

Is the Team Focus Process Joined Up?

Re-configuring the Connexional Team in line with Team Focus and in support of the *Priorities* is a very complex process, involving many individuals, groups and Methodist bodies over many months.

Introduction

^[2] A vast amount of material has been gathered through this process over a range of timescales. Messages, ideas and recommendations about what the Connexional Team should do, and how it should do it, have been received from many different sources. It is crucial that the end proposal should join these together in a cohesive and coherent way. This has been a huge challenge and will remain so as further developments evolve, and perhaps becomes an even greater challenge when the finally agreed plan enters the implementation phase. The purpose of this paper is to show how ideas from different parts of the process have been captured and used in the current proposals.

^[3] JSG would want to stress that this has not been an in-house exercise. Many people outside the Connexional Team, including some from other organisations, have been involved in either Project Management Groups or Filter Panels. Their combined diversity and wealth of experience has been enormously beneficial to the whole process. They have helped us to look afresh at many issues and have offered options that perhaps would not have been envisaged without them.

^[4] So a large number of people have been involved in many different processes. JSG has worked to make best use of them all and to draw together the threads. The following examples illustrate why JSG's short answer to the question at the head of this paper is "Yes!"

Example 1: Advocacy

^[5] The wide ranging topic of Advocacy has come under a number of spotlights:

- ⇒ Ground Clearing Project (GCP) 4 (Advocacy) was set up primarily to consider how to improve advocacy. A separate executive summary of its recommendations is available as part of the Appendix to this paper.
- ⇒ GCPs 1 (Evangelism), 5 (Communications) and 6 (World Church) have also considered aspects of advocacy as part of their remit. Executive summaries are also within the Appendix.
- ⇒ A number of submissions to Filter Panels have dealt with some of the strands of advocacy, making it clear that it is important to many areas of our current work.
- ⇒ One of the workshops at Conference 2006 gave strong feedback that advocacy is important but must be co-ordinated to avoid confusion about what the real message is.

^[6] All of these inputs have told us that to be effective we need:

- ⇒ People with particular skills working closely together.
- ⇒ To work ecumenically as much as possible which increases the weight of our message.
- ⇒ Simple and effective methods of communication that enable us to 'listen' as well as 'tell'.
- ⇒ A properly co-ordinated programme dealing with one major item at a time and with capacity to respond quickly to new situations.

Priorities into Practice: Team Focus

- ⇒ Passionate people with responsibility for core issues such as spirituality and evangelism within the Connexional Team but also part of active networks throughout the wider Church.

[7] All this was the background thinking to the current proposal of bringing these skills etc together into the Christian Communication and Advocacy cluster under the management of a single person, which should ensure full integration of the Team's contribution.

Example 2: Support Staff Ways of Working

[8] A number of Filter Panel Reports and GCP Reports contain recommendations that whilst some areas of work should continue, they could be done in a different way and be the responsibility of a different unit within the Connexional Team. For example:

- ⇒ Personnel legislation is changing regularly and quickly and it is crucial that the Methodist Church keeps up to date with changes and has specialist staff to ensure that the whole Church deals appropriately with both the lay and the ordained. This lies behind the proposal to enhance the Personnel Office staff, who would adopt responsibility for the administration of personnel issues for presbyters and deacons, and the administration of complaints and discipline.
- ⇒ There are currently numerous very small units giving administrative or personal assistance to senior officers within the Connexional Team. Whilst they might be efficient in their own small sections and undertake a range of important functions, they are collectively inflexible and expensive.

The proposal is for a larger combined administration team that would provide this support across the Team in a much more flexible manner, enabling us to utilise individual skills more fully and to respond more easily to peaks and troughs of work.

Example 3: Project Working

[9] One of the new ways of working outlined in the paper discussed by Council in October, was through time-limited projects rather than the current way of using employed staff. In this way, necessary skills can be matched to the specific work of a project and the cost is limited to the duration of the work. This way of working has been endorsed by GCP Management Groups and Filter Panels, many of which have identified specific pieces of work that need to be done within a definable timescale. The current proposal for the shape of the Connexional Team includes the facility to manage numerous projects at the same time, even though the work content of individual projects might be very varied.

Conclusion

[10] Whilst believing that our thinking thus far has been 'joined up' we are aware that as further messages are received, including from this meeting of Methodist Council, they must be heard, understood and responded to as the next stage of development emerges. This will demand a great deal of flexibility and understanding during the coming months.

