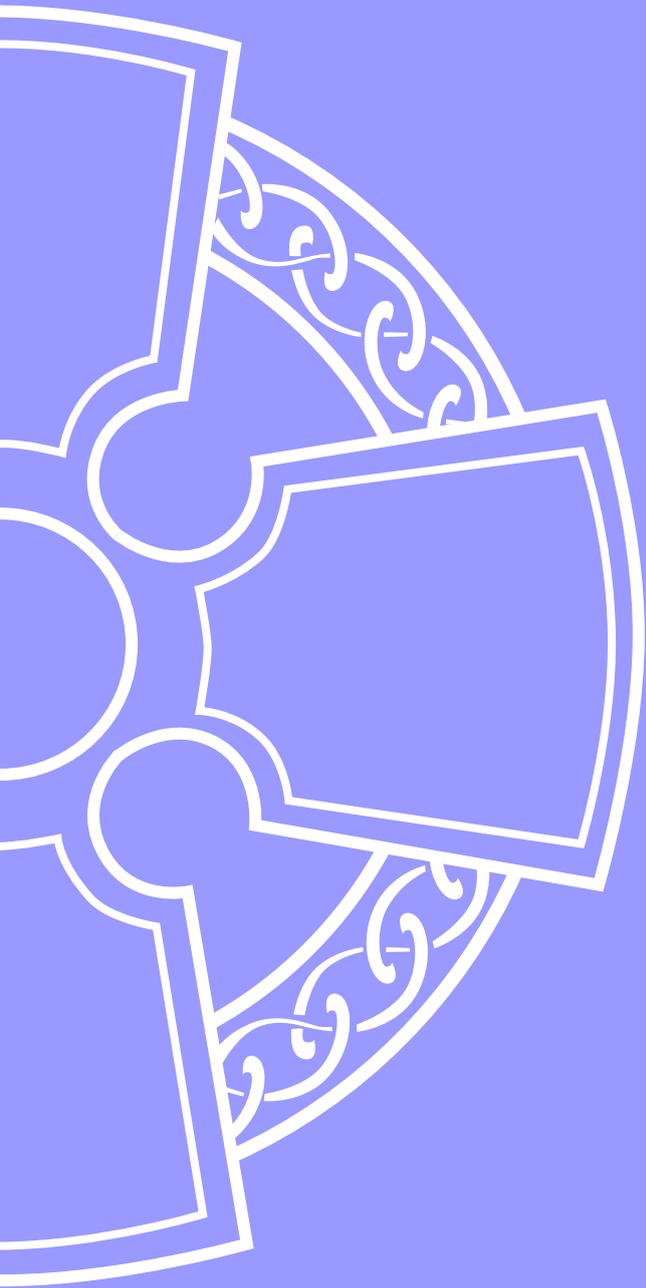


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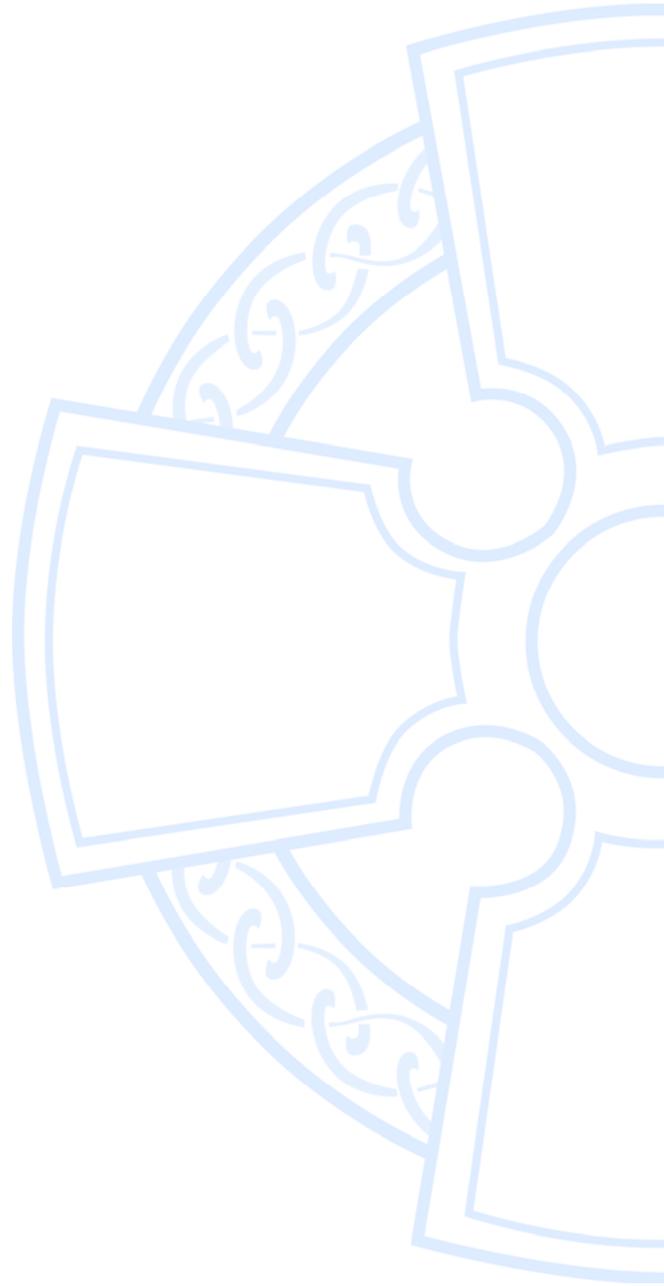
vision



