

**TRANSFORMING**



**CHURCH**

growing churches at the  
heart of each community

# TOOLKIT



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# A Message from +Andrew

The strap-line for Transforming Church is 'growing churches at the heart of each community', and at its heart is the prayer 'your kingdom come, your will be done on earth as in heaven'. What would a heavenly Sparkbrook look like – or a heavenly Harborne or Dosthill, Brandwood or Solihull? That is the visionary starting-point of any new diocesan initiative. And the question that follows is this: 'What actions might we take and prayers might we pray to see that vision move ever closer?'

There are various features of Transforming Church that need to be emphasised from the start:

- It is designed as a Framework not a Blueprint: the God who has gone to such infinite trouble to create us all unique is certainly not wanting us to produce identikit church in our communities.
- It is designed as a Gift not a Burden: the last thing we want is for the Diocese to resemble the Pharisees who 'tie up heavy loads and put them on people's shoulders, but they themselves are not willing to lift a finger to move them' (Matthew 23:4).
- It is designed to help churches do 'a few things well', and is based on the Breaking New Ground ethos that 'to try and succeed is good, to try and fail is good; not to try is not good'.
- It is designed as Local but not Congregationalist: the challenge for every community is to discover and live out its calling under God, but to do so within the framework of a wider and more universal vision.

And so to reiterate the four main elements of the initiative:

- The Seven Areas of Transformation that will help us think through our vision from the bottom up (at the clergy briefing I compared these to the stalagmites in a cave near my parents' home).
- The Ten Diocesan Goals, the stalactites in the image that become strong pillars when they link up with the stalagmites.
- The Consultants, there to help us work through a response to Transforming Church that is both stretching and realistic.
- The Toolkit – theological resources alongside suggested personnel, training and funding – to enable us to fulfil our Transforming Church goals.

This is an imperfect world and an imperfect strategy. It may not be exactly to your taste, and it carries with it the title of a DIOCESAN INITIATIVE, which is never a very good start in church or clergy circles! Along with that it comes with a Biblical health warning attached to all projects of this kind: 'Unless the Lord builds the house, its builders labour in vain' (Psalm 127:1).

Yet at the end of the day many of us believe that the success of this enterprise (and all our mission activities) is critical to the life, health and growth of the church across the region over the next few years: that the alternative course of gently managing decline is no longer an option at a time when so many are living without God and without hope (in its full-blooded gospel sense). Perhaps I could encourage us, then, to pray into this vision, to inhabit it and to communicate it with enthusiasm, whatever its inevitable human shortcomings. It's that united commitment (rather than the precise finessing of every detail) that will truly transform both lives and communities, our own included.

With All Good Wishes,

+ Andrew .

# Transforming Church Timetable

What then is the programme for the months ahead? Some of the timings below will vary from parish to parish, but please note the bullet-points, which will require some action on the part of the incumbent or the PCC. In an interregnum the points relating to incumbents will apply instead to wardens, who might also like to draw in their Area Dean or an SSM minister particularly involved in the life of their parish.

**June to August 2009:** During these months there is not a lot for church communities to do, though

- It would be good for Transforming Church to appear on a PCC agenda (if you get this in time), as you begin to alert church councils as to the future; and:
- Incumbents will be sent a simple form along with a letter to ask your views on the kind of consultant you might like to see appointed (or indeed any specific names). Please return this form by Sunday July 5th at the latest - or email your thoughts to Sally Bossingham at Sally@birmingham.anglican.org. If we don't hear from you, the archdeacons and myself will do the computer-matching ourselves!

Meanwhile the Transforming Church booklets will be distributed, the toolkit will be assembled, the consultants will be trained, and pair-ups between parishes and consultants will be suggested to both parties towards the end of July. If you are unhappy with the pairing, please let Sally know immediately.

**September to December 2009:** During this term the consultant and incumbent / wardens will spend time together working through the best way to approach the task in the local context. As part of getting to know the parish, the consultant will nominate a trusted colleague to attend worship at the church as a 'mystery worshipper'. His / her report will be kept confidential between the worshipper, the incumbent and the consultant, but will provide useful insights into perceived strengths and areas of improvement. Over this time too:

- i) Each church will receive multiple copies of the Transforming Church booklet, which should be distributed to all members of the congregation.
- ii) There will be a Launch Event at 11 am on Saturday September 12th at St. Martin-in-the-Bullring, which we would ask for 4-10 members of every church community to attend.
- iii) The consultant and incumbent will come together for an initial meeting, to fill the consultant in on the life of the parish and the perceived strengths, weaknesses and opportunities of the church community/communities. The consultant will bring along a copy of the Transforming Church toolkit, and also a simple questionnaire that could be used to get a feel of how parishioners view the church's ministry, and how things might develop. The questionnaire will be short enough to be filled in on a Sunday morning or during a midweek group. The consultant and incumbent will then talk through the first parish meeting at which Transforming Church will be discussed, its timing, venue, and who will be invited. Obviously the PCC should be there (indeed this may take place in a scheduled PCC meeting), but in many cases the incumbent will want to draw in a wider grouping or even the whole church (though we'll refer to this group as the PCC from now on, to avoid repetition). The consultant will probably need around an hour for this discussion, so any additional agenda items should be few and brief.
- iv) There may need to be some additional contact between incumbent and consultant before the initial PCC meeting takes place, especially if some questionnaires have come back, and various common themes are beginning to emerge. The consultant and incumbent should also establish what will happen after the first PCC meeting (see below)

- v) At the Initial PCC Meeting, the consultant will introduce people to the Transforming Church process, share with people and common themes that have come up in the simple questionnaires, explain the task, point to the existence of diocesan resources that may be available to help parishes attain their Transforming Church goals, and answer questions. The incumbent will then take over explaining the next stage of the process, discussed and agreed with the consultant. This might consist of a Day Away, a Saturday or Sunday Vision Morning (incorporating the main Sunday service) or one or a series of Evening Discussions. The consultant and incumbent will have decided beforehand whether or not the consultant should be present at that second meeting. Listening and prayer would be a very good place to begin and close the discussion.

If the vision of the church is already well-established and articulated, and both incumbent and consultant share in the view that Transforming Church values already lie at the heart of the parish community, there may be no need for this further meeting. From now on, all that needs to happen is that the incumbent writes a report setting out their targets for the year, linking these in with the Diocesan goals where possible. Once this is agreed with the consultant, it will be sent off to Sally Bossingham, and distributed to the bishops, archdeacons and relevant area dean. The consultant may continue to act in an unofficial capacity from then on – as a kind of sounding board. But other than that, contact will not need to be made until the time comes to review and set fresh goals (see below).

**January – Summer 2010:** The process from now on in will vary from place to place: but it will include:

- i) At least one further major discussion with the PCC or wider grouping (the Day Away or equivalent above), to work through the seven areas of transformation and to begin to come to a conclusion as to a number of concrete actions which could be taken to develop the mission, ministry and growth potential of the church. The consultant will be able to advise on this, and also to attend if the incumbent would find that helpful.
- ii) A final meeting with the incumbent, PCC and consultant, at which a course of action is agreed and the consultant points to possible sources of resourcing/funding from the toolkit.
- iii) The writing of a report (form enclosed) setting out their targets for the year 2010-11, and linking this in with the Diocesan goals where possible. With the consultant's agreement this will then be sent to Sally Bossingham and distributed as above.

Different churches and clergy will have different approaches when it comes to decision-making. Some will be more consensual and democratic, others more directive and dictatorial. The three key objectives though are:

- i) That the incumbent clearly takes the listening part of the exercise seriously (even where they don't agree with suggestions that are made);
- ii) That the incumbent is happy with the final document as its shape begins to emerge (since they are the ones tasked with enthusing the parish about it); and:
- iii) That the outcome consists of clear targets, and not a fudge.

**Summer 2010-2011:**

- i) This will be the time to communicate the vision to the whole church, and to begin to implement it. It would be good to put a member of church in charge of each of its aspects as parish champions.
- ii) Meanwhile the consultant will continue to be on call, and will initiate a process of review in the spring term of 2011, which will also encourage a celebration of achievements and the setting of new goals for 2011-12.

# Theological Resources

## *1. The Missio Dei*

The Bible teaches that mission is not primarily an activity of the church, but rather lies at the very heart of God the Holy Trinity. The whole language of 'sending' and 'being sent' is fundamental to our understanding of the New Testament, especially John's Gospel: God sends his Son; the Father and Son send the Spirit; and Father, Son and Spirit send the church to fulfil God's plan of salvation for the world he loves (see e.g. John 3:17, 14:26, 15:26, 20:21).

The 'Five Marks of Mission' remind us of the breadth of that salvation: our calling is to proclaim the Good News of the Kingdom, to teach, baptise and nurture new believers, to respond to human need by loving service, to seek to transform unjust structures of society and to strive to sustain and renew the life of the earth. Transforming Church asks questions in all these areas, encouraging each church community to see where our missionary God is already at work, then inviting us to join in.

## *2. Kingdom and Church*

Jesus came to inaugurate the kingdom of God – his rule – on earth, and encouraged us to pray 'Your kingdom come'. Signs of God's kingdom include the preaching of the Good News, repentance, healing and release from demonic oppression (Matthew 4:23, Luke 4:18).

From the beginning of his ministry, Jesus called together disciples to form a messianic community, living by the values of the kingdom of God, as spelt out in the Sermon on the Mount (Matthew 5-7). In Acts 2:43-47 we see that community in action, characterised by spiritual power, lavish generosity, overflowing joy and vibrant worship. In his letter to the Ephesians, Paul speaks in powerful terms of the importance of the Church in God's kingdom purposes (see 1:20-23). The rest of the New Testament introduces us to a variety of local churches, each with their own particular character, strengths and struggles.

