

Resourcing Leadership Working Party

Contact Name and Details	The Revd Dr Christopher Blake, principal@cliffcollege.ac.uk 01246 584200
Status of Paper	Draft
Action Required	Discussion
Draft Resolution	20/1. The Council receives the report.

Summary of Content

Subject and Aims	To enable the Council to discuss the issues raised in the report and shape the final report.
Main Points	The Resourcing Leadership Working Party was set up by the Methodist Council (MC/14/86) in response to Notice of Motion 206 (2014) to report to the 2016 Conference. <ol style="list-style-type: none"> 1. Introduction 2. Summary of recommendations 3. Developing a Response: The Thinking behind the Proposals 4. The Recommendations: Further Detail 5. Conclusion
Background Context and Relevant Documents	Text of NoM 206 – cf. para. 1.1 MC/14/86
Consultations	Conference Workshop 2015 Research amongst superintendents and circuit stewards Sector based research Secretary of the Faith and Order Committee

Summary of Impact

Faith and Order	The broad issues identified in the report have relevance to the Faith and Order Committee's report to the 2017 Conference on ministry in the Methodist Church.
Financial	Recommendations, where possible, have been integrated into existing provision. However, further work will be required in the period after the 2016 Conference to identify the levels of financial support required. The recommendations include the appointment of a Connexional Vocations Officer which is an addition to the budget.
Wider Connexional	The recommendations, if accepted, will have a significant impact upon provision for a number of key lay and ordained roles.
Risk	The NoM identifies significant gaps in current provision especially amongst under-represented groups in leadership positions.

Resourcing Leadership Working Party

1. Introduction

- 1.1 The Resourcing Leadership Working Party was appointed by the Methodist Council (MC/14/86) in response to Notice of Motion 206 (2014). Notice of Motion 206 reads as follows:

'In the light of the General Secretary's report that urges the whole Connexion to "focus on those things that make for an ever better Church", and the report of the working party which has reviewed the role of the Secretary of the Conference and General Secretary, the Conference:

- a) identifies a need for the church to be better resourced in the variety of leadership roles.*
- b) judges that both ministers and lay people should be better enabled to discern and explore the gifts and graces that they offer in the service of the church,*

and therefore directs the Methodist Council:

- (1) to make available resources and training for this purpose;*
- (2) to establish a working party to consider this need.*

The Conference further directs the working party, in collaboration with the Ministries Committee, to consider:

- o mechanisms by which the church might enable ministers and lay people to explore their calling to the variety of leadership roles within the church, in-particular senior leadership roles*
- o training, development and discernment opportunities to equip potential leaders to fulfil their calling.*
- o how the Connexion might ensure greater representation of ministers from underrepresented groups (such as women, members of black and minority ethnic groups and those who are part of the missing generation ie under 45 years old) in the future leadership of the Methodist Church.*

and to report to the Conference no later than 2016.'

- 1.2 The Task - the primary focus of the Notice of Motion is upon the resourcing rather than the definition of leadership within the Methodist Church. Hence, the focus of this report is upon resourcing which:

- Enables a variety of people to explore and discern a call to leadership across a range of lay and ordained roles within the life of the Methodist Church, including senior roles;
- Provides a framework for learning and development within which people can explore calling and leadership to a variety of different roles;
- Provides practical ways in which underrepresented groups might be supported and equipped in exploring a call to leadership roles within the life of the Methodist Church.

- 1.3 The Working Party has met on several occasions and led a workshop at the 2015 Conference where feedback from representatives on developing themes was gathered. In making its recommendations, the Working Party drew upon two pieces of research undertaken by the Strategic Research Team (within the Connexional Team) sampling evidence of existing practice related to church and circuit stewards and superintendents, and a piece of research by David Dadswell and Karen Stefanyszyn which surveyed talent management strategies across a range of sectors, including science and manufacturing, health, financial services, higher education and the third sector. Evidence was also drawn from survey reports on *Learning and*

Development (2015) by the Chartered Institute of Personnel and Development and the Hay Group's report (on the *Best Companies for Leadership* (2014)).

- 1.4 The Working Party consulted a number of reports relevant to the wider definition of leadership within the Methodist Church and noted work currently being undertaken by the Faith and Order Committee on ministry in the Methodist Church.¹ The Working Party also noted two recent reports from the Church of England on the theme of leadership.²
- 1.5 Overview – the report provides a summary of key recommendations followed by two sections which indicate the thinking of the Working Party and a more detailed outline of the key proposals.

2. Summary of Recommendations

The Working Party recommends:

General Recommendations

- A review of key lay and ordained roles, developing generic job descriptions, person specifications and identifying how leadership is exercised within them.
- Reflection on the spiritual and theological, and not just the functional, dimensions of lay leadership.

