

CHURCHES TOGETHER IN ENGLAND

Enabling Group

12: CTE **Strategic Plan for Member Church Consultation**

This is a 'living' document and parts are updated at every Trustees' meeting. The corollary is that parts of it are out of date, eg Joe Aldred no longer works for CTE and a new staff member for that post has yet to be appointed. Attentive readers will discover other instances of this.

2020–2022

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1. Founding Basis

Churches Together in England unites in pilgrimage those Churches in England which, acknowledging God's revelation in Christ, confess the Lord Jesus Christ as God and Saviour according to the Scriptures, and, in obedience to God's will and in the power of the Holy Spirit commit themselves to seek a deepening of their communion with Christ and with one another in the Church, which is his body; and to fulfil their mission to proclaim the Gospel by common witness and service in the world to the glory of the one God, Father, Son and Holy Spirit. [NB There is an exemptive clause for churches which in principle have no credal basis.]

2. Purpose and vision

‘One in Christ Jesus, engaged in God’s mission, empowered by the Spirit.’

Churches Together in England is the main national ecumenical instrument supporting and encouraging churches from a wide range of traditions to work together in unity. Churches work together at national, regional (intermediate) and local level; CTE enables churches to be more active in ecumenism at all three levels. CTE is an instrument of the churches in membership with it. It is not a Council that sets priorities for the churches, nor requires adoption of policies by its members that are agreed by some gathering of the churches, but it does have a separate existence from the member churches. Which is why it has its own Trustees, Enabling Group or Forum. We create those ecumenical spaces for the churches because we are, to a degree, separate from the churches, and therefore able to work for them to do what they find difficult to do without it.

Our vision is to create a space in which fruitful collaboration and mutual understanding can grow, so that we as churches work more closely together to share in God’s mission, making the gospel of Christ better known in our nation, worshipping together and working together for the common good. We aim to model the subtle dynamic of encouraging unity whilst respecting legitimate diversity.

We work in close collaboration with the other national ecumenical instruments (for example with CTBI, which carries responsibility for the international dimension of ecumenism) and in partnership with other unity movements. Our distinctive contribution is our diverse membership and the wide recognition of ‘Churches Together’ among local churches. Our presidents, who operate as a collective presidency, are public figures who are able to offer significant Christian witness at key moments in national life.

3. Values

All the work of CTE is grounded in Scripture, prayer and worship.

Our aims and values are inextricably linked: mission flows from unity but also creates it.

Our overriding aim is not the success of our own organization, but the furtherance of God’s Kingdom.

4. Context

Churches Together in England was founded in 1990 to help the Churches in England explore how they could worship and witness together. During those almost 30 years the English Christian landscape has changed profoundly, due to patterns of migration, new forms of spirituality and new ways of Christian discipleship. We are very thankful that CTE has been able to reflect these changes, as it has grown from 16 members in 1990 to 50 today.

Many churches now enjoy healthier relationships and have developed joint programmes of social action at local level. However there is much less interest in pursuing traditional goals of ecumenism, notably the full visible unity of the Church, so questions about how to live with and appreciate differences are becoming more critical.

Two years ago, CTE commissioned a review of its work from the thinktank, Theos. [Natan Mladin, Rachel Fidler and Ben Ryan, *That they all may be one: Insights into Churches Together in England and contemporary ecumenism*, London: Theos, 2017.] While commending CTE for the vital role it has played in developing relationships between churches, the report pointed up areas of weakness, notably the lack of a clear vision and purpose and the need for a stronger voice at national level.

In reflecting together on the Theos report, trustees, staff and member churches have noted that, while the original vision for the ecumenical instruments had been intentionally low-key, focused on creating space for churches to act, there was now a sense that the next phase of CTE's life should be more proactive, and offer more leadership to the churches, challenging their lack of ecumenical commitment and energy. The needs of the world, from political disarray to planetary emergency, are ever more urgent. England is a post-Christian country, and there are no quick fixes to the churches' numerical decline, but rather than retreat into isolated ghettos, we need to seek out new opportunities to model flourishing Christian lives and witness.

In 2019, CTE has wrestled with one example of living with deep difference, as the appointment of a president from one of its 'constituencies' has proved unacceptable to other member churches. There is no provision for dealing with this in our constitution. We have handled the issue as transparently as possible by taking advice from member churches, and have now asked for this presidential appointment not to be exercised, but to be represented by an empty chair. We have committed to a further process of consultation on how we live with difference. [It is worth noting that this problem was anticipated in the Theos report (50-51)]

Changes have already been made in response to the Theos report, notably a significant shift of staffing resource towards mission and evangelism, and to media and communications.

There have been improvements in branding, and a review of member churches' subscription levels, aimed at achieving a more equitable level of funding between older and newer member churches, which better reflects current levels of church membership.

Due to staff changes, and the process of commissioning and reflecting on the Theos report, for the last few years CTE has not had a Strategic Plan. It is hoped the current Plan will help staff, trustees and member churches clarify the purpose and value of the organization, as it embarks, we hope, on its next 30 years of service to churches and church life in England.

5. Strategic aims

[**Aim 1: To inspire member churches to work more closely together in mission**](#)

[**Aim 2: To find new ways to support intermediate and local ecumenism**](#)

[**Aim 3: To find new ways to extend CTE's valued role of relationship-building**](#)

[**Aim 4: To create more opportunities for churches to do theology together**](#)

[**Aim 5: To increase the capacity of CTE to speak out in the public square**](#)

[**Aim 6: To strengthen CTE's own vision of its role and make this more widely known**](#)

[**Aim 7: To develop the work of racial justice for CTE and its member churches**](#)

Aim 1: To inspire member churches to work more closely together in mission

The core aim of this Plan is to align CTE more closely with the churches' shift in understanding of ecumenism to a more outwardly-focused direction. We are called to participate together in the whole breadth of God's mission, from evangelism and deepening discipleship to care for others, social justice and care for the creation (the Five Marks of Mission). This is a crowded field, so CTE will need both to be clear about its distinctive role, and also to work in partnership with others. We hope that the conference planned for March 2020 will serve to clarify our aims in this area of work.

