, with priority given to those dioceses who are now receiving the national Lowest Income Communities funding. Each review panel was able to put their finger on important issues for the diocese to consider further. A wealth of examples of good practice has been identified which can be shared more widely across dioceses. Participants are invited to evaluate each review and the feedback so far has been very largely positive, with the process amended every so often in the light of the comments received.

Growing vocations to ministry

11. The Ministry Council aims to encourage growth in vocations to all forms of ministry, lay and ordained, in line with requirements described by the dioceses in Resourcing the Future. The Council has set as an aspiration that the number of ordinands should grow overall by 50% from the 2015 figure by 2020 and increase in diversity with a particular emphasis on encouraging vocations among underrepresented groups including those under 30, disabled people, those of minority ethnic background and those from different social and educational backgrounds. This work is to support the Renewal and Reform aim for growth in both numbers and spiritual depth through the renewal of ministry.

12. In February 2016 a “month of prayer for vocations” was promoted using prayer resources made available on ChurchPrintHub.org. There was take-up of the resource across all dioceses and in particular in many religious communities which continue to pray for vocations.

13. A vocations website was launched in March with resources for those involved directly with vocations work in the dioceses. A letter campaign to all new clergy was also launched, to encourage them to nurture vocations on the basis of their recent experience of calling.

14. A review was conducted in June and July to ascertain the level of activity in dioceses and their response to the aspiration for 50% increase. This revealed an increase in both activity and staffing in the majority of dioceses contacted.

15. A statistical review was conducted in the same period of dioceses to show their historic levels of vocational response and their potential to increase their numbers of ordinands against their attendance and age profile figures. This information was shared with dioceses in September to help their future planning, along with a good practice guide in vocational work.

16. The publication of Ministry Statistics in June, and future projections and vocations statistics in September, were both used as occasions for making the case for the

50% increase. These were picked up by national media and provoked response on social media.

17. A Young Vocations Adviser was appointed in September to lead on communications and marketing among young people. A Minority Ethnic Vocations Officer was appointed in October to develop a programme for nurturing and encouraging BAME vocations.

18. The Church of England Ministry Experience Scheme (CEMES) continued in 2015-16 with 40 participants. Recruitment for 2016-17 increased to 60 participants. Work has begun on future strategy for CEMES to focus on specific goals and to make the Scheme sustainable. A grant of £100k was given by Allchurches Trust in May 2016 to support the development of the Scheme.

19. In 2017, the key objectives are:

- To support dioceses in sustaining their increased effort in vocations work
- To respond to challenges about lay vocation in *Setting God's People Free and Serving Together*
- To develop web and social media communications to attract younger candidates
- To develop policy and strategy to encourage diversity among candidates
- To create a strategy for reaching and ensuring access for BAME candidates
- To grow the CEMES Scheme and increase participation levels
- To achieve a 10% increase on the 2015 figure in the number of ordinands entering training in 2017
- To ensure a 20% increase on the 2015 figure in the number entering in 2018

Resourcing Ministerial Education (RME)

20. Since the motion was passed at the February 2016 General Synod welcoming the RME proposals, a substantial programme of consultation and engagement with dioceses and theological education institutions (TEIs) has taken place. During June and July 2016, eight regional sessions were held with a total of 160 participants.

21. An RME Steering Group chaired by the then Bishop of Sheffield and with ten members representing a wide range of stakeholders from dioceses and TEIs was established by the Ministry Council immediately after the Synod to oversee the process of consulting and implementing the proposals. The Group has met three times to oversee an agenda of work which includes:

- refinement of the detail of the main proposals
- finding a solution for funding mixed mode training

- considering changes to the pooling system for family maintenance
- establishing an infrastructure to ensure quality of education
- setting up “shadow running” of the new system in 2016 with volunteer dioceses and TEIs
- addressing potential transitional issues arising from transition to the new system in 2017

22. As a result of the consultations, adjustments were made to the age-bands to include a fourth intermediate band for those aged 30 to 40. Stakeholders have been consulted over the process for financial administration and educational infrastructure, and some refinements have been made to the proposals to increase efficiency. The shadow running which began in September 2016 with 12 dioceses and six TEIs has provided further information to refine the proposals for implementation.

23. Two working groups were established to develop proposals for funding mixed mode training, and to consider changes to the pooling system for family maintenance. Draft reports were considered by the Ministry Council in November 2016 and further work was requested before the Council develop a final package of proposals for consideration by the Archbishops’ Council.