Transforming Church unashamedly begins with the local church, but it does not end there. Our calling is to pray 'Your kingdom come' in our communities, then to give ourselves, creatively and sacrificially, towards the fulfilment of that prayer.

## *3. Transformation*

The New Testament has two related words for transformation: *morphoo* (from which we derive our English word *morph*), and *metamorphoo* (from which we derive our word *metamorphosis*). *Morphoo* is used in Galatians 4:19, where Paul speaks of Christ being 'formed' in us; *metamorphoo* in Romans 12:2, where he speaks of us being 'transformed by the renewing of your minds, so that you can discern what is the will of God – what is good and acceptable and perfect'.

God's transforming work begins in Christian individuals, as Christ is formed in his people (Galatians 4:19; 2 Corinthians 3:18); but transformed lives also have a transforming effect in the church and in the world around them. Having instructed his readers to be 'transformed by the renewing of your minds', Paul goes on to picture what that transformation looks like the church, speaking of love, generosity, perseverance, and a Christ-like attitude to both stranger and persecutor (Romans 12:3-21).

## 4. Growth

God's call to Adam and Eve to 'go forth and multiply' is picked up in a missional context in the many agricultural images scattered through the New Testament. Jesus speaks of the Kingdom of God as like a mustard seed – the smallest of seeds which becomes the largest of plants (Mark 4:30-32); he speaks of the sower, who perseveres through disappointment and failure, and sees the good ground yield startling results (Mark 4:1-20). He speaks of God as the 'Lord of the Harvest', and encourages his disciples to pray that workers might be sent into the harvest field (Matthew 9:38); and he speaks of the need for pruning (John 15:2), and of the principle of death and resurrection – the seed 'dying' to 'produce many seeds' (John 12:24).

The numerical growth of the early church is well charted by Luke, who rapidly moves from 12 to 70 to 120 to 3000 to 5000 before losing count! Numbers are important, because they represent individuals who have responded to the call of the Kingdom (the 'fortyfold, sixtyfold, hundredfold' increase in the parable of the sower); but the letters to the churches in the book of Revelation also remind us that size isn't everything: as the Risen Christ says to the church in Smyrna, 'I know your afflictions and poverty – yet you are rich!' (Revelation 2:9).

We should not underestimate the challenge of growing churches in today's climate (especially in some of our tougher communities), but nor should we give way to a self-fulfilling fatalism. Provided we plant and water carefully and prayerfully, there can be an expectation that God will bring the growth, however fragile that growth can sometimes appear (1 Corinthians 3:6).

## 5. Biblical Responses to Fresh Vision

Just for fun, really: some Biblical responses to fresh vision:

- The **Moses response**: 'O Lord, please send someone else to do it!' (Ex.4:13), or 'It's really meant for other people'.
- The **Nehemiah response**: 'I am carrying on a great project and I cannot come down' (Nehemiah 6:3), or 'Can't you see we're busy enough already?'
- The **Eliab response**: 'I know how conceited you are and how wicked your heart is; you came down only to watch the battle' (1 Sam 17:28), or 'I don't trust the motives behind all this (it's only another attempt to cut clergy...)'.
- The **Peter response**: 'Master, we've worked hard all night, and haven't caught anything' (Luke 5:5), or 'we tried that before, and it didn't work'.
- The **Paul response**: 'I planted the seed, Apollos watered it, but God made it grow' – (1 Corinthians 3:6), or, 'Who are we to tell God that he must grow his church?'
- The **'Solomon' response**: 'Unless the Lord builds the house its builders labour in vain' (Psalm 127:1).
- The **Isaiah Response**: 'Here am I. Send me' (Isaiah 6:8).
- The **Early Church response**: 'It seemed good to the Holy Spirit and to us' (Acts 15:28).
- **Early Adopters and Late Adopters**: Matthew 21:28-31.

# Transforming Worship

## *Drawing us into the presence of the Living God*

### **1. Material from the Booklet**

The breadth of styles and traditions in worship across our diocese is something to celebrate. At their best, church services are a rich offering to God, nourishing for regular worshippers and also accessible to newcomers. Every church will benefit by regularly reflecting on the quality and content of its worship, so that congregations may grow in faith and in numbers.

Consider the style and range of worship in your church, what is valued by those who attend, and how it may be further enriched and extended.

Some questions to prompt discussion:

- How is the liturgy, sung worship, intercession and preaching in your church reviewed to keep it fresh, rooted, inspiring and relevant?
- How does your church encourage people to be participants in worship and not simply onlookers?
- It is important that children and young people engage in prayer and worship. How does your church help this to happen, and how might this area be expanded further?
- Which sections of the parish community are best catered for in the worshipping life of your church, and which are notable by their absence? What change or addition to your existing pattern might you consider so as to connect with new people?
- How might the prayer life of the church be developed, so as to create a deeper sense of faith and expectancy in the life of the church community?

### **2. Related Diocesan Goals**

- Goal 4: To develop a spiritually-enriching children's and youth ministry in every parish and church school, encouraging clustering where appropriate.

### **3. Resources Available**

#### **Liturgy:**

Advice on liturgy can be sought from Peter Babington who is the Chair of the Liturgical Advisory Committee. (pgbabington@gmail.com / 0121 472 7215). Appended is a suggested audit process for worship from the LAC.

Recommended as a resource for intercessory prayer is John Pritchard's Intercession Handbooks (Published by SPCK). Including intercessions for public worship, small groups, and children.

Transforming Worship - an initiative of the Liturgical Commission of the Church of England. They provide resources for all areas of worship which can be accessed on their website:

[www.transformingworship.org.uk](http://www.transformingworship.org.uk)

## **Music:**

The Diocesan Music Advisor, Mick Perrier, is available to help churches manage change in music; keeping the best of what is there already but extending and building on it to provide meaningful worship experiences for all who come as well as for all who lead (mick@mperrier.freemove.co.uk / 0121 604 8218)

The Royal School of Church Music sends out a free newsletter with ideas, inspiration and recommendations for the best use of music in worship To subscribe go to:  
[www.rscmnewsletter.co.uk](http://www.rscmnewsletter.co.uk)

## **Collective Worship in Schools:**

Advice and resources are available for those who would like to engage with church or non church schools through either collective worship (assemblies) or RE lessons. Contact the Religious Education Adviser, Jill Stolberg (Jill@birmingham.anglican.org / 0121 426 0422).

The following are useful websites with resources for those leading collective worship for schools:

- [cowo.culham.ac.uk](http://cowo.culham.ac.uk)
- [www.assemblies.org.uk](http://www.assemblies.org.uk)
- [www.reep.org/cw](http://www.reep.org/cw)
- [www.fishymusic.co.uk](http://www.fishymusic.co.uk)

## **Children's / All Age Worship:**

For detailed advice on material suitable for your local situation please contact Bishop's Adviser for Children's Ministry, Claire Wesley (c.wesley@birmingham.anglican.org / 0121 426 0432).

The following websites contain resources for all age worship, and / or worship with children and families:

- [www.rootsontheweb.com](http://www.rootsontheweb.com) - all age and children's weekly lectionary based resources
- [www.lightlive.org](http://www.lightlive.org) - all age and children's weekly resources
- [www.familyministry.co.uk](http://www.familyministry.co.uk) - training, events and resources for children and families
- [www.spiritseasons.com](http://www.spiritseasons.com) - weekly resources for children
- [www.damaris.org](http://www.damaris.org) - resources based on current films and TV programmes
- [www.baranabasinchurches.org.uk](http://www.baranabasinchurches.org.uk) - training, events and resources for children and all ages
- <http://web.energize.net> - web based children's weekly resources
- [www.fischy.com](http://www.fischy.com) worship music for children and schools
- [www.childrenswork.org.uk](http://www.childrenswork.org.uk) resources for working with children
- [www.bigministries.co.uk](http://www.bigministries.co.uk) - events for children and families
- [www.kidsuk.org](http://www.kidsuk.org) - events for children and families
- [www.FamilyFriendlyChurches.org.uk](http://www.FamilyFriendlyChurches.org.uk) - training, events and resources for children and families
- [www.resoundworship.org](http://www.resoundworship.org) - contemporary free worship songs to download
- [www.childrenssociety.org.uk/church](http://www.childrenssociety.org.uk/church) - festival/seasonal worship resources
- [www.theworshipwell.org](http://www.theworshipwell.org) - an online community for sharing and creating fresh innovative worship resources

## **Youth:**

For detailed and up to date advice on material and training suitable for your local situation contact Bishop's Adviser for Youth Ministry, Helen Tomblin ([helen@birmingham.anglican.org](mailto:helen@birmingham.anglican.org) / 0121 426 0433)

The following websites contain useful online worship resources for young people themselves to use:

- [www.rejesus.co.uk](http://www.rejesus.co.uk)
- [www.embody.co.uk](http://www.embody.co.uk)
- [www.experimentalworship.com](http://www.experimentalworship.com)

The following websites and books are resources for those leading worship for young people:

- [www.proust.co.uk](http://www.proust.co.uk)
- [www.osbd.org](http://www.osbd.org)
- 'Young People and Worship: A Practical Guide' by Mark Montgomery (Church House Publishing, 2007)
- 'Alternative Worship' by Jonny Baker, Doug Gay and Jenny Brown (SPCK Publishing)

## **General Resources for Worship:**

Praxis, an organisation which exists to help resource churches in the area of worship, lays on worship days for parishes and deaneries. You can also subscribe to their newsletter. For more information go to the website:

[www.praxisworship.org.uk](http://www.praxisworship.org.uk)

Worship Central provides resources and training opportunities in the area of contemporary worship which can be explored on their website:

[www.worshipcentral.org](http://www.worshipcentral.org)

## **Examples of activities which could receive grants from the Transforming Church Fund:**

- A cluster worship training day organised by Praxis
- A training day in children's or youth ministry.
- A deanery post in developing ministry among children and young people.