APPENDIX

GROUND-CLEARING PROJECT OUTCOMES

This Appendix gives a short review of those Ground-clearing Projects which have reported to JSG since the October Council:

Project 1: Evangelism
Project 3: Children and Young People
Project 4: Advocacy
Project 5: Communications
Project 6: World Church
Project 10: Education

PROJECT 1: EVANGELISM

Remit of the Project

Convene a consultation to draw out a wide range of imaginative suggestions, appropriate to a diverse Church, of what could be entailed by 'evangelism and speaking of God and faith in ways that make sense to all involved.'

And then discern what the Team can best contribute.

The first report of the Project Management Group was produced some time ago and is available on the Methodist Church website, accessible at:

http://www.methodist.org.uk/downloads/psru_project1reporttocouncil0106.doc

(The final report and recommendations are included within these papers at pages 123 to 234)

This report identified **Objectives for the Church**

These objectives are seeking to express a renewed sense of explicit intentionality in engaging in evangelism and speaking of God and faith, and they should be read in the light of the range of understandings expressed in the whole of this report. Evangelism, apologetics and the nurture of discipleship and a culture of Christian conversation within congregations are strands that need to hang together as we seek to renew our confidence in God, in our faith in God, and in our ability to share our faith in God appropriately.

The Methodist Church is seeking:

- ⇒ to increase confidence in evangelism across the whole Church, not just the parts with a traditionally evangelical approach
- ⇒ to enable more lay people who feel confident and empowered to speak about their faith to others while still being lifelong seekers themselves, and who are able help others become attentive to the Kingdom of God
- ⇒ to discover gifts and release resources for evangelism and speaking of God and faith within a renewed movement in which lay people take a lead
- ⇒ to encourage churches (whether fresh expressions or mainstream) to become more welcoming and offer real nurture in discipleship as a lifelong journey for all
- ⇒ to identify and appoint more people who are trained, equipped, deployed and supported for the work of evangelism and apologetics.'

Recommendations from Project Management Group

- ⇒ The work of the Team should support the whole Church in developing these objectives.
- ⇒ Expertise, track record and passion for evangelism, apologetics and the nurture of discipleship

- should be represented within senior leadership and management roles within the Team, and within a specialist unit charged with responsibility for this work.
- ⇒ That specialist unit will encourage and challenge the wider church with resources, training and other advice and consultations.
- ⇒ The communications strategy for the Team should convey the priority for evangelism and speaking of God and faith as major 'core business' of the Methodist Church.
- ⇒ Evangelism, apologetics and discipleship should become key elements in strategies for learning and development of the whole people of God.
- ⇒ That stationing and deployment processes should find ways to release people with appropriate gifts to pioneer approaches in evangelism and fresh ways of being Church.

Response from Filter Panel

- ⇒ Evangelism is important throughout the whole church and will largely be fulfilled by local people adapting to their own local circumstances which will be different to the next church.
- ⇒ It is of such fundamental importance that it must become the responsibility of everyone and must feature strongly in strategies for learning and development and communication.
- ⇒ Local people certainly do need support but this would best be through the growing network of circuit and district Mission or Evangelism enablers who can more easily establish personal relationships and understand local situations.
- ⇒ There is a clear role for the Team in creating high quality resources and communicating with the whole Church in effective and encouraging ways. This does require specialist skills and experience and evangelism should become one of a few major responsibilities within a team of people with those skills, rather than a separate specialist team dealing solely with evangelism, as recommended by the Project Management Group.

Place in Reconfigured Team

The JSG agree that the theme of evangelism is of crucial importance and must become embraced by the whole Church, including the Team, to the extent that it becomes part of our way of life. To this end it must have a high profile in both training and communication strategies within the Team and beyond.

The currently proposed reconfigured team would adopt this responsibility as one of a number of underlying and constant themes of work throughout the Christian Communication and Advocacy cluster, which will include a post or posts with specific responsibility for Evangelism and Spirituality. The specific task of Christian Evangelism is one of the four sides of *Our Calling*, and support for this would be complemented by a capacity to understand the many dimensions of contemporary spirituality and to interact with them from a Christian perspective. The intention is that this cluster will be able to deliver co-ordinated and therefore clear messages to the whole Church and produce high quality resources as necessary.

That cluster would also be able to easily link into the cluster managing time limited projects when specific pieces of work are identified.

Other themes identified by the Project Management Group are accepted and will feed into other work such as the Stationing Review Group and will help to develop job descriptions and personal specifications for posts within the reconfigured team, in due course.