24. The programme of work for 2017 includes:

- Finalising the proposals for funding mixed mode training and completing the revision of proposals for pooling for **February** Ministry Council
- Presenting to **May** Archbishops’ Council the final package of proposals
- Reporting to **July** 2017 Synod on the proposals, the process of consultation and implementation
- Implementing the new arrangements from **September** 2017
- Supporting dioceses and TEIs as the new system is introduced in **2017-18** academic year
- Monitoring the impact of the changes for review in 2020 when adjustments can be made

25. The Ministry Council has established a Theological Development and Formation Reference Group to hold the RME proposals to account and reflect on their consonance with the understanding of ministry held in the Church of England. This group is chaired by the Bishop of St Edmundsbury and Ipswich and will provide comment on three areas:

- (i) Whether the RME proposals (funding and education) are consonant with the Church of England’s developing theology of ministry
- (ii) The developing approach for a theology of theological education that engages with the existing and emerging patterns of ministry

- (iii) As work emerges from the Selection Review, to ask whether that review is producing proposals that are similarly consonant

26. The purposes of the RME proposals remain to:

- **Encourage growth** in numbers and quality of ordinands
- **Improve ministerial education** and the widening of choice
- **Strengthen the relationship** between dioceses and TEIs, for improvement of education and closer alignment with what dioceses need
- **Enhance diocesan strategic capacity** through greater flexibility/control of resources
- **Provide greater transparency** and better accountability for use of resources

Lay ministry

27. *“Serving Together”*: developing lay ministries

The Lay Ministries Working Group completed its work of reviewing licensed, authorised and recognised lay ministries across the dioceses in November 2016 and presented a report to the Ministry Council.

28. The report proposes three changes to promote a similar kind of culture change in relation to lay ministries which the Lay Leadership Task Group report *Setting God’s People Free* also seeks to achieve for lay people as disciples and leaders.

29. These three changes are:

- for the church as an institution to pay greater attention to and reflect more thoroughly on lay ministry and its practice
- to encourage stronger belief and practice in ministry as shared, collegiate and corporate
- to shift lay ministries away from role and identity towards tasks and acts of service, from a focus on licences, admission and categorisation to value and quality in the ministry offered

The report recommends proposals and changes in three areas:

- **Understanding**: developing a better and more generous theology of lay ministries, improving data collection about lay ministries in practice and encouraging conversation in which lay ministries can be championed and lay ministers heard
- **Authorising and supporting**: setting standards for the support of lay ministers, their selection, training and continuing development, promoting lay ministries as a response to missional need, increasing the flexibility of legal and canonical arrangements for lay ministry

- Resourcing: setting some clear goals for the growth of lay ministries on the basis of knowledge and research, encourage the sharing of learning about lay ministries between dioceses, providing national leadership for lay ministries and their flourishing

30. The Ministry Council asked for the recommendations to be developed for consideration at its February 2017 meeting and in particular to ensure that they cohere with the related proposals made by the Lay Leadership Task Group, especially in relation to the second of its culture shifts about mutuality between lay and ordained, and the Simplification Task Group. The Ministry Council will develop proposals to put to the Archbishops' Council for consideration.

Future Clergy

31. As part of the agenda for growing vocations in both number **and** range of abilities, background and qualities, work began in March 2016 on a review of the selection process for ordinands, both the criteria and procedures.

32. Wide consultation has taken place at a series of events involving a total of 400 people, lay and ordained. The College of Bishops was consulted in June about what made for inspirational priests, with a further consultation at the January 2017 College meeting. Best practice in similar institutions and organisations has been explored, with an emphasis on how to widen diversity and assess potential.

33. The process of review continues in 2017:

- Revision of criteria in the light of the January College meeting
- Development of the new selection model and testing in February to April
- Review of the new selection process at the House of Bishops
- Planning for implementation, including communications and training for diocesan staff and Bishops Advisers

Lay Leadership

34. *Setting God's People Free*

The work of the Lay Leadership Task Group finished as the Archbishops' Council adopted the report *Setting God's People Free*. This report – and its implementation plan – is subject to a separate debate in the Synod.

35. If approved the implementation of the report will be a matter of the highest priority in 2017 and beyond.

Discerning and Nurturing Senior Leaders

36. A comprehensive paper on the Discerning and Nurturing Senior Leaders project (GS2026) was provided to Synod members in July of last year. In terms of progress since that update, key areas of activities can be summarised as follows:

37. Increased reach of work

The number of clergy participating in the programmes continues to grow. This has enabled a rich exchange of ideas and shared exposure to new frameworks to support ministry. It has also encouraged more collegial thinking about the future. This in turn increases the likelihood that the programmes will touch those who are not participating directly.