The Review Revisited:

Change is Happening

July 2014



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The Review Revisited

Overview

In July 2012 the Church in Wales Review report was published. The Review considered the organisation as a whole: its structures, resources and how to make best use of these resources to equip the Church for the future. The Review included 50 recommendations.

While the Review was conducted and written by a team of external people, the recommendations made are based on extensive consultations and discussions held with church members from all over the province by way of public meetings in all dioceses. Meetings were also held with the bishops and senior clergy from all dioceses, ordinands at St. Michael's College, as well as the bishops' advisers, provincial and diocesan staff. The issues and matters of concern raised by people in these meetings formed the basis of the Review's recommendations: the Review is very much an internal assessment of the Church in Wales, articulated by external reviewers.

Words into action

Implementing the recommendations is a long-term and ongoing process. Following the Review's publication the Governing Body's Standing Committee set up a Review Implementation Group tasked with co-ordinating the implementation process, which provides regular progress reports to the Governing Body.

One of the first tasks of the Review Implementation Group was to devise a systematic implementation strategy to consider and, where agreed, put the recommendations into action, and it has been necessary to set priorities. Not all the recommendations can be considered at the same time because some are only possible or relevant when other changes have already been made. We are also a small Church and do not have the resources to take forward everything at once.

The Review and its recommendations mean we can assess what the Church in Wales is good at, but also what is not working so well: what kind of Church we are, and what kind of Church we would like to be. The strategy devised to bring about the necessary changes was given a name: *2020 Vision*.

2020 Vision – what is it?

2020 Vision is much more than just an implementation strategy, it is about inspiring a cultural change within the Church to make best use of our resources so we effectively engage with and serve the needs of our communities. *2020 Vision* puts the church at the prayerful heart of the community, sharing the Christian message in a way that engages, inspires and transforms.

2020 will mark a hundred years since the Church in Wales came into existence following disestablishment from the Church of England. The centenary will be an opportunity to look back on the last hundred years to see how the Church has changed in that time, but also to look to the next hundred years, and ensure the Church is properly equipped for the future. *2020 Vision* is the process of preparing the Church for the future.

2020 Vision is not separate to diocesan initiatives and strategies already being taken forward; it should reflect diocesan thinking and objectives and complement them. Neither is *2020 Vision* an outside initiative. The changes being made are being undertaken via *our* processes.

Some of the Review's recommendations are quite radical, yet they are central to and underpin many of its core principles. The creation of Ministry Areas and the Ministry Area Teams serving them pose marked structural and cultural changes within the Church in Wales, such as reimagining the traditional parish structure and greater collaboration between lay and ordained ministers. These changes will mean changes to usual practice and established conventions which will be experienced by parishioners all over the province. Embracing change can be daunting and unsettling, but being part of an evolving, transforming Church is exciting and *2020 Vision* is about inspiring this.

The core vision

Following preparatory work by the Implementation Group the Governing Body endorsed a set of core principles identified as being the central vision of the Review: these dictated the basis of the implementation strategy. These core principles can be summarised as those recommendations relating to:

- Ministry Areas
- Collaborative ministry
- Ministerial training.

Implementation of the recommendations relating to these principles was taken forward as a matter of priority, and continues.