Aim 2: To find new ways to support intermediate and local ecumenism

While support for county and local ecumenism is one of CTE's distinctive features, regional structures – intermediate bodies and County Ecumenical Officers – are in severe decline. Since they are not under CTE's control, it is not clear how CTE can help to restore them, but it is urgent that we do. Meanwhile, our efforts to simplify structures of local ecumenism, *A Flexible Framework for Local Unity in Mission*, has been well received, but we need to spread the word of the difference this has made at local level.

Aim 3: To find new ways to extend CTE's valued role of relationship-building

This is the most valued aspect of CTE's work, but it is important not to sit on our laurels. The Theos report made clear the disproportionality of CTE's appeal to different member churches — do we need to work harder to ensure that all understand the implications of being members one of another? Are we doing enough to integrate new member churches? The Theos report contained praise for CTE's provision of 'safe spaces', but there is a fine balance: we need to make sure these spaces are challenging as well as safe.

The need to reach and develop a new generation of ecumenists is crucial.

Aim 4: To create more opportunities for churches to do theology together

CTE has helped to spread the concept of receptive ecumenism among the churches. Ecumenical dialogue may be out of fashion at present, not least because it's so difficult. But the problem over the 4th Presidency has shown the need to understand each other's theology better, as well as to understand the nature – and limit - of the ecumenical commitment. And new church divisions have opened up, exacerbated by political differences.

Aim 5: To increase the capacity of CTE to speak out in the public square

The difficulties in doing this are readily apparent – the difficulty of the churches reaching a common mind on many issues of the day; disparity in public profile between church leaders; the need to consult widely but also to be nimble in responding. However, it is the clear wish of our member churches that we should try to overcome these and speak out more. There is a recurring theme of offering our experience of living with difference; but we need to be prepared to acknowledge failures as well as successes.

Aim 6: To strengthen CTE's own vision of its role and make this more widely known

CTE has endorsed the Theos' report's central argument that it needs to develop a clearer vision and a more proactive role. We hope that work under the other aims will go some way towards delivering this. However, we also need to make improvements in clarifying our structures and in our external and internal communications.

Aim 7: To develop the work of racial justice for CTE and its member churches

Work on racial justice has long been an aspect of the work of CTE, but requires fresh impetus and co-ordination in the light of the events of 2020 following the death of George Floyd in the USA that brought the plight of black communities in many places into greater focus.

Key Aim		Staff Engagement	Trustee Lead
1	To inspire member churches to work more closely together in mission	Ben Aldous	Richard Bradbury
2	To find new ways to support intermediate and local ecumenism	Jenny Bond and all staff	Doral Hayes
3	To find new ways to extend CTE's valued role of relationship-building	Paul Goodliff and Joe Aldred, with other staff	Lurliene Miller and Michael Beasley
4	To create more opportunities for churches to do theology together	Paul Goodliff and Joe Aldred, with Ben Aldous	Callan Slipper
5	To increase the capacity of CTE to speak into the public square	Paul Goodliff	Amanda Allchorn
6	To strengthen CTE's own vision of its role and make this more widely known	Lucy Olofinjana and Paul Goodliff	Amanda Allchorn and Doral Hayes
7	To develop the work of racial justice for CTE and its member churches	Joe Aldred and successor	Moses Owusu-Sekyere and Lurliene Miller

6. Objectives and actions

Aim 1: To inspire member churches to work more closely together in mission

- to help member churches to share their own understanding of mission
- to continue and develop partnerships with other mission-focused groups
- to clarify CTE's vision of its distinctive contribution in this area

What will success look like?

- Increased understanding across member churches of different approaches to mission
- Increased numbers of partnerships with other mission-focussed groups established
- Increased knowledge across the churches of the contribution CTE makes in the area of mission

Action	Timescales	Resources, time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
1.1 to help member churches to share their own understanding of mission					
To run a conference 'Discipling the Whole Church to reach the Whole Nation: Learning to be missionary disciples together' for representatives of member churches (March 2020)	November 2020	£5k at most (assumes no one attends)	Wide membership attendance Sharing of best practice	Conference feedback New missional initiatives commenced	Outcomes from conference demonstrate a greater sharing of missional best practice and a Conference report
To revive and re-imagine the Churches Group for Evangelisation	2021-2	7 days BA work	Group re-established Greater diversity in participation	Minutes from group meetings	Outputs from group demonstrate an increased level of missional understanding

Action	Timescales	Resources, time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
To support and encourage the Churches Group for New Housing Areas	continuing	6 days BA work + hosting meeting	New Housing Summit co-hosted with Member churches and New Housing Hub planned for 2021	Minutes from group meetings	Greater degree of ecumenical church planting, and shared experience of second-generation leadership
To re-imagine and support the Rural Churches Group	continuing	4 days BA work + hosting meeting	Work towards at least one congregation in every community despite church closures	CEOs reporting from Church Leaders' groups	Fewer church closures without ecumenical collaboration and evaluation
To gather and host the newly established Mission Research Network (MRN)	continuing		Bi-annual meetings and papers for new journal <i>Future Church</i>	Report from BA.	Growing register of missional research papers and theses.
To continue to encourage and support the work of CEA [Christian Enquiry Agency] as one of three CTE agencies	continuing	4 days BA work + hosting meeting	Quarterly meetings [Ben Aldous trustee member – oversight from CGfE] Broader range of trustees from different denominations		
1.2 to continue and develop partnerships with other mission-focused groups					
To continue to support the ecumenical delivery of Thy Kingdom Come (TKC)	continuing		Increasing diversity of those involved from CTE churches in TKC	Feedback via the Enabling Group	Prayer taking place during the TKC week locally and nationally
To build and strengthen a relationship with Evangelical Alliance	2020–2		Connections between EA and wider diversity of churches within CTTE network. Alliance and shared engagement of the evangelical constituency in ecumenical work	Report to the Trustees of new ventures Regular meetings	Greater collaboration between CTE churches and EA in Marks 1–3 of Mission