# Transforming Relationships

## *Finding healing, encouragement and challenge through our life together*

### **1. Material from the Booklet**

Many people across the diocese don't know where they'd be without the love and support of their church community. Jesus' commandment to 'love one another as I have loved you' is a challenge to which we all aspire, calling us to rejoice with those who rejoice and weep with those who weep.

Consider the reasons why people have made your church their home, and the strengths and weaknesses within your life together.

Some questions to guide your response:

- How are people welcomed into the life of the church and helped to make it their home?
- How does your church encourage people to relate to one another openly and generously?
- Are there fresh areas which the church could explore to create a deeper sense of Christian community?
- What is the level of pastoral care for those going through tough times, and how might this be improved?
- Does your church offer a regular ministry of healing and forgiveness?

### **2. Related Diocesan Goals:**

- Goal 1: To grow the number of adults, young people and children within the worshipping Christian community year on year.

### **3. Resources Available**

#### **Minority Ethnic Anglicans:**

Contact Dr. Mukti Barton for advice and resources for work with minority and ethnic Anglicans, and also for information about the Diocesan Black and Asian Network Group.  
(M.Barton@birmingham.anglican.org / 0121 426 0435)

#### **General Resources:**

Leading your church - is a highly popular course specifically designed for clergy and lay leaders from across different traditions and denominations who are looking for help and encouragement in leading their churches into growth. The course takes the form of an open seminar with interactive talks, practical exercises and time and space for personal reflection. For more information or to book onto the course see the website:

[www.leadingyourchurchintogrowth.org.uk](http://www.leadingyourchurchintogrowth.org.uk)

'The Healthy Churches' Handbook' by Robert Warren (Church House Publishing) - Developed out of the Growing Healthy Churches material, this practical guide helps churches identify their strengths and weaknesses and discover what action to take in order to develop the health of their church. The focus is on the quality of the life of the church rather than just the numbers attending.

Resource - works for the renewal of people and churches for mission in the power of the Holy Spirit across all traditions, Churches and denominations, but with an Anglican distinctive. They provide resources and personal consultation in the area of prayer, spirituality and church life. For more information see the website:

[www.resource-arm.net](http://www.resource-arm.net)

Everybody Welcome - a course from Bob Jackson and George Fisher designed to transform churches approaches to welcome , encouraging every individual member to play their part. Taught in five sessions using manuals and DVDs with interviews and examples of good and bad practice. For more information see:

[www.everybodywelcome.org.uk](http://www.everybodywelcome.org.uk)

St. John's College Nottingham - provide a variety of distance learning courses in the area of pastoral care and counselling. For more information see the website:

[www.stjohns-nottm.ac.uk](http://www.stjohns-nottm.ac.uk)

Diocesan Training in Lay Pastoral Care and Community Skills Ministry - training is offered each year in the diocese for this authorised lay ministry. The training is designed to equip a pastoral team to share with clergy in pastoral care and community outreach on behalf of the church. For more information on this course contact Liz Howlett ([liz@birmingham.anglican.org](mailto:liz@birmingham.anglican.org) / 0121 426 0431)

Common Worship - for good liturgy on reconciliation and forgiveness see the Christian Initiation book. There is good liturgy for healing in the Pastoral Services book.

Tufton Books: The Church Union - Produce several leaflets with the title 'What we do in the church and why' which seek to promote and renew catholic faith and life within the Church of England through an understanding of our identity as the church. For more information see:

[www.churchunion.co.uk/tufton.html](http://www.churchunion.co.uk/tufton.html)

### **Examples of activities which could receive grants from the Transforming Church Fund:**

- Attendance on a 'Leading your Church into Growth' course.

# Transforming Discipleship

## *Enabling us to grow as confident followers of Jesus*

### **1. Material from the Booklet**

We are disciples in every part of our life and daily involvements - paid and unpaid, in home and family life, voluntary work and care, and through contributions to church life and to the outreach of the church. For this, we need to be built up to become confident to offer and to take part. Confidence is about knowing how to be involved, believing we can do it. Confidence is also about knowing enough about our Christian faith and our church to be able to act and speak as followers of Jesus.

Consider the different ways your church values discipleship and offers help, encouragement and training (e.g. opportunities for meeting together to discuss issues of faith and life, to study the Bible together, to pray for each other, and to deepen prayer and spirituality). These might be regular or occasional, parochial or shared with other local churches. Some may be diocesan programmes and opportunities. Think about how well this is going and what so far have been the results.

Some questions to help develop this further:

- Given the many aspects of discipleship, what new initiatives or new emphases are needed to build on the basis and to provide support where this is not yet given?
- In what ways are those of all ages being equipped to live as Christian disciples on a Monday as well as on a Sunday?
- Are there ways in which what is offered in public worship, preaching and prayer can encourage people to see their Christian faith at work in their lives and inspire them to tell the story of their discipleship?
- How far do the congregation have a generous commitment to Christian giving, and how could this be developed further?

### **2. Related Diocesan Goals**

- Goal 3: To encourage an increasing number of worshipping Christians to take tithing seriously, and to give at least 5% of their income to the local church.
- Goal 7: To implement in every parish an appropriate strategy for making confident, prayerful disciples in their daily life.

### **3. Resources Available**

#### **Financial Stewardship:**

This area is currently under development in the Diocese. Please contact Jayne Grunnill directly for advice and resources as the picture is changing all the time  
([jayne@birmingham.anglican.org](mailto:jayne@birmingham.anglican.org) / 0121 426 0424 / 07971 428 101)

If you are interested in developing the area of stewardship you may find the following websites helpful:

- [www.givinginrace.org](http://www.givinginrace.org)
- [www.churchlegacy.org.uk](http://www.churchlegacy.org.uk)
- [www.parishresources.org.uk](http://www.parishresources.org.uk)

There are some prepared courses that are available from the Diocesan Office:

TRIO (from the Diocese of Southward)

Talking Money (from the Diocese of Derby)

Other resources include a small group course, 'Money and Giving', from God at Work (by Ken Costa), and powerpoint presentations to use in church services and small groups.

For leaflets on Common Fund, Parish Giving and Legacies and Wills, contact Jayne.

### **Lay / Adult Discipleship:**

The following are Diocesan courses in the area of lay adult education and training:

3D Course:

- The Diocesan course for Developing Disciples (3D) is for confirmed members of the church, establishes in their faith and discipleship, ready to explore more deeply faith, gifts, and calling.
- 3D is a 30 week course running from September to June each year.
- 3D is a required first step for Readers' training and for accredited lay training for Pastoral and Community work in the parish.
- The cost of the course is currently £12 in total.

2D:

- Is designed to be accessible to a wide range of people, including those who are uncertain of study or unsure of faith.
- Is 10 sessions long. Each session focuses on a different key issue; The Bible, God and the Human Journey, Jesus in the New Testament etc.
- Offers a fresh look at the Christian faith and Christian living and a stepping stone to further learning.

Mirror - Life and Bible Reflections:

- Is designed for small groups based in local communities with a focus on learning more about faith and life in a non-bookish style of study.
- Flexible materials suitable for up to 8 sessions.

For advice and information on any of these courses please contact Liz Howlett  
(liz@birmingham.anglican.org / 0121 426 0431)

### **Discipleship and the Workplace:**

For advice and information on workplace chaplaincy contact Barbara Hayes who is the leader of the Churches' Industrial Group Birmingham (cigb@birmingham.anglican.org / 0121 426 0426).

The following are helpful resources to explore living faithfully as a Christian in the workplace:

- 'God at Work' by Ken Costa (Continuum International Publishing Group, 2007) - a six session course designed to equip Christians to live out their faith effectively in their everyday lives. The course is designed for small or mid-sized groups. Material can be purchased through the website:

[www.godatwork.org.uk](http://www.godatwork.org.uk)

- Chaplaincy Plus is city centre chaplaincy service for the business community and provides resources and events for Christians in the workplace. For more information see the website:  
[www.chaplaincyplus.org.uk](http://www.chaplaincyplus.org.uk).
- Churches Industrial Group Birmingham (CIGB) holds several resources on faith in the work place, and will provide speakers or preachers if required. For more information contact Barbara Hayes ([cigb@birmingham.anglican.org](mailto:cigb@birmingham.anglican.org) / 0121 426 0426).
- Recommended Book - 'Supporting Christians at Work' by Mark Greene (Administry and LICC, 2001). A resource for clergy aimed at providing a resource to help encourage and envision the workers in their congregation. For more information see website:  
[www.licc.org.uk/shop](http://www.licc.org.uk/shop)
- Recommended websites:  
[www.worktalk.gs](http://www.worktalk.gs)  
[www.transformworkuk.org](http://www.transformworkuk.org)

### **Developing the Discipleship of Children:**

For advice and information on all areas of discipleship of children contact Claire Wesley who is the Bishop's Adviser for Children's Ministry ([c.wesley@birmingham.anglican.org](mailto:c.wesley@birmingham.anglican.org) / 0121 426 0432).