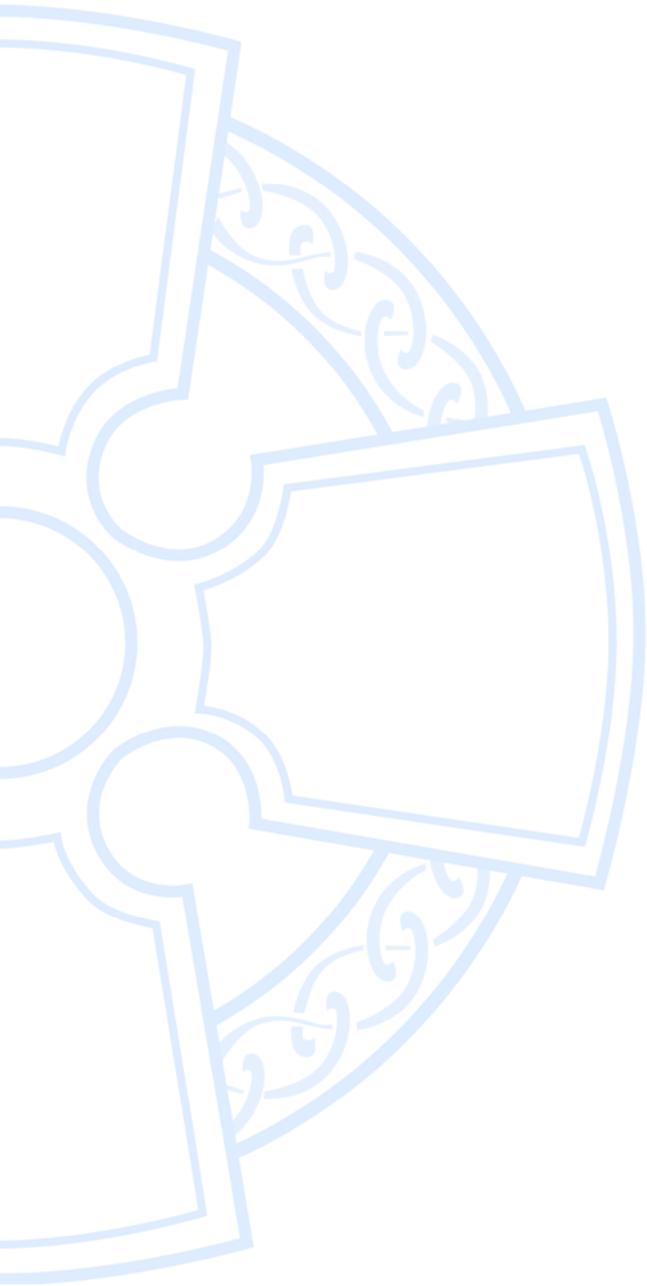
Implementation

A categorised schedule of the recommendations is set out on pages 3-7.

Your Review

The *2020 Vision* process belongs to all of us. Visit the *2020 Vision* section of the Church in Wales website for more information and to keep up-to-date with developments around the province. Please also make use of the message forum to ask questions and have your say.

<http://www.churchinwales.org.uk/review>



The story so far ...

What has already been done?

Some of the Review's recommendations are easily accounted for, have already been considered and their implementation is underway and ongoing.

These recommendations have already been put in place or are at an advanced stage of consideration:

- **Appointment of a working group to progress the Review's recommendations: 50**
- **Creating a simplified presentation of accounts: 40**
- **Appoint provincial safeguarding officer; rationalise IT network; include parish officers within provincial database: 26.3, 26.5, 26.6**
- **Vice-chair of the Bench of Bishops: 29**
- **The role of the cathedrals in diocesan ministry strategy: 8**
- **Use of parochial fees: 42.1**

Aside from the use of parochial fees, these aspects of the Review do not necessarily need a great deal of further consultation with or approval from the provincial committees and the wider Church.

Ministry Areas

One of the central principles of *2020 Vision* is developing Ministry Areas which will be served and administered by Ministry Area Teams. The Ministry Area Team will be made up of lay and ordained ministers and is constructed based on the particular gifts and abilities of those ministers and the communities the Ministry Area will serve.