Action	Timescales	Resources, time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
To build and strengthen a relationship with HOPE	2021		More churches in CTE network engaging HOPE initiatives	Regular meetings with key personnel within HOPE	Notes of discussions of meetings with Hope
To build and strengthen a relationship with Gather	2021		Work on shared Gather Summit for 2021 or 2022	Regular meetings with key personnel within HOPE	Co-branding of gather Summit with CTE, and softening of the boundaries between unity movements and formal ecumenism.
To build and strengthen a relationship with CMS	2020		CMS becomes BiA by 2021	Regular meetings with key personnel within CMS. Encouragement of church planting in England	CMS/CTE member church 'church plants' etc established.
To build and strengthen a relationship with Fresh Expressions	2020–2		Host a taster day for member churches planned in October 2020 with Key FX leaders	BA reporting to Trustees Regular meetings with key personnel within Fresh Expressions	Wider adoption of FX projects and partnerships by ecumenical means.
To build and strengthen relationships with other national mission-shaped movements over time [The Message Trust etc]			Regular meetings with key personnel within target organisations	A schedule of meetings	Notes of discussions of meetings with target organisations

Action	Timescales	Resources, time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
To collaborate with other agencies in building capacity for mission	2020–21	+£50k	Partnership with Good Faith Partnership and Good Faith Foundation in bid for MHCLG grant for Your Neighbour Project.	Joint Management Group with CTE Trustee and staff present	Greater local church impact on local communities in building capacity for social cohesion and meeting social need.
1.3 to clarify CTE's vision of its distinctive contribution in this area					
To work on 'reshaping an ecumenical vision around mission'	2020		Collate the feedback from member churches from, for example, the November conference	Ongoing discussions	Output from the conference assessed and documented as the beginnings of further discussions
To find ways to do missiology together for member churches and other interested parties [Charities and theological colleges]	2023 - Draw together work of GfE; MRN; new unity movements into a coherent missiological programme.		Ecumenical mission strategy adopted by member churches	Reports to constituent groups	Examples of strategies being implemented
To encourage marks of Mission 4 & 5 by supporting existing work from CTBI	2020-21 Assess the work in this area being carried out by CTBI		Examples of co-working	Feedback on the work of CTBI	Plan for supporting the work of CTBI in this area

Aim 2: To find new ways to support local ecumenism

- deepen the relationship between CTE and Intermediate Bodies
- help intermediate bodies to reanimate the vision of intermediate level ecumenism
- disseminate examples of good practice

What will success look like?

- Weaker areas of intermediate ecumenism strengthened, with new ways of exercising ecumenical leadership where necessary.
- IBs taking more responsibility for one another within regional groupings
- All CEOs working to new models of activity and purpose

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
2.1 deepen the relationship between CTE and Intermediate Bodies						
Map IBs and CEOs for key and current information about them.	By 1 July 2020	Jenny Bond Lorraine Shannon	Staff time	CEOs complete their row of the Excel sheet	LS asked to check the information annually with CEOs.	Up-to-date information collated to inform accurately the rest of this action plan.
Continue to bring CEOs together in Zoom meetings for information-sharing encouragement & support, initially during lockdown. Future meetings will be focused and themed, including	Now	Jenny Bond Paul Goodliff Ben Aldous	Staff time	CEOs actively participate in the Zoom meetings.	DH & JB reporting	More CEOs have been engaging than have attended physical meetings. Relationships, communication and information sharing with each other and

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
<p>thinking to help CEOs/IBs move forward.</p> <p>One training session on social media has already been successfully held.</p>						<p>with CTE have improved. Doral has been chairing the meetings, highlighting the engagement of CEO Trustees.</p>
<p>Be proactive about offering to help IBs as CEOs move on and new appointments are considered.</p>	ongoing	Jenny Bond	Staff time	Contact is made in due time with key people in the IB and/or Jenny Bond is approached for help with this.	JB keeping an eye on CEOs moving on.	IBs appoint replacement CEOs (budget permitting) with the new job description and send the new CEO to the training course and induction session.
<p>Co-ordinate a programme of staff and trustee visits to all Intermediate Bodies within three-year period. Create Excel sheet to map the type of visit etc. Remind IBs that CTE staff are very happy to be invited to IB meetings.</p>	2020–2023	Jenny Bond Paul Goodliff Ben Aldous	Staff time and travel costs for staff and Trustees	<p>All IBs visited, either physically or via Zoom and results recorded.</p> <p>CTE staff approached by IBs asking for a visit.</p>	<p>DH & JB reporting</p> <p>All CTE staff feeding back to JB.</p>	<p>Relationship with IBs deepened and strengths recognised. IBs encouraged, enthused & given specific and timely help where needed. Vulnerabilities noted; preventative action proposed and taken.</p>

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
Encourage CEOs to meet in roughly regional groups. Agree how often this should ideally happen. Identify key CEO in each region.	2020	Jenny Bond	staff time	Key CEO in each region identified. All CEOs to have met in regional groups.	DH & JB reporting	Isolation of CEOs reduced, information and ideas shared, queries resolved. Some cross-county work or events established.
Use Yorkshire (which has no paid IB staff) as a test area to see if CTE is able to help revitalise Intermediate ecumenism. (Not sure if this has been overtaken by the Zoom consultation: 'Re-Imagining Intermediate Ecumenism')	2021 (postponed due to Covid-19)	Paul Goodliff Jenny Bond	Staff time and travel	Intermediate Bodies meet via Zoom with JB (and PG if possible) to brief PG on the situation in the different parts of Yorkshire. PG spends several days in Yorkshire talking to Church Leaders. Another Zoom meeting with Yorkshire IBs to report on progress?	PG & JB reporting	Intermediate Bodies revitalised and ecumenically appointed officers established, even if unpaid, but paid if at all possible. These new CEOs attend the training course, an induction session, participate in CEO regional meetings and are engaged in the broader ecumenical process.