Godly Play - Designed for children to come to know God through exploration, play, stories in a non-threatening way. Resources are held at Diocesan Office and there are regular Godly Play Training Days. in the diocese. For more information see the website:  
[www.godlyplay.org.uk](http://www.godlyplay.org.uk)

The following are recommended websites for resources and training for those involved in the discipleship of children:

- [www.lightlive.org](http://www.lightlive.org) - all age and children's weekly resources
- [www.familyministry.co.uk](http://www.familyministry.co.uk) - training, events and resources for children and families
- [www.baranabasinchurches.org.uk](http://www.baranabasinchurches.org.uk) - training, events and resources for children and all ages
- <http://web.energize.net> - web based children's weekly resources
- [www.childrenswork.org.uk](http://www.childrenswork.org.uk) - resources for working with children
- [www.FamilyFriendlyChurches.org.uk](http://www.FamilyFriendlyChurches.org.uk) - resources and events for families

The following are suggested Bible reading notes for children:

- CWR ([www.cwr.org.uk](http://www.cwr.org.uk)) - Topz
- Scripture Union ([www.scriptureunion.org.uk](http://www.scriptureunion.org.uk)) - Snap Shots
- The Good Book Company ([www.thegoodbook.co.uk](http://www.thegoodbook.co.uk)) - Table Talk and Discover

### **Developing the Discipleship of Young People:**

For detailed information and advice on work in your local situation please contact Bishop's Adviser for Youth Ministry, Helen Tomblin ([helen@birmingham.anglican.org](mailto:helen@birmingham.anglican.org) / 0121 426 0433)

Recommended resources for the discipleship of young people:

- Foundations21 - A free online resource provided by the Bible Reading Fellowship for Christian discipleship which can be used for personal or small group / church development. For more information see the website:  
[www.foundations21.org.uk](http://www.foundations21.org.uk)

- Glimpses: Youth Work and Spirituality by Steve Bullock and Nigel Pimlott (produced by the National Youth Agency, 2008). A great resource with many creative ideas to aid spiritual exploration and reflection with young people.
- Nooma DVDs by Rob Bell (produced by Flannel). DVD talks to aid discussion on particular themes and helps young people to see events in the world around as issues of faith and discipleship.
- Videos that Teach by Doug Fields and Eddie James (published by Zondervan). A resource that uses films to ask questions about faith and spirituality.
- Connect Bible Study Series - Produced by the Damaris Trust and explores current issues in the light of faith and the bible. Can be found at:  
[www.connectbiblestudies.com](http://www.connectbiblestudies.com)

### **General Resources:**

21M: course from CMS - Using group activities and games, Bible studies, interviews with current thinkers and practitioners, and examples of mission in action from around the world 21m explores the Five Marks of Mission in some depth. The resource aims to inspire churches and groups to put the Marks of Mission into action. It is structured to be run as an eight-week course on mission, but elements of the course could be used alone to explore particular areas of mission. For information and purchase see the website:  
[www.cms-shop.org.uk](http://www.cms-shop.org.uk)

### **Examples of activities which could receive grants from the Transforming Church Fund:**

- A 'God at Work' event.
- A day conference for home-group leaders to help them think through their role to 'make disciples'.
- Attendance at a discipleship course for someone who could otherwise not afford it.

# Transforming Leadership

## *Releasing and harnessing the gifts of all God's people*

### **1. Material from the Booklet**

Christian people are often called to positions of leadership, whether in the church, the workplace or the local community. There has never been a greater need for leaders of integrity and humility, those who can draw out and develop the gifts of those they lead. Each church should increasingly become places where such leaders are formed and mentored.

Consider how many members of the congregation are already involved in leadership roles in their families, communities, schools, workplaces and within the church.

Some questions for reflection and action:

- How might those who lead within the church be better trained and supported?
- What further support might be given for those with leadership responsibilities outside the church?
- Have your church members ever taken part in a leadership development programme (e.g. a Diocesan course or CPAS' Growing Leaders)?
- How might you develop leadership gifts among your children and young people?
- How many ordinands has your church sent out in the past 10 years (both stipendiary and self-supporting)? Is this an area that might benefit from further thought and action?
- How does your church seek to foster leadership vocations among those from ethnic minorities?
- How is the church's leadership encouraged and enabled to take time out for personal encouragement and renewal?

### **2. Related Diocesan Goals**

- Goal 5: To increase the number of leaders of all ages, and drawn from every ethnic group, who are trained and deployed in the church and wider community.

### **3. Resources Available**

#### **Lay Leadership:**

For information on lay leadership within the diocese please contact Liz Howlett who is the Bishop's Adviser for Lay Adult Education and Training ([liz@birmingham.anglican.org](mailto:liz@birmingham.anglican.org) / 0121 426 0431).

Readers' Training - offered each year in the diocese, along with regular further training events for licensed Readers. For more information on the role of readers Liz Howlett or Martin Stephenson the Warden of Readers ([martinw.stephenson@virgin.net](mailto:martinw.stephenson@virgin.net)). More information can also be found on the following websites:

[www.readersbirmingham.org.uk](http://www.readersbirmingham.org.uk)

<http://readers.cofe.anglican.org>

Lay Pastoral Care and Community Skills Ministry - training is offered each year in the diocese for this authorised lay ministry. The training is designed to equip a pastoral team to share with clergy in pastoral care and community outreach on behalf of the church.

## **Leadership in Children's Work:**

For more information on the resources listed below, and for other possible resources, contact Claire Wesley who is the Bishop's Adviser for Children's Ministry (c.wesley@birmingham.anglican.org / 0121 426 0432).

**Bishop's Certificate in Children's Ministry** - The certificate offers a professional quality training programme to encourage, equip and enthuse those who work with children in church. The training is held on seven Saturdays, every other month, with tutorials in the intervening month. It is also possible to participate in any of the units as a single training day. The certificate is suitable for people of all ages (16+) and abilities and is based on experiential learning and recording of evidence through completion of a portfolio that records personal learning and with appropriate support through mentoring. Modules include, The Child of Today, Children Growing with God, God's Story - Our Story, Planning, Behaviour Management & Resources, The Spirit of the Child, Safe to Grow and Follow the Leader.

**Growing with God** - A day conference, held on a Saturday, usually in October, for everyone who is enthusiastic about their work with children. Conferences take a different theme each time, but aim to resource those who work with children in various aspects of their ministry through a keynote address and a choice of workshops from which participants choose three. Spiritual nourishment is offered through worship at the beginning and end of the conference.

**Biannual Children's leaders service** - A service of celebration for all those whose ministry is with and amongst children across the diocese, held at Birmingham Cathedral on a Saturday, usually in October. An opportunity to be fed spiritually, give thanks for our ministry and be re-commissioned for our work with children.

## **Youth**

For more advice on any aspect of young people and leadership please contact Bishop's Adviser for Youth Ministry, Helen Tomblin (helen@birmingham.anglican.org / 0121 426 0433)

### **Developing Young People as Leaders:**

- Youth Edition of Growing Leaders by Ruth Hassall (produced by CPAS). A resource used for helping young people think through leadership and take on responsibilities (eg. running CUs in schools).
- Onelife Conferences. Aimed towards training young people to be leaders. For further information see the website:  
[www.onelifeonline.org.uk](http://www.onelifeonline.org.uk)

If you have young people who are ready to do leadership training then contact Helen Tomblin for advice.

### **General Resources for Youth Leaders:**

- Diocesan Youth Website for details of training, resources, jobs, worship events and other links. For further information see the website:  
[www.b-inspired.net](http://www.b-inspired.net)

- Youth Grove Booklets - explores issues in Christian Youth Ministry. For information see the website:  
[www.grovebooklets.co.uk](http://www.grovebooklets.co.uk)

For those interested in training to become youth leaders there are good courses run by the Centre for Youth Ministry and the Frontier Youth Trust. If you have someone interested in working with young people then contact Helen for details of local training and advice on what training might be needed. Helen also provides general support for youth workers or those training to be youth workers ([helen@birmingham.anglican.org](mailto:helen@birmingham.anglican.org) / 0121 426 0433).

### **Churches selecting Youth Leaders:**

- Amaze (Association for Christian Youth and Children's Workers) have advice on best practice in appointing a youth worker. Especially good is 'We love our youthworker: the national charter for church youth workers'. For more information see:  
[www.amaze.org.uk](http://www.amaze.org.uk) and [www.youthwork.co.uk](http://www.youthwork.co.uk)
- 'Employing Youth and Children's Workers; A Guide for Churches' by Paul Godfrey and Nic Sheppard (Church House Publishing)

For additional support or guidance when selecting youth workers contact Helen Tomblin who will be happy to guide you through the process.