PROJECT 3: CHILDREN AND YOUNG PEOPLE

Remit of the Project

Work with the wider Church to re-vision work with children and young people (both those still linked to the Church and the vast majority right outside the Church).

The Project Management Group had issued a discussion document 'Future Present' to stimulate a wide discussion about issues critical to work with children and young people in the church. Together with input from other groups, the feedback from Future Present helped the PMG to develop a vision of a Church

which embraces children and young people in a supportive and participatory way, gives this work priority and allocates appropriate time, money and talents to it.

The Vision

- ⇒ **Churches** that will encourage this age group to talk about faith and what the church does and stands for, and encourages them to be involved in the life and decision making of the church. Work with them will be planned, targeted, resourced and regularly reviewed.
- ⇒ **Workers** who, through their own spirituality and faith, enable and encourage children and young people to grow into a deeper spirituality and faith of their own.
- ⇒ **Circuits and Districts** that have a strategy for work with children and young people, which includes their getting together for fun, fellowship and spiritual development, trying new things and being involved in decision-making. Also, where the leaders are encouraged to develop their own range of skills and talents and where resources are made available for the work and for training.
- ⇒ **A Connexion** that recognises its moral and spiritual responsibility to affirm, encourage and properly resource and support, all those working with this age group in and beyond the local church, circuit or district.

The Recommendations

There were a number of recommendations about the work of the Connexional Team, including:

- ⇒ That the historical separation of Children's work, MAYC and Formal Education Affairs be abolished and that the reconfigured team work to the more commonly recognised age range of 0–19 years, helping the whole Church to understand that within that range, there are special needs for those between 9-13 years.
- ⇒ That appropriate training opportunities be made available to those working with this age range, and those who lead worship.
- ⇒ That we strengthen links at all levels with NCH and learn from their vast experience.
- ⇒ That we learn from the experience of others such as chaplains in prisons, the armed forces and higher and further education, who are dealing with young people outside the church.

One overarching recommendation was that safeguarding and good practice guidelines are embraced enthusiastically in every situation involving children and young people.

The Response from Filter Panels

Whilst the Project Report was not considered by a filter panel, several submissions about work with children and young people were, and the comments and observations included:

- ⇒ Christian work with children and young people is essential but the real challenge for the Church is to respond locally to each local situation, rather than striving to find solutions centrally. It seems that neither the current team nor the Project Management Group have started to address the challenge of reaching the vast majority of this age group, which is well outside the church. That work is likely to demand very different strategies and perhaps, resources.
- ⇒ The production of high quality, appropriate resources can best be done centrally and the current ecumenical working in this arena should be expanded.
- ⇒ Major national events have certainly been successful in the past but the concept of Breakout is now out of date. It demands a huge amount of energy over many months and has impact upon a relatively small number of young people, perhaps 2000 out of the many more within the Methodist Church and the millions outside the Church. We should celebrate previous events but stop supporting this type of event in the future.

Place in Reconfigured Team

The major challenge to the Church is how to reach those with no current links to the Church or any understanding of what it does or stands for. There are many new opportunities that need to be examined and evaluated, such as after school clubs, and a time limited Project will be developed with a wide brief to work with suitable people and deliver a set of proposals and challenges by an agreed future date. In parallel, a proposal by the Youth Executive that an ambitious Youth Participation Strategy should be developed across the Connexion has now been endorsed by the Youth Conference.

JSG shares the disappointment of the Panel that current work does not obviously address the needs of the vast majority of children and young people outside the Church. Alongside the specific evangelistic challenge, the Church has a concern for the well-being of all children and young people. There is an urgent need to find ways in which the tradition of Christian faith can engage with a new generation and their families. JSG do acknowledge, however, that there is also a need to maintain contact with the children and young people within the Church and those who are working with them, and a certain amount of resource will be provided within the Learning and Ministries cluster.

The work of JMA currently has an impact on several areas of the Team, and work is still to be done on whether it should continue and, if so, how it could be best supported in the reconfigured Team.

Further work needs to be done to develop the issues arising from both the Project 3 report and the Youth Executive initiative and so JSG do not present the project report in isolation to this Council. Further proposals will be brought to the March Council meeting.

PROJECT 4: IMPROVING ADVOCACY

Remit of the Project

Draw together the work of public issues staff, MRDF, World Action and Mission Education, with a view to improving advocacy and communication.