38. By the end of 2016:

- 75% of bishops had participated in the leadership programmes, including the largest cohort to date of 31 suffragans.
- 40 deans had attended the 'Mini-MBA for Cathedral Leadership', including all of the deans newly installed in 2016.
- Following the commencement of a second cohort of participants in the Strategic Leadership Development Programme (SLDP), membership of this learning community is now at 119.

39. Also included in the project's remit has been increased provision of development support for groups who are currently under-represented in wider senior leadership roles in the Church. A programme is underway for BAME clergy, discerned as having the potential to hold senior leadership roles within the Church in the future. In December 2016, the Bishop of Burnley led a workshop designed to help Traditional Catholic clergy to explore vocation to senior roles.

40. Further modules developed

An overview of the various programmes was shared in the Synod update of July 2016. Since then several new modules have been added, including new programmes on Personal Formation and on Theology (the latter taught by David Ford) for the SLDP.

41. Alongside this the on-going work of refinement and improvement of modules for future cohorts continues, ensuring that feedback on initial sessions is reflected in the design of subsequent iterations of programmes.

42. Review of Strategic Leadership Development Programme discernment process

Having run the discernment process in a broadly similar fashion for two years, DAG has commissioned a review of how participants are nominated and identified. A working group has been set up, chaired by the Bishop of Taunton,

and includes representatives of clergy and lay assessors, and those who have taken part in the discernment process. This group will make recommendations of potential improvements to the discernment process to DAG in March 2017, with a view to a discernment process for a third cohort commencing early summer 2017.

43. *Integration of the work with Renewal and Reform*

The work of this project has becoming increasingly integrated with the wider Renewal & Reform programme, with a shared objective of developing the capacity of senior leaders to lead strategic and transformative change. There is enormous synergy between the leadership development work and the various strands of work that dioceses are participating in as part of R&R – notably Peer Reviews, the Inter-diocesan learning communities and strategic funding work, so it is important that the leadership work is as aligned as much as possible to the wider picture.

44. That said it is important that the various programmes continue to provide a safe space for education and learning that is, to some extent, ‘stand-alone’.

45. *Looking ahead*

The focus of the project in this new triennium will be on ensuring that momentum started in the last two years is maintained and that thinking and ideas that have emerged from the programmes are embedded and tested to help change on the ground. Key activities will include:

- Using insights from the learning to inform the way in which senior leaders lead through different fora e.g. in the House of Bishops and the College of Bishops;
- Provision of coaches to work with the bishops and their staff teams, which will be an important opportunity to extend learning to others, including Archdeacons and Diocesan Secretaries;
- On-going seminars for those who have been members of the various learning communities to process thinking from early modules and continue to bring in ideas and perspectives from a range of disciplines;
- On-going work with targeted groups, including further workshops for BAME clergy planned for 2017 and working with the CMDDP on progressing the agenda for deaf and disabled clergy. The Bishop of Truro (Chair of the Development and Appointments Group (DAG)) and the Bishop of Salisbury (Chair of the Committee for Ministry of and among Deaf and Disabled People (CMDDP)) are beginning the process of scoping this area of work.
- The Strategic Leadership Development Programme community will continue to grow with further cohorts joining. The first cohort will be moving into a phase of more ‘applied’ work; action-learning sets, participation in senior leadership teams, and contribution to strategic projects for the national Church.

Digital church

46. Major elements in the Church's digital work in 2016 include:

- The production of and shared prayer responses on social media throughout the year to mark major national and international events (Orlando, the EU referendum, Jo Cox, Brussels, Egypt and Turkey, to name but a few) which were seen and shared around the world. Over 1.2 million people read the prayer for Brussels, over 600,000 the EU referendum reconciliation prayer and over 550,000 the Orlando attack prayer.
- The Christmas digital campaign focused on encouraging people to experience #JoyToTheWorld at their local church by searching a national database of over 34,000 services listed at www.AChristmasNearYou.org. The campaign targeted those identified on social media as not normally attending church and we promoted with targeted Facebook, Google and Twitter advertising. 738,000 people watched four films and the site was visited by over 130,000 people (with 25,000 on Christmas Eve). The website and films were shared across all of our social media channels and generated considerable amounts of positive interest and comment.
- The Remembrance film released on 11th November across Facebook, Twitter and YouTube recorded 46,414 views and enabled people to mark this poignant time of year by retweeting, liking and commenting 'Amen'.
- The Church's social media presence has grown significantly, doubling the number of followers on Facebook in the last two months of the year and adding nearly 10,000 followers on Twitter.
- Through Lent a series of teaser videos and personal stories from members of a fresh expressions church in Halifax were shared on social media, culminating in the full Easter video which was watched over 73,000 times.
- Appointment in October of Adrian Harris as Deputy Director of Communications (Digital).