### **General Resources:**

CPAS Courses - Growing Leaders courses for adults and young people and 'You and Ministry' weekends help people explore the call to leadership. See website for information:  
[www.cpas.org.uk](http://www.cpas.org.uk)

Vocational Events - run in the Derby Diocese, for information contact Faith Claringbull ([ddo@birmingham.anglican.org](mailto:ddo@birmingham.anglican.org) / 0121 426 0445)

Ministry Division - coordinated vocations events are organised nationally for information see website:  
[www.cofe.anglican.org/lifeevents/ministry](http://www.cofe.anglican.org/lifeevents/ministry)

Birmingham Missional Network - an ecumenical church leadership support, networking and resourcing group. Events are held regularly and are coordinated by Peter Howell-Jones. For information contact Jane Jackman ([jane.jackman@birminghamcathedral.com](mailto:jane.jackman@birminghamcathedral.com) / 0121 262 1840)

Consultancy for Leadership Teams - Bryn Hughes is an excellent consultant, for more information see the website:  
[www.church-matters.co.uk](http://www.church-matters.co.uk)

### **Other People Resources:**

Clergy Leadership training:	Mark Pryce	<a href="mailto:Mark@birmingham.anglican.org">Mark@birmingham.anglican.org</a> 0121 426 0430
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Director of Ordinands:	Faith Claringbull	<a href="mailto:ddo@birmingham.anglican.org">ddo@birmingham.anglican.org</a> 0121 426 0445
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Pioneer Leadership: Faith Claringbull ddo@birmingham.anglican.org  
+Andrew Watson BishopOfAston@birmingham.anglican.org  
0121 426 0448

Developing leaders from ethnic minority groups: Mukti Barton mukti@birmingham.anglican.org  
0121 426 0435

**Examples of activities which could receive grants from the Transforming Church Fund:**

- A Growing Leaders or Growing Leaders – Youth Edition course in a church, cluster or deanery.
- Some consultancy work for a leadership team.
- A conference for identifying and developing leaders from ethnic minorities.

# Transforming Presence

## *Living out God's love in our communities and the wider world*

### **1. Material from the Booklet**

A living church will naturally have an impact on the people in its area and beyond. Every Christian community should speak of God's goodness by its vitality, its attitude to issues in the world, and its commitment to serve others. Churches are widely recognised for their involvement in community service, but there is a need to reflect on how a church's energies can best be channelled to enable them to be effective partners in transforming their local neighbourhoods.

Consider how your church already engages with the wider world, and how it is 'good news' in the local community.

Some questions to help your thinking:

- How could your church contribute to improving the quality of life for residents in its local neighbourhood – especially those who are marginalized or disadvantaged?
- Is there an enthusiasm within the congregation for any new community initiative? How would such a ministry be released and resourced? It is also worth asking if any existing initiatives have had their day.
- In which community groups or campaigns are your church members present? Which local groups or agencies could work in partnership with the church to serve or to change the neighbourhood? How can you bring a Christian understanding to local discussions?
- To what wider issues) in society does your church give thought, prayer and energy? How seriously have you taken the environmental agenda? How might this be developed further?
- What impact does your parish have on its local schools (church or county)? Is this something that could be developed further?
- How committed is your church to Christian work worldwide, whether via the Malawi link or in other ways, and how might this commitment be strengthened?

### **2. Related Diocesan Goals**

- Goal 8: To increase the range and spiritual fruitfulness of partnerships and community initiatives across the Diocese.
- Goal 9: To encourage every parish community to think through the challenges of relating constructively to those of other faiths.

### **3. Resources Available**

#### **Community Regeneration:**

If you have a vision and passion for working in the area of community and regeneration your first contact should be with Fred, Jo or Debbie in the Community Regeneration Department who will be able to meet with you and explore the best ways for you to develop your ideas (browning@birmingham.anglican.org / 0121 426 0442)

Within the diocese there are a number of churches who can model a whole range of community transformation activities from significant community projects receiving major funding from external sources to churches undertaking small initiatives that enable them to interact meaningfully with local residents. All are happy to share their experiences and all offer unique insights into how churches can play a role in transforming communities.

The Community Regeneration department can support your church in identifying an appropriate training programme and in some cases may be able to offer support by facilitating training or identifying someone suitable. Programmes available include:

- The Ministries team at Birmingham Diocese currently offer a course Offering Pastoral Skills and Community Skills as part of their lay training programme. A module of this 'Know Your Church Know Your Neighbourhood' can be offered as a stand alone course enabling your church to explore this area.
- The Nehemiah Foundation works with local churches in the supporting and training regeneration workers over an 18 month period who will develop a plan for their neighbourhood and communities to enable lasting transformation.
- Church, Community and Change: Tearfund - The process may take between nine and eighteen months. A coordinating team, made up of church members, will communicate with the church, liaise with an appointed Tearfund Facilitator and run activities from the Church, Community and Change manuals.
- The Just People? Course: Community Mission - It will help your church grapple with issues of justice and poverty and think practically about how they can respond effectively as an integral part of their mission.
- Valuing Community Experiences: The United Reform Church - The course is designed for people who are already engaged or interested in becoming involved in community activity from running activities in the church to developing a regenerating ministry in the local neighbourhood.
- Community Audit Pack: Faithworks - This manual is designed to help your church take the first steps along the pathway to more effective community engagement, by providing you with all the necessary tools and advice to carry out a thorough audit of your community.

Recommended resources for Community Regeneration:

- Churches Community Value Toolkit: Church Urban Fund - The Toolkit is a way for churches to show what they contribute to their community in terms of outputs and outcomes. In particular, there are calculations that can demonstrate the financial contribution of a church and ways to identify a church's distinctiveness.
- Project Development Workshop: Church Urban Fund - This two-to-three hour self-facilitated workshop gives project-planning groups space to think about how they want to bring change in their community. It takes the group through the steps necessary to begin planning and implementing the work, as well as establishing the framework for monitoring and evaluating the project. The workshop helps clarify vision and communicate the benefits of the project to give it the best possible chance of securing funding.
- Project Reflection Workshop: Church Urban Fund - This resource aids projects in the process of reflecting on and evaluating their work and looking to the future. This resource helps projects prepare and run an effective workshop and is designed to encourage quality participation for people who have been involved in or affected by the activities of a project. The process of reflection created the opportunity to share learning, create greater ownership of the decision-making process and ultimately contributes to a project's sustainability.

- Compassionate Community Work: An Introductory Course for Christians - Dave Andrews (published by Piquant, 2006). This easy-to-use textbook, combines Dave Andrews' practical experience over many years as a community worker with the best practice currently being taught at college level. It can be used for self-study and as a resource for church-based mission training, and it complements existing courses that do not consider the implications of a Christian world view.

### **Youth Presence:**

- Passion: Oasis Trust - A guide to help engage young people in issues of social action. For more information see the website:  
[www.oasistrust.org](http://www.oasistrust.org)
- 'Faithworks Unpacked' by Steven Chalk (published by Kingsway, 2002) . A practical manual to encourage churches to become involved in their local communities.

### **Schools:**

Help and advice is available for those who are looking to have a closer relationship with their local school, church or country. Contact Peter French to discuss what kind of opportunities there are to impact schools in the community ([p.french@birmingham.anglican.org](mailto:p.french@birmingham.anglican.org) / 0121 426 0418).

For general information on work with schools:

- [www.natsoc.org.uk](http://www.natsoc.org.uk) national society for promoting religious education
- [www.dcf.gov.uk](http://www.dcf.gov.uk) website for the department for children, families and schools
- [www.ofsted.gov.uk/reports](http://www.ofsted.gov.uk/reports) access to Ofsted reports for all schools

### **Overseas Mission and the Birmingham Malawi Partnership:**

For detailed information and advice please contact Sally Bossingham, the Bishop's Adviser for Mission ([sally@birmingham.anglican.org](mailto:sally@birmingham.anglican.org) / 0121 426 0420).

Annual world mission events are held at St Andrew's Tide and a Malawi event in the summer. Speakers are available for PCC meetings, preaching at services and speaking to youth groups and schools about the importance of a world vision and our partnership with the Anglican Church in Malawi.

Parishes and schools in Birmingham can be linked with parishes / schools in Malawi in a fellowship and information sharing relationship. There are also various opportunities to travel to Malawi through our trip programmes (Mission Encounter and Skills Share) and also through sabbaticals and longer term placements. Contact Sally if you would like to spend some time in Malawi.

### **Other People Resources:**

- |                       |                 |   |
|-----------------------|-----------------|---|
| Interfaith Adviser:   | Toby Howarth -  | <a href="mailto:interfaith@birmingham.anglican.org">interfaith@birmingham.anglican.org</a><br>0121 777 1989 |
| Workplace chaplaincy: | Barbara Hayes - | <a href="mailto:cigb@birmingham.anglican.org">cigb@birmingham.anglican.org</a><br>0121 426 0426             |

## **General Resources:**

Street Pastors - an inter-denominational Church response to urban problems, engaging with people on the streets to care, listen and dialogue. An opportunity to be a positive presence in the community and also to partner with other organisations (link Transforming Partnership). For more information see the website:

[www.streetpastors.co.uk](http://www.streetpastors.co.uk)

Unlock - a organisation which helps urban churches to respond to challenges in their areas. Resources and more information are available from the website:

[www.unlock-urban.org.uk](http://www.unlock-urban.org.uk)

Faith and the Environment - in association with Friends of the Earth to demonstrate commitment through faith in this vital area of the environment. For more information contact Maud Grainger (multifaith@birminghamfoe.org.uk / 0121 632 6909)

## **Special Funding Streams**

There are five available funding streams from Community Regeneration sources. To seek advice and obtain an application form and full details please contact the Community Regeneration Department: (debbie@birmingham.anglican.org / 0121 426 0442)

**Church Urban Fund, Main Grant Programme** - '...assist churches in deprived areas in their outreach to their local community and aims to support the mission of the church'

Main Programme grants are to be used for activity that is directly tackling the profound effects of poverty in the top 10% most deprived areas of England.

In particular Church Urban Fund will support activity that:

- tackles major problems in an area, such as poverty, unemployment, disaffected youth, lack of community facilities, loneliness and isolation, or lack of adequate housing and homelessness
- equip communities to address local needs and issues and encourage people to take hold of their lives
- empower the Church to take an active role in wider community development particularly through interfaith and ecumenical developments
- are innovative, will make practical impact and develop partnerships with other agencies

Main Programme grants tend to be up to £20,000 over 3 years, but in general are about £15,000. The Church Urban Fund is a first funder, but will never award 100% of funding. Grants are used for revenue only.