Recognising that many parts of the Connexional Team have an advocacy role, the PMG consulted widely about what is meant by 'advocacy'. The early paragraphs of the PMG Report discuss the different uses of the term "advocacy" by different people, and also what advocacy is trying to achieve. The PMG identifies 2 meanings for 'advocacy':

Internal advocacy

clear and accessible communication with the Methodist people

Here, advocacy enables Methodists to be alerted to issues, to appreciate their nature and complexity and are prompted to consider how Methodist perspectives can suggest appropriate responses.

External advocacy

sharing beyond the Methodist community to influence and affect the outlooks, decisions and commitments of others

This may range from speaking of God and faith in ways that make sense to all concerned (dealt with in the report of Project 1 on Evangelism) to what we call 'decision-maker advocacy'- that is, sharing Methodist policy or perspectives with those who make decisions, especially on matters that affect social justice, in order to influence outcomes.

There is currently a shared approach to advocacy across the Team, and there is often no co-ordination of advocacy programmes. As a result individuals and congregations are often confused, and even feel bombarded with a range of messages at the same time. Thus these efforts are not as effective as they could and should be. Those at the Conference workshop in 2006 made a strong plea for co-ordination so that the message at any one time is crystal clear and understandable, so that interested parties can discern what is required of them.

Recommendations from Project Management Group

The PMG made six main recommendations for ways of working throughout the Team, which also hold implications for the whole Church. If they are all adopted there will indeed be a different outlook towards advocacy and programmes will be better integrated and co-ordinated. This should ensure that their advocacy elements make a clearer impact and generate a better response.

The six recommendations are that steps should be taken to:

Establish more effective and flexible processes for governance, which enable rather than disable advocacy, campaigning and fundraising.

Establish the means by which policy and strategy for advocacy is an integrated part of the strategic overview for the Team.

Establish a small focused advocacy group

Ensure that a fund-raising policy be approved by Methodist Council

Clarify the relationships between Methodist Council and partner organisations engaged in advocacy in order to gain synergy and clarity with all parties concerned:

Consolidate the main Connexional Funds

The Response from Filter Panels

Whilst making the point that the report says little about the arrangements that will have to be made within the Team, the Filter Panel generally supported the recommendations. They agreed that campaigning, fundraising and communication skills are certainly needed and they recommended that when the group is formed, the Media Office and Website Manager should also be included.

The Panel also endorsed the need for the Church to develop a fund-raising policy for the advocacy group to implement. It made the observation that certain skills and knowledge are necessary to raise funds from outside sources, but a different approach is necessary to encourage giving from Church members and others.

Responding to the recommendation that certain funds be consolidated, the Filter Panel was cautious as its members understood that it is easier to advocate for the specific (separate funds with constrained purposes) than the general (consolidated fund with general purpose of 'Mission').

The Panel went on to suggest that a simple and sustainable split of funding would be to cover all 'structural' costs by Assessment and other mission and development work by advocating those funds.

Place in Reconfigured Team

The JSG welcomed the recommendations and comments, which helped them to form their recommendation about combining all of the necessary skills into the Christian Communication and Advocacy Cluster.

Some of the comments about the consolidation and raising of funds dovetail with some of the thinking of those involved with Project 11B, which will make recommendations to the March Methodist Council.

PROJECT 5: IMPROVING COMMUNICATION

Remit of the Project

Determine how to improve communication between whole Team and whole Church.

The Project Management Group set out to identify the purposes of communication throughout the Connexion and then, the best ways of achieving them. The PMG talked, and listened, to many throughout the Church and the Team, especially to many superintendents who took time to respond to an invitation to express their views about communication throughout the Church.

It is clear that the success of all that we do depends upon the quality of communication and the media used for that communication. The method must match the subject and the audience.

The Recommendations

Before making detailed recommendations about each of the identified modes of communication, the PMG established a Primary Underpinning Recommendation:

The Methodist Church should move from a model of communication in which information appears to be forced upon people (often indiscriminately) from the centre [which can be called a "push" function], to one in which people are empowered to find and acquire any information which they need or want [which can be called a "pull" function]. Priority should be given to communications that are informal, horizontal and open to all.