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
<p>Discuss with CEOs the possibility of identifying 'ecumenical champions' who can advise or mentor others working locally.</p> <p>Identify, with CEOs, the problems, tensions and issues which may arise, particularly with regard to their relationship with their CEO.</p>	2021	Jenny Bond Lucy Olofinjana	Staff time	CEOs support the idea and agree a job/role description for them.	DH & JB reporting	<p>Champions are identified, accept the role description and agree to training.</p> <p>Champions are publicised on the CTE website and used by CEOs and visitors to the website.</p> <p>CTE establishes a system of training and monitoring.</p>
2.2 help intermediate bodies to reanimate the vision of intermediate level ecumenism						
<p>Revise the CEO job description and person spec in line with CTE's developing vision. Rewrite the relevant web pages.</p> <p>(Unable to find HR person to turn the vision statement into employment documentation. Jenny is attempting to do this but capacity is a factor.)</p>	2020	Jenny Bond	Staff time	Greater cohesion between CTE and IB policies and vision.	JB reporting	<p>Vision statement has already been agreed.</p> <p>IBs use the vision statement as a tool for review and the employment documentation for new appointments</p>

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
Consult via Zoom with key stakeholders and those holding purse-strings on 'Re-Imagining Intermediate Ecumenism' and its realistic ongoing funding and future.	1 July 2020	Jenny Bond Paul Goodliff	Staff time	<p>Key stakeholders who are able to speak into their Churches attend.</p> <p>Issues and problems are clearly and honestly identified. New solutions are discovered.</p> <p>A session of the Enabling Group is given to this, incidentally helping to inform EG members about Intermediate ecumenism.</p>	Doral Hayes (DH), Callan Slipper, PG & JB reporting	<p>IB Church Leaders find finance to continue or establish CEO posts at IB level or a new way of funding such posts is discovered.</p> <p>EG members encourage their local churches to be more involved at local and intermediate level.</p>

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
Reflect on the national consultation 'Re-Imagining Intermediate Ecumenism'. What are its fruits for CEOs and IBs? Could similar Zoom consultations at regional level help people, including IB Church Leaders, to understand better the role of intermediate ecumenism?	2020/2021	Jenny Bond Paul Goodliff Ben Aldous?	Staff time	CEOs and NEOs take time to reflect on the national consultation and make a decision about how or whether to move forward.	DH & JB reporting	A clear decision is made and, if regional consultations are considered helpful, a new action (to hold them) is agreed.
Continue to stress the importance of the annual training course for new Ecumenical Officers and facilitators.	2021 and annually	Jenny Bond Joe Aldred	26-27 Jan 2021 via Zoom. Staff time. CTE share of High Leigh cancellation cost: £67.06	New DEOs and CEOs attend.	JB and Callan Slipper reporting	Attendance is high and evaluations positive. Participants enthused, encouraged and enabled to do their jobs imaginatively.
Strengthen the All-EOs' in-service training conference and work with the relevant NEOs on this.	2021 and possibly annually	Jenny Bond leads, all CTE staff attend.	Staff time, travel and attendance cost.	High attendance.	DH, Callan Slipper & JB reporting	Participants leave the conference with greater knowledge, commitment and enthusiasm for the task.

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
<p>Encourage CEOs and IBs to draw all CTE's Member Churches into local CT groups etc where at all possible and to link with the work of the IB.</p> <p>Consider how appropriate it is to ask them to appoint DEOs or whether a new way is needed.</p>	2021	Jenny Bond	Staff time	<p>Greater involvement of smaller churches in local CT groups.</p> <p>CEOs find new ways of involving a wider range of Churches in their Intermediate Bodies.</p>	DH & JB reporting	<p>A new constitution for IBs is produced to enable CTE Member Churches to join the IB.</p> <p>IBs and CT groups become more diverse.</p>
2.3 disseminate examples of good practice and offer resources to support local ecumenism						
<p>Work on the Toolkit for <i>A Flexible Framework for Local Unity in Mission</i></p>	End 2020	Jenny Bond Lucy Olofinjana	Staff time	Toolkit published both as a booklet and as key pages for the new website	Callan Slipper reporting	<p>Local ecumenical work is enabled to be flexible and imaginative with appropriate structures which are as light as is prudently possible.</p> <p>CEOs promote and use the toolkit.</p> <p>New Member Churches use the toolkit.</p>

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
Collect examples of how the <i>A Flexible Framework for Local Unity in Mission</i> is being used.	2020 and ongoing	Lucy Olofinjana Jenny Bond Ben Aldous	Staff time	Stories are published on the website, both as news items and in a knowledge bank so that they are not lost.	LO reporting	People working ecumenically at local level are inspired and enabled by the example of others and therefore more local mission takes place.
Re-visit and update the materials relating to a Formal Declaration of Ecumenical Welcome and Commitment.	2020	Jenny Bond	Staff time	The material is rewritten and re-presented to support <i>A Flexible Framework for Local Unity in Mission</i> . CEOs promote it as one solution.	The NEOs working on <i>A Flexible Framework for Local Unity in Mission</i> check the rewritten web pages.	The Declaration is used at local level in different settings. Ecumenical awareness and welcome increases.
Collect stories of Churches working together at local, intermediate and national level.	2020 and ongoing	Lucy Olofinjana Jenny Bond Ben Aldous	Staff time	Stories are published on the website, both as news items and in a knowledge bank so that they are not lost.	LO reporting	People working ecumenically at local level are inspired and enabled by the example of others and therefore more local mission takes place.

Action	Timescales	Staff	Time & Cost	Impact/Success Criteria	Monitoring	Evaluation: Progress & Impact
Re-visit and refresh the various resources for groups on the website and make them more accessible. ('Embracing the Other', 'Sharing our Spiritual Treasures', 'Gifts from the Treasure Trove', 'What is this Place?')	2020	Jenny Bond Lucy Olofinjana	Staff time	The material is more visible on the website and CEOs promote it.	JB and LO reporting	The material is downloaded and used at local level. Formation/education takes place, relationships become stronger.
Add to the new website clear information about how to start a local CT group.	2020	Lucy Olofinjana Jenny Bond	Staff time	The pages are written and CEOs promote them.		More local CT groups are established.

Aim 3: To find new ways to extend CTE's valued role of relationship-building

- continue to support existing practitioners
- identify new groups of ecumenical practitioners
- be more proactive in identifying new members, both churches and Bodies in Association
- develop capacity of Enabling Group for deeper reflection
- support and create opportunities for shared worship and prayer

What will success look like?