47. Key milestones and activities for digital church in 2017 include:

- March 2017 – complete recruitment and appointment of new Digital team within the Communications Department. This will enable the Communications department to move at pace and deliver evangelism, discipleship and campaigning priorities over the next three years of funding
- June 2017 – start to share the first of 25 new MyCofE films that tell the story of the Church of England and its role within communities across the country
- Summer 2017 – the launch of digital and social catechism materials to explain the fundamentals of the Christian faith in an accessible way
- Late summer 2017 – the first phase of the new national Church of England website will go live. It will be campaign-led and focused on the 97% of the population who don't regularly engage with us, whilst also continuing to

serve our core lay and ordained audiences well. The site will be built around meeting people at key life stages (baptisms, funerals, weddings, interest in the Christian faith, our role in educating children, moving home etc)

- Autumn 2017 – launch CofE Labs, working with Christian coders and techies to rapidly prototype and bring innovative digital solutions to life that share the good news.

Simplification

48. In February 2017, the Synod will be debating a number of legislative items relating to both Phase I and Phase II of the Simplification Task Group's work. For Phase I, Synod will be completing the final phase of the Mission and Pastoral etc (Amendment) Measure which seeks to make diocesan and parish reorganisation schemes simpler to manage and implement.

49. This Synod sees the launch of a number of other pieces of legislation related to the Task Group's work in Phase II. The genesis of these proposals lies in feedback received from parishes in a survey that the Simplification Task Group carried out in the summer of 2015.

50. Many of the respondents to the 2015 questionnaire complained about the burden of local church administration and governance. The Task Group took the view that many of these issues could be addressed through amendments to the Church Representation Rules (CRRs) to make compliance with these rules less burdensome to parish clergy and volunteers.

51. A recurring theme in the 2015 consultation was the difficulty experienced by multi-parish rural benefices in complying with the normal canonical requirements for a celebration of the Holy Communion and saying Morning and Evening Prayer in all the parish churches in a benefice every Sunday and on certain other days. The Task Group has therefore developed a series of amendments to the Canons to allow much greater flexibility. This would leave more flexible options available for the way in which other churches in the same benefice could be used when the statutory services were taking place elsewhere in the benefice. This would include holding non-Eucharistic services at which suitably qualified lay people would be able to officiate. Other proposals in Phase II came from the Council for Christian Unity (proposals on changes to the Ecumenical Canons) and from Task Group members themselves.

52. The Task Group will be meeting during 2017 to design a further series of proposals which may come to Synod in due course as Simplification Phase III.

How We Work Programme

53. This programme concerns the improvement of openness within the National Church Institutions (NCIs). During 2016 a significant amount of work was undertaken, based on consultation with dioceses and other stakeholders, to shape the programme and to plan out which activities should be taken forward first.
54. The programme now contains three work streams. The first is '**improving how we work with dioceses and cathedrals**'. This involves the NCIs working more closely and effectively with the wider Church to provide services, with a focus on a small number of specific projects at any one time.
55. An early priority for this strand is the development of a **recruitment support offer** for the Church. This project involves developing systems and online tools that dioceses, cathedrals and parishes can use to attract the best people for clergy and lay roles. It involves building a better digital presence for recruitment that benefits the whole Church, enabling us to engage with the widest possible range of people. This will include delivering work to support clergy re-deployment across dioceses and to and from other employers (e.g. Chaplaincy). In 2016 plans were worked on with a steering group including employer representatives from Dioceses, Cathedral, Patrons and Officeholders.
56. The second work stream is '**21st Century data, systems and processes**'. This focuses on how the NCIs steward the data, systems and processes that they manage on behalf of the Church. It involves developing and delivering data, information and systems architecture which enable effective data flow and accurate information. During 2016 consultancy work has been undertaken to inform longer term development of work on data systems as well as new systems to consolidate outdated systems within the NCIs. These new systems will continue to be rolled out to various departments during 2017.
57. These strands are underpinned by a third work stream on '**leadership and culture change within the NCIs**'. This needs to ensure all NCI staff understand their common purpose to enable and support the work of the wider Church and operate in a way that drives that. Part of this is to increase the leadership capacity to drive through operational improvement within the NCIs. To date work has been undertaken to develop and agree values and behaviours for staff in the NCIs and to improve internal communications.
58. 2017 priorities include:
- The roll out of the pilot of the recruitment support offer. A tender exercise will take place to select a system, work will be undertaken to develop the digital presence required as part of the offer (in close co-operation with the

wider project to develop the Church of England's digital engagement) and the offer will be piloted with a group of dioceses (and potentially other customers) in the autumn of 2017.