Ministry Areas will be served by Ministry Area Teams which will be made up of lay as well as clerical ministers. Lay ministers are a fantastic resource which the Church in Wales is very blessed to have; their many gifts and talents as well as their dedication to their calling are a great asset to the communities they serve. The days of churches being served almost exclusively by full-time, ordained clergy are limited: within the next five years it is projected that a third of the current stipendiary clergy in Wales will retire and the current intake of ordinands is not sufficient to make up the shortfall. Greater use of lay ministers, in collaboration with ordained stipendiary clergy, is a cultural change, but one that is crucial to the future of ministry. This is not simply a question of doing more with less: the development of the ministry of all the baptised is considered by the bishops to be integral to the reinvigoration of our church life.

The following recommendations relate to Ministry Areas, Ministry Area Teams and funding Ministry Areas:

- **Leadership teams serving a Ministry Area: 3-7**
- **Ministerial appraisal: 11.1**
- **Young people and outreach: 12-14; 47**
- **Appraisal of buildings: 30.1; 31-32**
- **Financial matters: 34; 36-37**

In September 2013 the Governing Body adopted a provincial framework to deal specifically with the definition of and matters relating to Ministry Areas and the provision of the Ministry Area Teams. The framework allows dioceses to develop the concept of Ministry Areas in a way that would best suit that diocese's particular needs.

Creating Ministry Areas takes time and each diocese is taking this forward in its own way, so is very much an on-going process. Some dioceses already have several Ministry Areas, others are planning them, others are concentrating on preparatory training for the Ministry Area Teams before creating the Ministry Area itself.

Administrative and financial matters

The Review recommended some changes to the way the Church in Wales is structured administratively and financially. It is felt that these recommendations should be taken forward with the effectiveness, and not only the efficiency, of the Church's administration in mind. Initially, dioceses are to explore the possibilities of working more closely with each other, such as sharing certain posts between dioceses. Work has already begun in these areas with discussions underway between the Representative Body and dioceses. The way in which the Church will be funded in future, both in terms of its regular work and new initiatives arising from the *2020 Vision* process is being considered.

The Representative Body has created a *2020 Vision/Transformation Fund* to provide £3million of funding for dioceses over the three years 2015-2017, to be used for *2020 Vision*-related projects. Additionally, £500,000 will be available to the province for meeting provincial *2020 Vision* costs until the end of 2017.

The following recommendations relate to administrative and financial matters:

- **Administrative centres, number of dioceses, central administration: 22-26.2; 26.4**
- **Use of endowments and historic funds: 35, 38**
- **Creating an abbreviated faculty system for small-scale works: 26.7**
- **Role of Diocesan Inspectors: 30.2**

Ministerial training

Increased collaboration between ordained and lay ministers, and the development of lay ministry, requires specific training and the Review stresses the importance of appropriate and sufficient training being available to allow members of Ministry Area Teams to fulfil their roles and to make full use of their talents. Provision of continual ministerial training with training being regularly reviewed and updated to ensure the ministers are effective and feel confident in their roles is also very important.

The following recommendations relate to ministerial training:

- **Effective training in collaborative leadership: 9-11**
- **Broad integrated provision for lay and ordained training: 15-21**
- **Ministry in the Welsh language: 45.1, 45.2**

The Review recommends the pattern of training being developed in the Church of Ireland be considered for use by the Church in Wales: the Bench of Bishops visited Dublin in 2013 to research this training system.

In light of this visit, the Bench commissioned a comprehensive review of ministerial training, the report from which was shared with the wider Church and partners in a communication exercise in April 2014. In the light of those consultations the Bench has now approved the creation of a new training institute to lead all ministry training in the Church in Wales, including education for discipleship and training for lay and ordained ministries, both residential and non-residential. It is intended that this institution will be operational by the 2016/2017 academic year.

Other matters

The Review also included recommendations relating to various other topics, such as synodical changes, clergy remuneration, changes to diocesan administration. This will be the next stage of work as progress is made in developing the core principles.

These recommendations relate to matters such as:

- **Synodical changes: 1-2**
- **Clergy remuneration: 39, 42.2, 43-44**
- **Tithing models: 41**
- **Board of Mission and Ministry and a Director of Mission and Ministry: 46**
- **Welsh Language Vocations Group recommendations: 45**

Remaining matters

The Review also included some recommendations that would have significant implications on the structure of the Church in Wales. They are also major pieces of work in their own right and it is felt that work should not be started on these until the outcome of other aspects of the Review is known, and so these will need further consideration in the light of the implementation of other recommendations.

These recommendations relate to matters such as:

- **Clergy housing: 33**
- **Review of the Constitution: 49**
- **Designation of the Archbishopal See: 27-28**
- **Changes to the procedure for appointing bishops: 48**