- Existing relationships deepened
- New applications for membership of CTE by both churches and Bodies in Association
- The difficulties arising from Fourth Presidency overcome.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
3.1 continue to support existing and identify new groups of ecumenical practitioners						
Identify ways of inspiring a new generation of young ecumenists. <i>2020-21 establish group of c.10 for participation in 2022 Forum</i>	2020–21	Ben Aldous Paul Goodliff Lucy Olofinjana Jenny Bond		Passing on the baton of ecumenical engagement to next generation	JB reporting	10 young ecumenists attending Forum, inspired to become the next generation of ecumenists in their churches.
Support work of Churches Group for New Housing Areas, Churches Rural Group etc	2020	Ben Aldous		Greater collaboration in these areas	BA reporting	New housing areas and rural communities supported better by the churches in ecumenical collaboration.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
Ecumenical Group for Ministerial Training	2020?	Paul Goodliff		Possible new agenda for this group post October 2020	PG reporting	The group is revitalised and given new agenda, contributes to the re-shaping of ministerial formation post-Covid; stimulates formation of black-led churches' leaderships.
3.2 be more proactive in identifying new Bodies in Association						
Existing Bodies in Association approach similar organisations not at present in membership.	2020	Paul Goodliff		10 new Bodies in Association pa.	List of Bodies in Association reported each year in Annual Report.	The majority of organisation eligible for membership join CTE, and integrate their work with member churches mission.
3.3 develop capacity of Enabling Group for deeper reflection						
Find ways for deeper consideration of 'living with difference': the strengths and limitations of the ecumenical project	2020—	Paul Goodliff Joe Aldred		Restoration of ecumenical pilgrimage without vetos.	Gen Sec reporting	Greater resilience in facing the tensions that are present within the CTE membership.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
3.4 support and create opportunities for shared worship and prayer						
Ensure CTE is represented at key ecumenical services of our member churches	2020—	Paul Goodliff Joe Aldred		CTE is represented	Gen Sec reporting	CTE staff member or CTE Trustee present at every event where possible
Support regular opportunities for shared prayer, e.g. Pentecostal monthly prayer	2020—	Paul Goodliff Joe Aldred		Deepening the 'spiritual ecumenism' in England	Gen Sec/JA reporting	

Aim 4: To create more opportunities for churches to do theology together and support existing programmes

- support new types of 'faith-and-order' conversations
- support existing and new bilateral conversations
- support more academic work on ecumenism

What will success look like?

- New forms of ecumenism established (juridical and spiritual)
- Work on a new academic centre for ecumenical studies underway
- Theological and ecclesial understanding of human sexuality supported and developed.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
4.1 support new types of 'faith-and-order' conversations						
Develop work on Juridical ecumenism	2020–22	Paul Goodliff	2 years	This form of ecumenism is established	Explore the extent to which church law is compatible, and supports coherence in ecclesial polity.	A Juridical Ecumenism group established to pursue this avenue
Develop work on ecumenical spirituality	2020–21	Paul Goodliff	4 years	Explore groups that have an ecumenical spirituality, such as Chemin Neuf, L'Arche, Focolare Movement, and discover what this means for ecumenism more widely.	Part of the monitoring problem here is that this is immeasurable! Qualitative research to approach the measuring of this.	Deepening of ecumenical engagement beyond 'events' and programmes. Ecumenism adding to Christian capital and co-operation.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
Develop ecumenical response to member churches' positions on human sexuality [2020 Church of England publication Living in Love and Faith; Methodist Conference decision]	2020–21	Paul Goodliff	3 years noting the LLF programmes, and Methodists.	Greater understanding of divergent positions, and mutual recognition	Gen Sec reporting	An easing of tensions over this divisive matter
4.2 support existing and new bilateral conversations						
Set up new Pentecostal-Orthodox conversations in 2020 +WEARC +Anglican-Pentecostal Working Group +Society for Ecumenical Studies	2020 2020– 2020–21 2020–	Joe Aldred Paul Goodliff Joe Aldred Jenny Bond Paul Goodliff	£200 pa. PG staff time and travel. JA time Staff time and travel	Supporting existing and new bilaterals as the national instrument. Continuing good relationships between Church of England and Church in Wales with Catholic Bishop's Conference. Asking what next. Potential for ecumenical theological conversation.	JA reporting Gen Sec reporting JA reporting PG/JB reporting	Its work begins Greater cooperation in eg. education/church schools; implications of <i>Walking Together on the Way</i> . More theological focus. Renewal of theological ecumenical work.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
4.3 support more academic work on ecumenism						
Scope out possibility for creating a new Centre for Ecumenical Theology in an English university (Birmingham, Manchester, Oxford, Cambridge, Roehampton?) 4.4 Maintaining good ecumenical theological practice +Receptive ecumenism	2021 2021–	Paul Goodliff Ben Aldous Joe Aldred Paul Goodliff Jenny Bond	Attendance at Receptive Ecumenism conference	Create a new arena for ecumenical studies in the academy, thus extending the ecumenical commitment of clergy and churches Churches change through learning translated into practice	Gen Sec reporting	Finding a partner in the academy, creating a timeline, establishing funding criteria and date for inaugural lecture Changing church polity and practice through learning from other churches.

Aim 5: To increase the capacity of CTE to speak into the public square

- establish protocols for speaking – when, what, by whom
- set up consultations on current public topics
- experiment with speaking out about living with difference
- support speaking out by groups of CTE member churches
- Identify where the ecumenical voice speaks to the churches in the public square

What will success look like?