To support this objective, resources need to be transferred:

- ⇒ *from a major emphasis on supporting central functions to one on equipping Circuits and Districts to communicate effectively,*
- ⇒ *from paper-based communications to electronic communications,*
- ⇒ *from widely and indiscriminately distributed mailings to development and use of a database for targeted application,*
- ⇒ *from using traditional techniques and methods to engaging radically and innovatively with new technological advances in communicating that are geared to mission.*

Acknowledging the breadth and importance of 'communication', the Report then includes a great deal of detailed work about the role communication has throughout the Church and society, individual churches, within the Team and the way it communicates in support of the wider Connexion. There are many detailed recommendations and also an acknowledgement that some work remains to be done, such as investigating the 'body language' presented by the Church.

The Response from Filter Panels

The Panel endorsed the underpinning recommendation that the Church should move to a 'pull' model of communication from the current 'push' model. Businesses and other organisations increasingly place all they want people to know about the organisation on a website, inviting the public to help themselves to the information they require. More and more people, particularly young people, are living in an electronic world and we must also inhabit it! A greater use of electronic communications is critical to any communications strategy but the Panel caution that some work will be needed to change the culture of some of the intended recipients. The Panel endorsed any move to establish greater control over what is despatched, how and when, but recognised that procedures are likely to need regular revisiting, as it is human nature to slip from the highest standards.

The Panel agreed with the proposal for a dedicated communications team and the proposed range of responsibilities. The Panel see the benefits of a database-based communication strategy and encourage further work be done to widen the user base of the existing system.

The Panel welcomed the Help Desk idea but warned that care must go into setting it up as it will inevitably take a great deal of managing. The demand and workflow is impossible to forecast, as is the range of topics to be covered. It is essential to have a few highly motivated people with a range of knowledge and skills, particularly to recognise when they need to pass on to an expert, and where that expert is to be found.

Place in Reconfigured Team

The JSG welcomed the recommendations and comments, which helped them to form their recommendation about combining all of the necessary skills into the Christian Communication and Advocacy Cluster.

There is an important issue about where responsibility lies for keeping a growing database up to date. The intention would be that the Support Services Cluster would do this, although of course the database itself would be available for use across the whole Team.

The further work to encourage churches to consider their own 'body language' is currently identified within a time limited Project.

PROJECT 6: WORLD CHURCH PARTNERSHIPS

Remit of the Project

The overall objective of this Project was “to review the Methodist Church of Great Britain’s strategic understandings of world church partnerships and how they relate to *Priorities for the Methodist Church.*”

At the outset, the PMG identified two strands of work:

to identify what it initially called the “Principles of Partnership” (the fruit of this work, revised after extensive consultation, is contained in the report *Partnerships: Purpose and Practice*); and

a review of all the existing work and programmes of the World Church Office in the Team with a view to making recommendations for future work.

A paper called ‘Partnerships: Purpose and Practice’ was developed from earlier drafts after wide sharing within the Connexion and also with many of our partner churches. It is printed in full with the Report and Recommendations of Project 6, included with these papers.

The PMG identified the following areas of work currently involving staff in the World Church Office and Partner Churches:

Four Area Secretaries (one each for Africa, Asia & Pacific, Caribbean & Latin America and Europe), who have primary responsibility for maintaining and developing relationships;

A number of different ways of supporting the work of partner churches with General Grants, Special Grants and grants for Nationals in Mission Appointments;

Encouraging people to offer for service in a partner church and dealing with candidates, training and terms & conditions for the service of mission partners;

A number of specific programmes, each with its own budget:

- i. Scholarship Programme (SALT – Scholarships and Leadership Training)
- ii. Experience Exchange Programme (with USPG, an Anglican mission agency)
- iii. Education, training, formation and research in global mission (delivered through the Selly Oak Centre for Mission Studies (SOCMS))
- iv. World Church in Britain Partnership

Mission Live (currently being re-introduced).

The PMG strongly believes that the phrase “international mission relationships”, used in the *Partnerships: Policy and Practice* paper is more appropriate than the traditional language of ‘World Church’ and had this in mind when considering different models of how this work could be undertaken. These included the present WCO operating on a reduced scale, the present WCO becoming a freestanding mission “agency”, the present WCO becoming a mission “agency” within Methodist Church in Britain (with a service level agreement), and a completely devolved minimalist model.

Recommendations from Project Management Group

The recommendation of the PMG was that the work be reconfigured within the overall work of the reshaped Team as a whole. Their detailed recommendations are intended to achieve this. The PMG were also clear that this overall judgement and the specific recommendations will need to be rigorously tested. There would also need to be an assessment, as the details of the reconfigured team become clearer, of what capacity would be necessary to achieve all the recommendations and how that compares with the requirements of existing ways of working.