**Church Urban Fund, Mustard Seed** - to 'enable churches and faith-based organisations to engage in social action through supporting them to initiate or develop community work.'

Mustard Seed grants are up to a maximum of £5,000 (towards a maximum overall project cost of £15,000) and only available for work in areas or with groups experiencing significant disadvantage.

Grant money can be used for:

#### NEW WORK

- Pilot Projects
- Community Audits/Consultancy
- Needs Assessments
- Set-up costs and equipment
- Making Premises fit for new purpose.

#### EXISTING WORK

- Trustee/staff/volunteer training
  - Quality Assurance eg (PQASSO, Quality First)
- (This is not an exhaustive list.)

Mustard Seed grants have been used to fund the following activities:

- A pilot community Arts project working with young people with people with mental health difficulties.
- Social Enterprise pilot
- Feasibility Study
- Promotional Material for an existing project.
- Volunteer Youth Mentors pilot
- Christian Muslim youth dialogue

**Flourishing Neighbourhoods** - a small grant for short term activities that will help a local church to be a pro-active and effective partner in building a flourishing neighbourhood in the parish.

Flourishing Neighbourhoods small grants (formerly administered by Board for Social Responsibility) can fund all or part of the costs of a new activity or the significantly new development of existing activity up to £500

Money is to:

- encourage new and innovative ideas
- directly impact on the local community

Flourishing Neighbourhoods has recently funded:

- Hanging baskets for the community
- Community fun day
- Community arts event
- Setting up a children's after school group
- Digital Photography and story board project for youth.

**Archbishop's Council, Church and Community** - to 'promote, aid and further the work of the Church of England or of any Diocese, Deanery or Parish thereof.'

Church and Community Fund gives maximum grants of £15,000 and funds activities that seek to strengthen the relationship between the church and the local community/ies, should benefit the Church locally and as a whole, and should manifest a sense of vision in responding to need(s).

Grants work around 4 themes

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

These funds are targeted towards areas of greater deprivation.

Church and Community fund grants have been used to fund the following activities:

- Start up costs of a not for profit outdoor activity business
- Project coordinator and worker and project costs for Asylum issues
- Capital towards refurbishment of a church room, toilet and kitchen
- Finance Project Worker
- Regeneration Worker
- Domestic Violence worker
- Capital for enhancement of lighting and purchase of audio-visual equipment

**Diocese of Birmingham, Action in the City** - the final part of the funding jigsaw. It is for use

by churches who are delivering existing community activity and priority is given to salary shortfall for existing workers.

Action in the City Fund makes awards of up to £4,500 in any financial year and a church may return for repeat money up to a maximum of 3 consecutive years. This money is usually given to groups that meet the current Church Urban Fund criteria.

Money is to be applied for:

- in the last half of a projects financial year.
- based on actual and budget information for the entire financial period.
- only when all other funding sources have been exhausted

Action in the City fund has recently funded:

- Salary shortfall
- Legal costs
- Interim payment pending funding decision.

# Transforming Outreach

## *Leading others to believe in Jesus and belong to his Body*

### **1. Material from the Booklet**

The church has always recognised its calling to reach out to others with the Good News of Jesus. There is no 'one-size-fits-all' in evangelism, but every church needs to seek an approach which is achievable and fruitful, going with its missional grain.

Consider the contacts your church already has with those who are not yet Christian disciples (e.g. neighbours, work colleagues, Christmas attenders, local school families, users of community projects, contacts through baptisms, weddings and funerals).

Some questions for further thought:

- What strategies might be developed to draw those on the fringes into the worshipping life of the church?
- Are members of your church confident to invite friends along (especially around Christmas or on Back to Church Sunday)?
- What changes in the life of the church might give them a greater confidence?
- Does your church run a regular Christian basics course? (e.g. a confirmation course, Alpha, Emmaus, Christianity Explored etc)? What kind of course might be most fruitful in your context?
- Have your church leaders (ordained and lay) attended a Leading your Church into Growth course, or something similar?

### **2. Related Diocesan Goals**

- Goal 1: To grow the number of adults, young people and children within the worshipping Christian community year on year.
- Goal 2: To make the most of opportunities presented by the occasional offices, the church calendar and invitational events such as Back to Church Sunday.
- Goal 6: To ensure that a Christian Basics course of some kind is offered in every parish at least once a year.
- Goal 10: To develop an understanding of communications in every parish, promoting a church which is visible, welcoming and accessible.

### **3. Resources Available**

#### **Christian Basics / Nurture Courses:**

There are many courses that can be used in a variety of different contexts and many that can be tailored to a parishes individual requirements. Here are some useful courses to note:

- Alpha - an 11 week course from the evangelical charismatic tradition for medium sized groups. An introduction to Christianity which is open to all and encourages a personal response to the material delivered. The material can be delivered by DVD or a talk given by the group leader, and is followed by group discussion.

- Emmaus - a series of courses taking people from the basics of the faith through to discipleship. It assumes a certain amount of belief from those taking the course, and does have theological content. It is quite adaptable to various churchmanships and the tone will be directed by the who gives the talk (there is no DVD).
- Start - a six session course that introduces the Christian faith at a very low level and is often used as a pre-nurture course. The presentations come in DVD format and there are suggested discussion and meditation type activities.
- Evangelium - a course from the Roman Catholic Church, but easily adaptable for Anglican churches The course is focused upon exploring faith through the creed, sacraments and prayer. It comes with a CD of powerpoint presentations for the leader to use when delivering the material.
- Christianity Explored - a ten week course based upon Mark's Gospel, coming from a conservative evangelical tradition. It has been used as both an introduction to the faith and also as a refresher course. There is a strong biblical focus on this course as well as a lot of time spent on understanding the ministry of Jesus. Presentations are made through DVDs, and followed by group discussion.
- Essence - this course is designed as an introduction to various elements of Christian spirituality. It has a very laid back and unthreatening style which is helpful for those with little experience of church. The course comes with a manual and CD, but requires considerable preparation and some extra expense for additional materials.

These and other resources are available to view at the Diocesan Office. To see these or to have a conversation about what might work in individual parish contexts please contact Sally Bossingham ((sally@birmingham.anglican.org / 0121 426 0420)

### **Youth and Outreach:**

- 'Young People and Mission: A Practical Guide' (eds. Alison and David Booker) A very practical guide to reaching out to young people in a modern context.
- 'Youth Work After Christendom' (Jo and Nigel Pimlott). A book to help in understanding modern youth culture.

### **General Resources:**

Back to Church Sunday - An national initiative whereby congregation members invite people they know to come back to church for a special Sunday service. Currently the Diocese is encouraging all churches to participate in this event. For those participating there are training sessions and the offer of individual parish support. The Diocesan coordinator for Back to Church Sunday is Sally Bossingham (sally@birmingham.anglican.org / 0121 426 0420)

Leading Your Church into Growth - A multidenominational course for people of all churchmanships to support and encourage leaders who are seeking to grow their churches. Several clergy in the diocese have been on this course, and have spoken extremely highly of it. For more information on this course see the website:

[www.leadingyourchurchintogrowth.org.uk](http://www.leadingyourchurchintogrowth.org.uk)

Bob Jackson - from the spring of 2010 the diocese will lay on a series of events especially aimed at middle-sized churches, asking the question how they can grow further. Bob has written two excellent books on growth in the Church of England: 'Hope for the Church' and 'The Road to Growth'.

The Healthy Churches' Handbook' by Robert Warren (Church House Publishing) - Developed out of the Growing Healthy Churches material, this practical guide helps churches identify their strengths and weaknesses and discover what action to take in order to develop the health of their church. The focus is on the quality of the church's life rather than just the numbers attending.

Mission Shaped... - This series of books (published by Church House Publishing) looks at the church and how it can shape itself in every area to be working in the mission of God. For more information see the website:

[www.chpublishing.co.uk](http://www.chpublishing.co.uk)

'From the Abundance of the Heart' by Stephen Cottrell (published by Darton, Longmore and Todd) - Writing from a catholic perspective he presents a vision of an evangelising church that will embrace Christians of every tradition, and explores practical ways of developing structures and ministries that will establish a culture of evangelism in local churches.

'On the Move' BBQ ministries - An opportunity to reach out into the community and speak about faith through a non threatening free BBQ event. It is run by an international organisation who will partner with you giving you encouragement (link to Transforming Partnerships). For more information contact Rev'd Peter Smith ([peter@ccb1.org.uk](mailto:peter@ccb1.org.uk)) or see the website:

[www.onthemove.org.uk](http://www.onthemove.org.uk)

A Passion for Life - A series of events connecting evangelical churches around the country to engage with communities in a wide range of networked mission activities through 2010. For more information see the website:

[www.apassionforlife.org.uk](http://www.apassionforlife.org.uk)

Recommended Book:

- 'Christian Mission' by Stephen Spencer. In the form of a series of studies and would be suitable for home / cell group studies. Explores the nature of Christian mission in contemporary post-modern society with a good biblical base. To buy see website:

[www.scm-canterburypress.co.uk](http://www.scm-canterburypress.co.uk)

### **Other People Resources:**

Advice on improving internal and external church communications - Jessica Foster ([jessica@birmingham.anglican.org](mailto:jessica@birmingham.anglican.org) / 0121 426 0438)

Advice on evangelism - Duncan Hill-Brown ([duncan@stphilipsandstjames.org](mailto:duncan@stphilipsandstjames.org))

Advice on missional leadership - Peter Howell-Jones ([assistantdean@birminghamcathedral.com](mailto:assistantdean@birminghamcathedral.com) / 0121 262 1840) or Nigel Hand ([canonmissioner@birminghamcathedral.com](mailto:canonmissioner@birminghamcathedral.com) / 0121 262 1840)

Consultation on Fresh Expressions - +Andrew Watson ([BishopOfAston@birmingham.anglican.org](mailto:BishopOfAston@birmingham.anglican.org) / 0121 426 0448)

Outreach to children - Claire Wesley ([claire@birmingham.anglican.org](mailto:claire@birmingham.anglican.org) / 0121 426 0432)

Outreach to the business community - Barbara Hayes ([B.Hayes@birmingham.anglican.org](mailto:B.Hayes@birmingham.anglican.org) / 0121 426 0426)

Advice and resources on how to use your relationship with local schools to the fullest and to draw that into the outreach of the church - Peter French  
(p.french@birmingham.anglican.org / 0121 426 0418)

**Examples of activities which could receive grants from the Transforming Church Fund:**

- A clearly worked-through evangelistic initiative.
- The development of a clear communications strategy.
- A mission-focussed Fresh Expression.