- Establishing a swifter mechanism for Presidents to speak, and/or alternative voices
- Groups of churches find confidence to speak together with a common voice
- Environmental matters, especially climate crisis, becomes an established concern for the churches through CTE/CTBI creating space for ecumenical collaboration.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
5.1 establish protocols for speaking into the public square – when, what, by whom						
Review role and speed of Presidents’ response (including consulting 4th Presidency constituency)	2020	Paul Goodliff Joe Aldred		The 4 th Presidency Group are engaged well, and new protocols established	Gen Sec reporting Review of website data	Presidents able to give leadership to headline issues for English churches.
Explore role of General Secretary and Chair of Trustees as voices of CTE +telling stories and looking ahead	2020–21	Paul Goodliff Lucy Olofinjana		Swifter responses to events and an easier model for public statements	Gen Sec reporting Review of website data	Alternative mechanism to Presidents’ statements established. The impact of that evaluated.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
5.2 set up consultations on current public topics						
Investigate whether CTE can speak out on climate crisis, supporting CTBI in its lead. Review the impact of Covid-19 lockdown and the potential for a green recovery.	2021–22	Paul Goodliff		Collaboration with CTBI to highlight this crisis and increase the churches' commitment to environmental goods.	Gen Sec reporting to Trustees.	Churches develop stronger commitments to climate justice. Churches views represented to Government, and impacts policy. Press release.
Covid-19 Recovery	2020-25	Paul Goodliff Ben Aldous <i>Your Neighbour</i> staff members		Story-telling and website usage Candle of Hope take-up. Widespread consultation leading to greater cohesiveness of ecumenical response	Review of website data	Take-up of Candle of Hope Churches contributing to societal recovery: eg working with domestic abuse survivors, mental health, Food Banks etc
Racial Justice	2020-22	Paul Goodliff Joe Aldred		Uniting a churches' response. Contributing to changes in society	Black churches engaged and contributing fully to CTE programmes and priorities.	Churches voice heard in wider society and the changes identified as necessary supported and implemented in public policy

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
5.3 experiment with speaking about living with difference						
Deal with any press response to the 4th Presidency situation	2020	Paul Goodliff Lucy Olofinjana		Sustaining positive view of CTE	Gen Sec reporting	Risk of adverse publicity minimised
Racial diversity as churches	2020	Paul Goodliff and Joe Aldred		Greater collaboration between black-majority and white-majority churches in mission and social policy.		
5.4 support speaking into the public square by groups of CTE member churches						
Strengthen communications partnerships with Free Churches Group, JPIT, Pentecostal Forum etc.	2020–21	Paul Goodliff Joe Aldred		Empowering groups to speak out without requiring full CTE affirmation.	Gen Sec/JA reporting	A wider range of partnerships gives a more focused voice around public issues. Presidents' Statement on racial justice. Free Churches Commission Report
5.5 Speaking into the Church Community, including non-CTE member churches.						
Call for ecumenical collaboration to be the norm (Lund Principle)	2020–	Paul Goodliff		Providing resources for churches' ecumenical work		Greater degree of ecumenical collaboration at every level of English church life.

Aim 6: To strengthen CTE's own vision of its role and make this more widely known

- ensure CTE events emphasise new focus on ecumenical mission
- improve communication between different organs of CTE
- improve external communications to emphasise our role and service with greater clarity and with a new focus on ecumenical mission.

What will success look like?

- A new website becomes the 'go-to' place for English ecumenism, and is used regularly
- A 30th Anniversary Service celebrating the past, points the churches towards a stronger ecumenical future
- Forum marks a new phase of ecumenical endeavour for CTE and its churches and member bodies, where ecumenical collaboration becomes normative.
- Stories of good ecumenical practice are regularly told.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
6.1. ensure CTE events emphasise new focus on ecumenical mission						
Arrange service in 2021 commemorating CTE's 30th anniversary, affirming the journey so far and inspiring us on the next steps.	2021	Paul Goodliff Lucy Olofinjana Jenny Bond	Producing a short leaflet that tells the CTE story and looks forward to the next era in the ecumenical life of England.	Re-establishing the CTE / CT brand after recent challenges and deepening sense of belonging and collaborating in mission and celebrating the ecumenical stories at every level.	LO reporting Feedback from attendees	It happens and generates interest in ecumenism and CTE in order to deepen our collaborative mission and using the website to project the vision forward.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
Plan Forum 2022 around themes of relationships and ecumenical mission (including environment)	2020–22	Jenny Bond Paul Goodliff		Deepens the relationships between member churches	JB reporting	A full Forum, with key people present, with a forward-looking agenda. Engagement of younger ecumenists in planning and leadership.
6.2 improve communication between different organs of CTE						
Clarify role of Presidents	2020	Paul Goodliff		Presidents and CTE agree criteria for their role	Gen Sec reporting	
Develop comms work with CEOs	2020–2	Lucy Olofinjana		Garnering stories. Shared social media strategy	Regular Zoom conference calls— more frequent but briefer.	Encouraging the confidence of CEOs in comms work
Develop work with the member church media and comms officers	2021–2	Lucy Olofinjana		Develop a church comms group.		
6.3 improve external communications to emphasise our role and service with greater clarity and with a new focus on ecumenical mission						
Rebuild website, with clearer architecture and story-telling and messaging.	2020–21	Lucy Olofinjana	£20k	More impactful and easier to navigate website	LO reporting Feedback from users.	The website functions well from the end of 2020 with greater traffic.
+ Forum Gen Sec Address to highlight both CTE organisation and the churches in membership.	2022	Paul Goodliff		Review of past 4 years	Trustees' review of 2022 Forum.	Impact on the vision for CTE and member churches' engagement following Forum

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
<u>Publications</u> Annual Review Trifold	2020–	Paul Goodliff	£3k	Review the preceding year and tell its story	Trustees' signing off Annual Report narrative content.	
Social media engagement	2020–	Lucy Olofinjana		Developed out of website rebuild.		
Telling ecumenical stories emerging from every level.	2020–	Lucy Olofinjana		Ecumenical life told in imaginative and engaging ways	Number of stories garnered	Stories enable others to take similar initiatives and so grow ecumenical endeavour.

Aim 7: To develop the work of racial justice for CTE and its member churches

- Establish a Racial Justice Working Group
- To assist in the co-ordination of racial justice work by member churches
- To promote racial justice work and programmes amongst Intermediate Bodies.

What will success look like?

- Collaboration between member churches promotes good racial justice programmes within every member church so that the churches become beacons of best practice
- Concerted ecumenical work in racial justice impacts policy makers and implementors in wider society in England.
- Racism and racial inequality become ecclesially and socially unacceptable.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
7.1 Establish a Racial Justice Working Group						
Following Trustees approval on 16 th July to establish a Racial Justice Working Group (RJWG), to form the group and populate it with members.	2020–21	Paul Goodliff Joe Aldred and successor	If initially by zoom, staff time. When it meets, then £2k pa.	Enabling member churches to consult in an established forum of exchange and encouragement.	JA to report to Trustees and EG.	A programme of racial awareness, challenge to racism and racial equality is established ecumenically.
The work of the RJWG begins and its outcomes and recommendations implemented.	2021–22	Paul Goodliff Joe Aldred and successor	Publications etc electronically, so little by way of costs apart from staff time.	Churches become racially just environments, and both campaign for and model good racial relationships that build integrated communities of faith and society.	JA reporting	CTE member. Churches play a significant role in establishing values in society that views racism as utterly unacceptable.