The detailed recommendations are set out under the following headings:

SETTING STRATEGY

DIPLOMACY

GRANT MAKING

FINANCE

LEARNING AND MINISTRIES

ADVOCACY

NETWORKS OF SUPPORT

STRUCTURE

The details can be found within the full Report.

In making these recommendations the PMG fully recognises the quality of the work done by the current WCO and its predecessors and strongly affirms its conviction that the British Methodist Church should continue to sustain and develop its historic involvement in global mission. The PMG is convinced that its recommendations, taken together, will make for more effective and appropriate ways of working in today's world.

Response from Filter Panel

The panellists had all read the "Partnerships: Purpose and Practice" paper and agreed that it helpfully sets out a different way of working, more appropriate to 21st Century.

The Panel considered the recommendations in turn and underlined just how important it will be to get the Strategy right and communicated in such a way that the whole church, in Britain as well as beyond, will be able to understand the rationale through Conference debate and resolutions. It will be necessary that changes be made within MMS Constitution and that Conference 'owns' the changes and the new strategy.

The other key and sensitive issue was Diplomacy and the Panel agreed that this is very important, but what the recommendations do not say is how much resource will be necessary and at what cost, this needs to be quantified as part of Team Focus. There must also be clear links between visitors and Team staff, for the new range of visitors may be less expert than the current Area Secretaries and will need a very good briefing about latest news etc before they leave.

The PMG recommends changes to training for ordained ministry, by adding exposure to a Church beyond Britain. The Panel agreed with the idea but wondered whether, if that was to become compulsory for all, it might have an impact upon candidating. The Panel also observed that this is a huge undertaking, and depending upon what the final requirement is, could cost a great deal of money.

More work needs to be done to consolidate a number of the recommendations and to confirm that they are feasible and will achieve the desired overall outcome.

Place in Reconfigured Team

The JSG has largely adopted these recommendations and the work of International Mission Relationships is placed within the Christian Communication and Advocacy Cluster where it will easily inform and learn from the wider range of work undertaken within that cluster.

Work is still to be done to ascertain what capacity needs to be built into this way of working and the areas of work which would transfer to Learning and Ministries Cluster and more detailed proposals will be brought to the March Methodist Council.

Support for grant making falls within the Support Services Cluster.

Project 10: 21st CENTURY APPROACH TO EDUCATION

Remit of the Project: To radically review and make proposals on Methodism's approach to education.

The PMG observed that the current resources of the Team allocated to this area are small but the issues surveyed are crucial to life and witness of the Church. They considered that education is just one part of learning, which will be central to social and economic life in Britain in the 21st century, and is one of the four priorities in Our Calling, is embedded within the new Priorities and is a key charism of the Church. It is therefore essential to undertake a full review, but that cannot be resolved in the Team Focus timescale.

Recommendations from The Project Management Group

That an independent "commission" on Formal Education be set up to:

To recommend, after a radical review of the status quo, why and how the Methodist Church should be engaged in all aspects of the education and training services in Britain.

Consider how Methodist people involved at all levels in the education and training services can be supported in their work.

Report to Conference by 2011.

The PMG went on to suggest some key issues that such a project should consider and also made some recommendations about changes to ways of working in the interim period. These included ceasing Team support for any proposed new provision of new schools; to plan withdrawal of Team resources currently employed in the supporting of day schools; and to promote a call to all Methodist people to exercising their discipleship in the field of education. The latter could, for example, involve taking up opportunities in mainstream schooling through SACREs; through becoming governors, lunchtime supervisors, lollipop people, classroom support assistants, teachers, pupils; or through helping with assemblies, breakfast and after school clubs, and extra-curricular activities. Similar examples of involvement can be identified in HE and FE. These will have very little impact upon the overall size and cost of the reconfigured Team.

Response from Filter Panel

The overwhelming conclusion of the panel was that it is important for the Church to be interested and involved in 'Education' at all sorts of levels and in all sorts of ways. It is however, as affirmed by the Report, a huge area to consider, and a project supported by the Conference is entirely the right step to take.

Place in Reconfigured Team

The JSG agree that this is an immensely important issue for the Church and needs to be reviewed as thoroughly as possible. This suggestion is that this review is undertaken as a project. Whilst there is little impact upon the provision of resource to this area of work, interaction with governments in education policy should be overseen by the Public Issues Team. Other aspects of the work should be placed as part of the Learning and Ministries Cluster, ensuring an integrated approach in the context of children and young people.