- In February 2017 a **clergy e-form**, to collect changes in clergy data, will be rolled out.
- Work will be undertaken to streamline the way the NCIs **consult and communicate with** dioceses in order to reduce the communication burden, and help the NCIs and dioceses to collaborate and share best practice.
- During the first half of 2016 a master **data strategy** will be developed and there will be a focus on improving **pan-NCI systems** including those to support information sharing, governance and customer and event management.
- By April 2017 a **management framework** will be launched to improve line management within the NCIs.
- There will also be a focus on expanding opportunities for **learning and development** within the NCIs through 2017.

Students and evangelism

59. A paper on evangelism with university students was presented to the December 2016 House of Bishops meeting. There was strong endorsement for work to bring together more closely the different elements of student engagement including chaplains, Fusion and other groups. It was also agreed that to help take this work forward across the whole country it would be beneficial for there to be a national resource, which could be funded from the non-diocesan component of Strategic Development Funding to:

- Support dioceses as they identify which parishes and Fresh Expressions of church are working with university students and ensure that there is at least one Church of England church which can act as a hub for student evangelism to work with each of the 163 universities in England.
- Develop a more formal partnership with Fusion, and other groups as appropriate, to:
 - support churches that have a focus on evangelism amongst students;
 - ensure that 'sending churches' and 'receiving churches' use all the human and digital tools available to enable Christian young people going to university to link with university churches, Christian groups and chaplains.
- Support dioceses in their work with university chaplains to help them develop as facilitators of student evangelism and be seen as part of the wider diocesan strategy for student evangelism.
- Develop guidance, case studies and examples of good practice to help dioceses learn from one another as they develop work in this area.

Estates evangelism

60. The first meeting of the task Group was held in November 2016 to identify the first strands of work.
61. The overall objective of the Estates project is to strengthen and grow the church on outer estates across the country. Estates have been chosen as the focus here, as opposed to hard pressed places more generally, because most estates still retain a tangible sense of identity – people on estates know “who is ‘us’”. This gives us a worthwhile sense of a defined community on which the church can build.
62. The work has emerged from a conference held at Bishopthorpe early in 2016 at which some 85 practitioners from estates met to share stories and ideas. There were accounts of growing estate congregations – and accounts of how vulnerable this growth can be. But it was clear that the Church of England spends less per capita on estate parishes than elsewhere and that the problems associated with multiple indices of deprivation create numerous barriers to mission. Part of the work of the estates strand in R&R will be to work with the Strategic Investment Board and dioceses to ensure that, under the new funding streams, estate ministry gets a fairer share of resources.
63. But there is much more that can be done to support and grow the church on estates. An Estates Task Group has been created, chaired by the Bishop of Burnley, which includes practitioners from estates around the country and MPA staff. The group is engaged in a collaborative exercise of goal-setting, considering what we hope to achieve in one year, three years and longer term, ensuring that the work of the group relates directly to what clergy and church staff on the ground know will make a difference. In this, we are collaborating closely with the National Churches estates Network which is represented on the Task Group. Early proposals for work strands include:
- a. training for estate ministry;
 - b. raising awareness in the church at large of the culture and faithfulness of estates;
 - c. working with theologians on “what is good news for estates?”;
 - d. developing appropriate models of lay ministry;
 - e. rethinking the ‘contract’ between estate churches their ministers and the dioceses; and
 - f. building estate ministry into the funding programmes of dioceses and the national church.

Communicating Renewal and Reform

64. Communications in 2017 will be focused on telling the stories of how Renewal and Reform is having an impact on the ground. Stories will focus in the first three months of the year on:

- Setting God's People Free and simplification, as well as strategic development funding.
- The following months will focus on the four themes guiding the work of Renewal and Reform, and will include evangelism and witness, discipleship and vocations.

65. The channels of communication will be via blogs, 'Stories Worth Sharing', social media and working with the *Church Times* and where appropriate religious affairs journalists. Increased liaison with Diocesan Communications Officers and more targeted social media promotion will also help tell the good news to those in the Church and beyond it.

William Nye
Secretary General

January 2017