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
7.2 To assist in the co-ordination of racial justice work by member churches						
<p>Recognising the many ways in which member churches have worked on issues of racial justice for a number of years, to share and promote good practice, racial awareness training and strategies for transformational societal change among all member churches.</p> <p>To co-ordinate the work of the Group with CTBI.</p>	2021–2	JA	Staff time	<ul style="list-style-type: none"> — Every member church approves and implements racial awareness training for clergy and members. — To raise consciousness of racism among church members. — To empower churches to campaign for racial justice in wider society. — To explore how to empower victims of racism, support them and enable them to inform the continuing work. 	Monitor the process of adoption of such tools, support churches in that process.	
7.3 To promote racial justice work and programmes amongst Intermediate Bodies						
Using the various developments elsewhere in the Strategy that support Intermediate ecumenism, to encourage the adoption of policies and practices in every IB.	2022–24		£2k pa travel. Staff time	Every IB functions with a racial justice policy in areas such as appointments, composition of Church Leaders group (to include	Perhaps a yearly schedule of information from IBs that includes	

Action	Timescales	Staff	Time & Cost	Impact / Success Criteria	Monitoring	Evaluation: Progress & Impact
				black church leaders) and relationships with other, similar, black forums.	information on racial justice.	

7. Resources

CTE is currently in a healthy financial state. Trustees approved a deficit budget for 2020. This was largely to meet the costs of additional staff, in response to the new emphasis on mission and communication. However, they noted that in recent years planned deficit budgets have in the event broken even, or else ended the year with the deficit much reduced. Trustees have approved a break-even budget for 2021.

We have started to address the tension noted in the Theos report between smaller churches, who expect the larger churches to pay and larger churches who think they bear an undue share of the burden but for less return. In 2019 the General Secretary has reviewed member churches' subscription levels, with the aim of achieving a more equitable level of funding between older and newer member churches, which better reflects current levels of church membership. We will need to keep the success of this approach under review.

Clearly the bulk of our expenditure is on our staff. However, we are in process of changing the way the non-staff budget is presented, so that it reflects work streams. It is hoped these can be aligned with the strategic aims in this Plan. We shall also report against these aims in our Annual Report.

The Theos report recommended that CTE consider seeking external project funding. Trustees have already set aside a designated fund, to be used at the General Secretary's discretion. We could use this to experiment with the impact on the organization of running some short-term project-based activity, as well as our longer-term core activities. We are also investigating opportunities for partnership with other like-minded organizations in framing possible funding bids.

Paul Goodliff, General Secretary
Rowena Loverance, Chair of Trustees
16 October 2020

8. APPENDIX [for reference while Plan is considered, can be omitted once Plan is agreed]

Key points from Theos report and from its reception to date by trustees, staff and member churches

Aim 1 To inspire member churches to work more closely together in mission

Recommendations from Theos report:

Theos noted that ‘member churches conceive of mission in terms not only of evangelisation but also of social action, peace-making and reconciliation, other aspects of social justice, and creation care’ (56); also includes discipleship (22) [*ie. the Five Marks of Mission*]

- consider reshaping an ecumenical vision around mission
- host substantive conversations on the nature, scope and practicalities of mission
- consider being more intentional about becoming the primary facilitating, informing and enabling body for mission-focused ecumenical work in England
- become the ‘go to’ place for resources and information on all missional initiatives and partnerships across the country

Trustees, staff and EG reflections:

- ‘the investment we have made in relationships over the past decades is ready to be deepened and to bear fruit in an ecumenism of action together’. (EG.17-09 12, para.8)
- ‘encouraging members to explore their various theologies of mission together and discover how that affects their structures (ecclesiology) and practice (evangelism / social action / political campaigning etc). That would have an output of better local co-operation.’ (17/23)
- CTE’s role is not to formulate a theology of mission, but rather to invite its members to explore their theologies of mission and to discover ways in which they might complement each other and enable ecumenical working in mission. (17.11.24)
- mission is essentially a response to calling and in answer to differing calls of God different emphases will come to the fore (18.02)
- EG 2018.03 – three presentations on member churches’ understanding of mission; questionnaire (31 replies). None of the replies referred to care for creation. But more than half spoke specifically about learning from each other in mission, sharing resources and doing mission together -especially noteworthy, as this was not directly asked in the questions! (EG 2018.11, paper 07 supplementary)
- ‘missional receptive ecumenism’ (PG, 18.10.11)
- ‘deepening Christian discipleship together’ (PG, 18.10.11)

Aim 2 To find new ways to support local ecumenism**Recommendations from Theos report:**

The majority of respondents to the Theos report (60%) saw 'working together at the local level' as the model of ecumenism which most resonated with them (21). 53% saw being 'increasingly focused on local level, low-key, institutionally nimble' as the best description of the future of ecumenism in the UK (43). A few respondents commented in detail (35), but others expressed confusion about how Intermediate Bodies relate to CTE (44) and felt that vibrant relationships at lower levels were not necessarily associated with CTE directly (27)

- Increase efforts to resource IBs, by connecting up and mapping ecumenical initiatives
- Be more intentional into tapping into areas where there is vibrant local ecumenism
- greater use of the lead church model (Theos presentation at the EG)

Trustees, staff and EG reflections:

- If CTE does not provide information about LEPs, then processes would have to be invented which would fill that gap. It might not be sexy, but it is work the churches need. (2017.07.13)
- The report bears witness to the impact of national leaders speaking together. It is also true that local leaders speaking together has a significant effect. (EG 2017.09)

Aim 3 To find new ways to extend CTE's valued role of relationship-building**Recommendation from Theos report:**

The Theos report observed that CTE plays a vital role in developing and brokering relationships between Churches, particularly at the national level (9) By a huge margin, respondents named this as CTE's main success to date (26) and the majority welcomed the wide diversity of churches in membership (29). However, it pointed up the tension in the different degree of importance accorded to CTE by its larger and smaller member churches.