# Transforming Partnerships

*Working together with people of goodwill to see  
God's purposes fulfilled*

## 1. Material from the Booklet

Only a few churches have the number of leaders and helpers required to fulfil all the ministry and mission expected of a parish church. Most churches need to go further in building partnerships so that together the plans and initiatives put together by the Parochial Church Council can be achieved. Developing existing partnership links and creating new ones can create a pool of volunteers, of expertise and leadership, making sure that there are viable numbers and finance to carry through the plans.

Consider what links you already have which assist in engaging with others (e.g. local Anglican Churches, other local churches, community and regeneration projects, local schools and colleges, hospitals and primary care facilities, residential homes, businesses and factories, neighbourhood organisations or civic bodies, those of other religious faiths).

Some questions to ponder:

- How might strengthening these links assist your church and its partners in achieving the plans and goals you have set?
- Which local partnerships might be further developed or got off the ground?
- Do other church groups make use of your buildings? If so, how might you develop a greater sense of gospel partnership together?
- Does your church have resources that might be shared (including people who can help as school governors, trustees, treasurers etc)? Might there be some benefits in your church exploring a mutually enriching partnership with another church elsewhere in the Diocese?
- How fit-for-purpose are your church buildings? In what ways might you improve your buildings and what partnerships (e.g. with other local groups and grant-making trusts) might help in this?

## 2. Related Diocesan Goals

- Goal 8: To increase the range and spiritual fruitfulness of partnerships and community initiatives across the Diocese.

## 3. Resources Available

### Partnering on Youth and Children's work

For advice on partnering in the area of youth or children's work please contact Helen Tomblin for the former and Claire Wesley for the latter ([helen@birmingham.anglican.org](mailto:helen@birmingham.anglican.org) / 0121 426 0433 / [claire@birmingham.anglican.org](mailto:claire@birmingham.anglican.org) / 0121 426 0432). Below are some organisations to consider partnering with:

- Grace Project - a project operating in the Midlands which coordinates churches in partnerships to share volunteer children's workers. For more information see website: [www.graceproject.org.uk](http://www.graceproject.org.uk)

- Boys Brigade - are engaged in some quite innovative work and may be able to set up a BB in your church. For more information see the local and national website:  
[www.boys-brigade.org.uk](http://www.boys-brigade.org.uk) or [www.bb-birmingham.org.uk](http://www.bb-birmingham.org.uk)
- Worth Unlimited - community based youth working organisation. Can provide workers to help engage with young people on the edge of society. For more information see the website:  
[www.worthunlimited.co.uk](http://www.worthunlimited.co.uk)
- Krunch - based in the Sandwell area. Specialise in schools work. For more information see the website:  
[www.krunch.org.uk](http://www.krunch.org.uk)
- Youth For Christ - an international youth ministry that provides youth workers and events to local churches. For more information see the website:  
[www.yfc.co.uk](http://www.yfc.co.uk)

### **Partnering with Local Schools:**

For advice on becoming a school governor and guidance through any issues connected with being a governor please contact Peter French (p.french@birmingham.anglican.org / 0121 426 0418)

#### Recommended Books:

- 'Start Here: What New School Governors Need to Know' by Stephen Adamson. A good practical short guide for governors of community or faith schools. [www.adamsonbooks.com](http://www.adamsonbooks.com)
- 'Effective working practices for Governing Bodies' by Southwark Diocesan Board of Education. An excellent book outlining the role of a Governing body in a church school. Email [sdbe@dsswark.org.uk](mailto:sdbe@dsswark.org.uk)
- 'The Way Ahead: Church of England Schools in the New Millennium' by Lord Dearing. The report that led to the re-energising of faith schools particularly in the Church of England.

If you want to work in schools but have no church school in your parish there is a new scheme which means that you can become affiliated with other local schools. It involves a partnership contract and a commitment to work together in the community. Contact Peter to discuss this.

### **Partnering on Community Regeneration:**

A vital resource for community work is the networks that we are part of. These cover the Local Authority areas that make up the Diocese. Each one is different but all will be interested in partnership working and are likely to welcome church involvement in achieving their aims for transformed communities and addressing the needs of their most disadvantaged residents. Members of the department team should be able to signpost you to useful contacts.

The department also has links with a number of organisations who have developed relevant programmes for churches, individuals or professional workers. These include:

- The Church Urban Fund (CUF) offer a range of resources and contacts in addition to funding, for churches looking to develop activities that address the needs of the poor and marginalised in our communities. For more information see:  
[www.cuf.org.uk](http://www.cuf.org.uk) and links to network and information through CUFx [www.cufx.org.uk](http://www.cufx.org.uk)
- The Nehemiah Foundation - has trained our diocesan network of Community regeneration workers who are based in parishes around the diocese who can offer a valuable resource of skills, advice and experience to parishes developing their engagement with their local neighbourhood. For more information see:  
[www.regenworker.com](http://www.regenworker.com)

- Faithworks - offers useful resources not least the Faithworks Charter which translates Christian motivation for serving people and communities into language that agencies and people who are not Christian can recognise and relate to. For information see:  
[www.faithworks.info](http://www.faithworks.info)
- Community Mission - a partnership between TearFund and Liveability (formerly the Shaftsbury Society) that offers workshops and networks opportunities for community mission. For more information see:  
[www.communitymission.org.uk](http://www.communitymission.org.uk)
- Tearfund - Building on a long history of supporting churches to engage with disadvantaged communities tearfund offer consultancy support and training for churches.  
[www.tearfund.org](http://www.tearfund.org)

For advice and information on partnering on community regeneration please contact Fred Rattley ([f.rattley@birmingham.anglican.org](mailto:f.rattley@birmingham.anglican.org) / 0121 426 0442)

### **Interfaith:**

Advice and resources for partnering in a multi-faith context - Toby Howarth ([interfaith@birmingham.anglican.org](mailto:interfaith@birmingham.anglican.org) / 0121 777 1989).

'Distinctly Welcoming: Christian Presence in a Multifaith Society' by Richard Sudworth (published by Scripture Union, 2007) - A clear and practical guide to the core issues and challenges facing churches in their engagement with those of other faiths. Filled with stories and practical suggestions and written by someone working as a CMS mission partner in a Muslim-majority area of Birmingham.

### **World Mission:**

There are many organisations through which to work in the area of world mission, or to establish a mission partnership. For advice contact Sally Bossingham ([sally@birmingham.anglican.org](mailto:sally@birmingham.anglican.org) / 0121 426 0420). Below are some organisations that you can partner with:

- Birmingham-Malawi Partnership - can link your parish to a parish in one of the diocese of Malawi for a prayer and information sharing relationship.
- CMS - Mission society working in this country and around the world. Provides good study resources and the opportunity to partner in mission. See website:  
[www.cms-uk.org](http://www.cms-uk.org)
- USPG - works in direct partnership with Anglican Churches in over 50 countries, helping to support vital church work, including healthcare, education, leadership training and action for social justice. For more information see:  
[www.uspg.org.uk](http://www.uspg.org.uk)
- SAMS - Resources, up to date news, and partnership opportunities with the church in South America. For more information see the website:  
[www.samsgb.org](http://www.samsgb.org)

### **Examples of activities which could receive grants from the Transforming Church Fund:**

See community regeneration funds in 'Transforming Presence'.

# Transforming Church Fund

The Transforming Church Fund, previously known as the Breaking New Ground Fund, is a diocesan fund that is specifically aimed towards supporting churches that are responding positively to Transforming Church but need some help with funding new or expanding visions and initiatives.

Grants can be made for

1. The development of church growth, mission and outreach under the Transforming Church programme;
2. New initiatives in mission and evangelism endorsed by a PCC which explicitly spread the gospel of Jesus Christ.

In allocating funds, the Transforming Church Committee will want to see:

- a) If other funding sources are available which it is appropriate for applicants to approach first;
- b) What financial contribution a local church is able to make.
- c) What quantifiable objectives are being set as a basis for monitoring results.
- d) That the applicant will later provide a report so that lessons can be learnt and good practice shared.

For advice on making applications contact Sally Bossingham  
(sally@birmingham.anglican.org / 0121 426 0420)

Any requests for forms, and applications sent to Vicki Webster at Diocesan Office.  
(vicki@birmingham.anglican.org / 0121 426 0423)

# Mystery Worshipping

As part of the initial stages of consultancy, where the consultant spends time getting to know the parish and community, the use of a mystery worshipper is recommended. Like mystery shopping, where a member of the public tests out the all-round service of a store or shop, a mystery worshipper tests out and reports back about an experience at a church.