Specific additional recommendations included:

- to encourage intervisitation between churches (54-55)

- continue to find ways of drawing in the younger generation – Theos only interviewed one person under 50 (44)
- still more work to be done to ensure integration of black and ethnic minority and Orthodox churches (49-50)

Trustees, staff and EG reflections:

- should we be actively seeking members, and promoting the organization as a vital one to join? (2017.07.13)
- gather other ‘groups’ of people within the ecumenical context – perhaps those who gather the churches’ statistics and other functional workers (17/23)
NB several such groups meet already – there is a lot of ‘hidden ecumenism’ (17/23)
- look again at Co-ordinating Groups as a further place for the development of relationships and strategic conversations (17/23)
- ‘Relationship brokering’ is surely not an end in itself. It must bear a fruit, namely the ability of churches to engage together creatively in mission’ (17-09.12 para.9)
- The original ecumenical vision had been to bring together the 'make it happen people'. Is that still feasible? (EG response to Theos report)

Aim 4 To create more opportunities for churches to do theology together

Recommendations from Theos report:

The Theos report makes much of the distinction between unity as gift and unity as calling. It associates ‘unity as calling’ with old style ecumenism, which is no longer on most churches’ agenda. The option of CTE doing ‘visible unity through theological conversation’ is the least popular (38%) choice of respondents to the report (21). However there remains a minority for who this is an important dimension (49). The report does, however, concede the wide appeal of receptive ecumenism (20).

Trustees, staff and EG reflections:

- The neglect of Faith and Order issues because they are too difficult - and eventually that catches up with us (2017.07.13)
- the nature of prayer and worship together need re-invention (2017.07.13) Regular prayer groups for CTE should be part of the future (EG response to Theos report)
- comment in Theos report by a Pentecostal representative that ‘We feel part of the national Church, so we want to be part of the national ecumenical instrument’ (33) bears more theological investigation. Is there ‘an ecclesial reality which is greater than the sum of our denominations and networks of churches, yet is held in being by the relationships forged through ecumenism’ (17/23)
- exploring shared spiritualities and practices of prayer (PG, 18.10.11)

Aim 5 To increase the capacity of CTE to speak out in the public square**Recommendations from Theos report:**

The report criticised CTE's lack of visibility and public profile (9) and the second most popular vision of ecumenism among questionnaire respondents was 'speaking with one voice' on national and international issues (22). However, it acknowledges the difficulty around 'speaking with one voice', namely on what issues? (40, 57)

- take on the challenge of discerning issues to speak on and the best processes to do so effectively
- explore ways in which the disciplines and practices of ecumenism can be offered as a gift to the wider society (57)
- primarily but not exclusively through the presidents of CTE (22)

Trustees, staff and EG reflections:

- impressed by the concept of the public value of ecumenism - we do think that the ways in which we can hold disagreement within a safe space, and facilitate the diversity of voices are skills which have serious public currency (17/23).
- umbrella bodies incline to platitudes rather than prophetic utterance. There needs to be space for the awkward and difficult questions. (18.02)

Aim 6 To strengthen CTE's own vision of its role and make this more widely known**Recommendations from Theos report:**

The Theos report cited the lack of a clear vision and purpose about what CTE is for as a fundamental weakness which impinges on most aspects of its work. They pointed to the low profile of ecumenical bodies, and a lack of reporting back by church members (40). On the positive side, they observed that CTE was led and run in an exemplary way (9). Specific recommendations included:

- Be clearer with member churches about what they receive for their financial subscription (42)
- Be nimbler in communication (43)
- Gather information and success stories of ecumenical work at all levels, and disseminate widely and accessibly (44)
- Take advantage of the advances in technology and particularly the social media revolution (45)
- Clarify relation to CTBI (51-52)

Trustees, staff and EG reflections:

- To some extent, this apparent lack of vision has been deliberate: 'The churches are the script writers, not the instruments' – but the 'time has come for a gentle challenge to the assumption that the instruments have no role in script-writing'. (17-09.12, para.6, 7)
- The relationship of Forum to the new pattern should be considered (18.02)
- model priorities in the Enabling Group (EG 18.03, minute 6)

Aim 7: To develop the work of racial justice for CTE and its member churches

Recommendations from Theos report:

- a sense in which CTE was “a white man’s show” in which the Pentecostal Churches were the poor relations (49)
- a permanent role for multicultural relations be kept within CTE (50)
- Some interviewees made reference to the old Racial Justice Commission, which they felt still had more work to do (50)

Trustees, staff and EG reflections:

- the Pentecostal Forum's Working Group [which] would seek to explore with those Churches what can be done together to address 'the legacy of the transatlantic slave trade'. The product of their work should over time become visible among the Churches and wider community. (EG 17.09, minute 5)
- how the churches can help to break this cycle of inequality. Can we contribute to a meaningful process of mutual recognition, repentance and forgiveness? (EG 20.03, minute 14)

7 Resources

Recommendations from Theos report:

- discrepancy of views: smaller churches expect the larger churches to pay; larger churches think they bear an undue share of the burden, for less return (41)
- consider seeking outside project funding? (41)

Trustees, staff and EG reflections:

- churches might second staff rather than provide direct finance (as happened for the Millennium) (2017.07.12)
- we also need to consider our current programme and ask what might be dropped. (2017.07.12)
- cautions about project funding: the difficulty of the churches' identifying a project which they would be willing to fund jointly rather than within their own professional research teams or from other providers (like Theos!); and shifting towards project funding would inevitably alter the nature of the organisation and what it is able to provide because the focus would become short-term gain rather than the fostering of long-term relationships (17-09.12, para. 12)
- What was needed was probably a mixture of what was already being done, and the innovative. The latter might well be supplied by a slow turn towards project working (18.02)
- arrange two members' meetings: first with the 'big 7 funders who provide 95% of our income and then with all members to put the case for future funding (17/11, DC to trustees)