The idea is not to be cruel but to be constructive, to give praise and credit where it is deserved and suggestions and critique where it is needed. The use of a mystery worshipper can help a church to have a more realistic picture of itself, and to identify areas for transformation.

In the context of Transforming Church it is suggested that the consultant arrange to send an unofficial mystery worshipper to each church that they are working with. This person should be someone known to the consultant, but not known by the parish that they are visiting. The parish should be aware that this visit is taking place, but not who the worshipper is or when they will be making their visit.

After attending the relevant church the visitor should complete a form detailing their visit, and this should be given to the consultant who will discuss the contents with the vicar. The vicar can decide whether it would be helpful to share this information with the PCC and the wider congregation. The information gathered from these Mystery Worshippers will NOT for public display nor will it be collected centrally by the diocese. The contents of the forms is solely for the purposes of the consultant and the vicar of the visited parish.

A suggested form is enclosed on the following four pages. If you wish to customise your own form using some of these ideas then please feel free to do so.

**Name of Church** \_\_\_\_\_

**Date** \_\_\_\_\_

**Visitor** \_\_\_\_\_

## **EXTERIOR AND ENTRANCE**

**Brilliant 3    Good 2    OK 1    Could be better 0**

1. Is the church easy to find?  
(signs etc)
2. Is there a clear, safe route from the pavement & car park?
3. Is there a good quality car parking sufficient for all who need it?
4. Are the grounds & graveyard well kept & attractive?
5. Is it obvious which door gets you into the building & is the signage clear?
6. Is the door easy to use at service times? Can you see through it or is it forbidding?
7. Is the church exterior attractive & well-maintained? Or do passers by assume the church is closed?
8. Is there good access for wheelchair users and the partially sighted?
9. Is the notice board visible, up to date, informative, attractive, clean & enticing? Is the language easily understood by non-churchgoers?
10. Overall, how good is the experience of walking into your church for the first time?

## **INITIAL WELCOME**

Do welcomers/sidespeople:

**Brilliant 3    Good 2    OK 1    Could be better 0**

1. Welcome people outside or in the porch area?
2. Open the door for people as they arrive?
3. Give you a warm welcome?
4. Appear smiling and confident?
5. Have good identification-are easily found?
6. Have a reasonably small bundle to pass over?
7. Represent all ages and types of people there at that service?
8. Did anyone explain the service to you?
9. Did anyone else speak to you apart from the sidespersons/welcomers?
10. Was there any problem finding a seat or any issue over where you sat?

## **WORSHIP SPACE**

**Brilliant 3    Good 2    OK 1    Could be better 0**

1. Church Lighting. Able to read? Enhances building?
2. Church Heating?
3. Church Seating. Comfy? Back-friendly?
4. Church toilets & their signage?
5. Sound System. Clear, not overpowering?
6. Minority groups & special needs. Well provided? E.g large print materials, hearing loop?
7. Children. Signs that the church is child-friendly?
8. Architecture, artifacts & symbols. Do they draw you to God?
9. General ambience – is it a spiritual space?

## **AFTER THE SERVICE**

**Brilliant 3    Good 2    OK 1    Could be better 0**

1. Refreshments are you invited & can you find them?
2. Kitchen clean & modern?
3. Refreshment system. Long queue or easy access?
4. Food & Drink appetising?
5. Health & Safety?
6. Are you left alone or do people come and speak to you?
7. Pushy? Are people sensitive or do they engulf you?
8. Friendship? Does anyone find out your name and details? Did anyone introduce you to other members of the congregation?
9. The door. Does the Vicar or someone else speak to people as they leave?

## **ABOUT THE SERVICE**

What was the name of the service?

How full was the building?

How would you describe the pre-service atmosphere?

What books did the congregation use during the service?

Did the music enable people to worship?

Did anything distract you?

How would you describe the worship?

How long was the sermon?

Were the congregation engaged by the preacher?

In a nutshell, what was the sermon about?

Where did the notices come and what were they like?

Was there an overall theme to the service or was it disconnected bits?

Would you be happy to take a friend there?

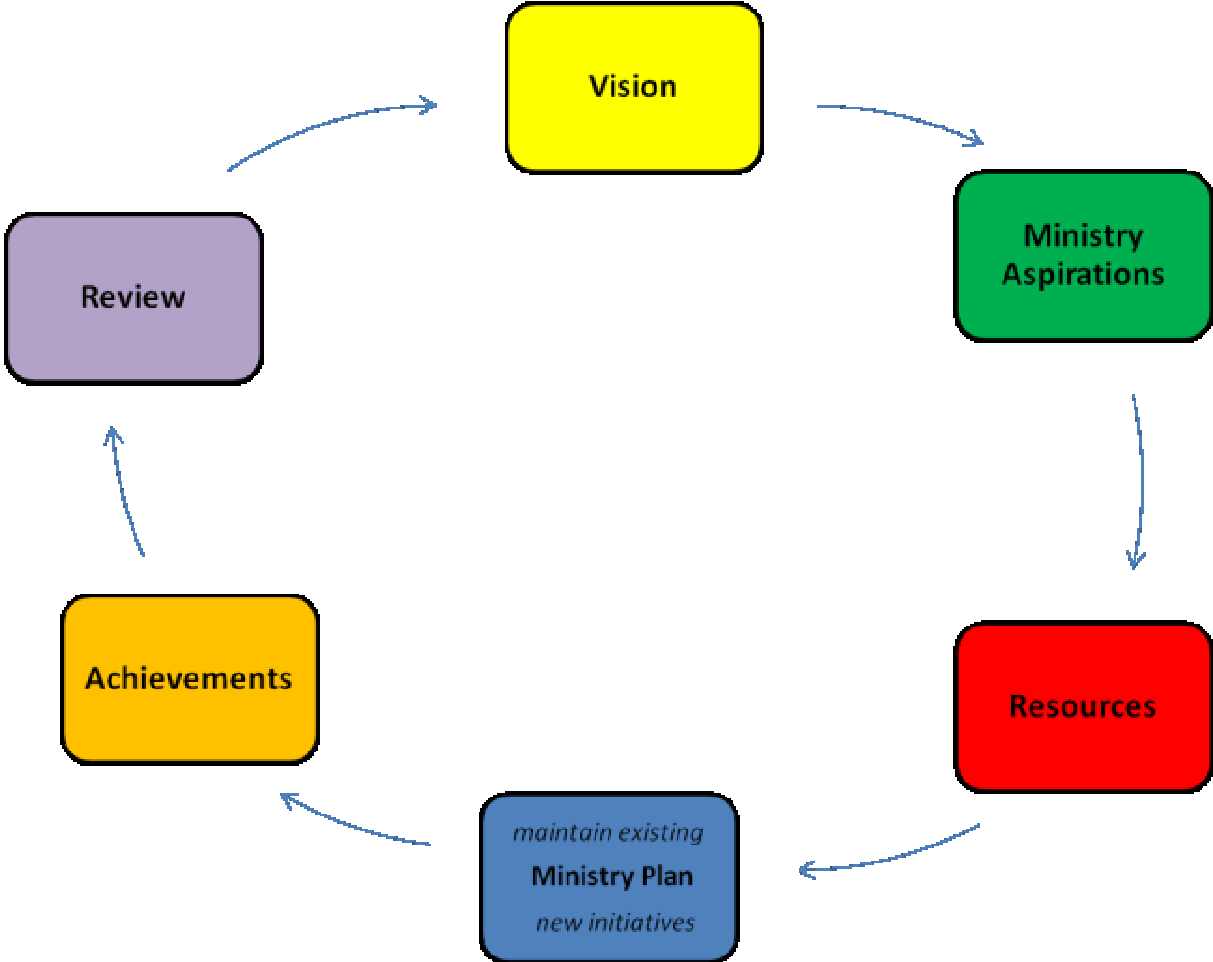
What were the highlights of the service?

What were the low lights of the service?

What one thing will you remember about all this in seven days' time?

Any other comments?

# Diagram of Transforming Church Process



	Style & Traditions * Regulars Newcomers Quality Content Enrichment	Love & Support * Welcome 'Home' Community Pastoral Care	Enable Personal Growth * Confident Involved 'can-do' Knowledge Follower	The release of Potential * Integrity Humility Develop Others Mentorship	Community and the Wider World * Serving Others Involvement Vitality Opinions	Reaching out to Others * 'Good News' Variety in Approach	Adequate Resourcing of Plans to Ensure Success * Networking Volunteers Expertise Leadership
	Worship	Relationships	Discipleship	Leadership	Presence	Outreach	Partnerships
To grow the number of adults, young people and children within the worshipping Christian community year on year.							
To make the most of opportunities presented by the occasional offices, the church calendar and invitational events such as Back to Church Sunday.							
To encourage an increasing number of worshipping Christians to take tithing seriously, and to give at least 5% of their income to the local church.							
To develop a spiritually-enriching children's and youth ministry in every parish and church school, encouraging clustering where appropriate.							
To increase the number of leaders of all ages, and drawn from every ethnic group, who are trained and deployed in the church and wider community.							
To ensure that a Christian Basics course of some kind is offered in every parish at least once a year.							
To implement in every parish an appropriate strategy for making confident, prayerful disciples in their daily life.							
To increase the range and spiritual fruitfulness of partnerships and community initiatives across the Diocese.							
To encourage every parish community to think through the challenges of relating constructively to those of other faiths.							
To develop an understanding of communications in every parish, promoting a church which is visible, welcoming and accessible.							