Specific Recommendations

- The creation of a series of vocational conferences, at a circuit, district and connexional level, where different avenues for ministry can be explored, where current office holders or representatives of different forms of leadership are present, and where there are opportunities for prayer, reflection and conversation.
- The development of appropriate materials to support this work and to enable circuits and districts to respond to this recommendation at a local level.
- The creation of a network of volunteer advocates, often experienced practitioners, providing support and opportunities for conversation and reflection across a range of ministries, lay and ordained.
- The creation of a Connexional Vocations Officer role to act as a focus for vocational exploration, to develop advocacy networks especially amongst underrepresented groups, and, alongside others, to develop appropriate learning and development materials.
- A review of existing communications and publications designed to encourage consideration of particular roles, drawing upon the experience of those currently or recently in role and utilising a variety of media.
- The development of a short programme focused on encouraging reflection on pathways into service, offering resources to people exploring or taking up leadership roles.

¹ *Leadership in the Methodist Church* (2002), *Leadership in the Church* (2003), *The Nature of Oversight: Leadership, Management and Governance in the Methodist Church in Great Britain* (2005), *Senior Leadership in the Methodist Church* (2007), *Connexional Leadership Team: A Review* (2008), *Leading and Presiding: Developing the Presidency of the Methodist Conference* (2010-2012), *Review of the Senior Leadership of the Connexional Team* (2012), *Review of the Post of Secretary of the Conference and General Secretary* (2014).

² *Talent Management for Future Leaders and Leadership Development for Bishops and Deans: A New Approach* (2014); *Senior Church Leadership: A Resource for Reflection*, (The Archbishop's Council, 2015)

- The development of a portfolio approach within which individuals, lay or ordained, can capture their learning, experience and reflections.
- Greater attention to the learning opportunities created by 'shadowing' experienced practitioners across a range of lay and ordained roles when new roles are being considered and when people are transitioning into new roles.
- Further development of resources and materials focused on lay leadership which can be used to support lay roles within the life of the Church.
- The Working Party encourages the development across circuits and districts of annual gatherings of church and circuit stewards for shared reflection on learning and development.
- The Working Party believes that further work is required to support young leaders, both lay and ordained, recognising that this is a pool of people from whom future senior leaders will be drawn.
- The development of an integrated programme of leadership development for both presbyters and deacons beginning in initial ministerial training (IMT), extending through to probation and ordination, and then through the following five years of ministry, with increased specialist focus beyond that period as part of continuing development.
- The development of benchmarks for a range of focuses of ordained ministries and the creation of a number of structured opportunities in which aptitudes can be developed and evidenced through a portfolio.
- The allocation of resources to support specific learning and development opportunities within new roles as individuals build new relationships, operate in a new context and are stretched to expand their contribution to the life of the Methodist Church.
- That work be undertaken with Statistics for Mission to enable a broader profiling of age, gender and ethnicity – the three areas identified in the Notice of Motion – within Methodist membership and across key leadership roles, lay and ordained.
- The allocation of resources (human and financial) focused on the identification and selection of under-represented groups to ensure greater participation across the life of the Methodist Church and a broader spectrum of people offering for leadership roles, including senior ones.
- The Working Party recommends that the Ministerial Candidates' and Probationers' Oversight Committee (MCPOC) and the Ministries Committee reflect on barriers affecting those from black and minority ethnic backgrounds offering for ordained ministry, especially those who perceive a call to minister amongst particular cultural groups.
- The development of a number of targeted opportunities, for lay and ordained people, focused on the leadership of women, of those emerging from particular minority ethnic and fellowship groups, and young people.

3. Developing a Response: The Thinking behind the Proposals

3.1 Mission intent - in developing its response, the Working Party was acutely aware of the complex context within which leadership is exercised in the 21st century, both within the Church and wider society. The group was also aware of changes in the patterns of church life which impact upon the discussion of leadership as a whole whether considered negatively (eg the effect of a decline in membership or problems in filling posts) or positively (eg new patterns of leadership experience emerging within fresh expressions of church, church planting and pioneer ministry). Within a number of different contexts studied, it became clear that successful leadership involves a close connection to the vision, mission and direction of the organisation served. It is clear from evidence from a number of sectors that organisations are more likely to flourish if they have a clear sense of mission and direction. These are, of course, wider questions for the Methodist Church to consider, not questions within the purview of the working group. Nevertheless, it is important to recognise that wherever a focus of leadership is found within the life of the Methodist Church, reflecting upon vision and purpose in context is key to identifying the types and shapes of leadership and leaders required.

3.2 Key themes - a recurring theme in our discussions has been the need to root the question of the resourcing of leadership within more fundamental questions about what it means to participate in God's mission and to lead within the context of the Church, especially the Methodist Church. Within this broad framework, the Working Party identified five key themes which influenced its thinking:

- The gift of grace – leadership is something to be received and recognised as God's gift for the building up of the Church and Christ-like participation in the *missio Dei*.
- The importance of connexionalism – Methodism works out its response to God's grace within a conception of Church and leadership which flows from the connexional principle. This principle is embedded at every level of church life, in collaboration between lay and ordained, in patterns of decision making, in the allocation of resources, in the ways in which leadership is (or should be) offered, and so on. The Working Party recognised that leadership within the Methodist Church is exercised within a context that emphasises mutual belonging and inter-dependence at a variety of levels with overlapping structures of oversight and authority. The group saw its challenge as providing practical recommendations which contributed to the development of a healthy culture of leadership across the whole life of the Methodist Church as a tangible expression of connexionalism.
- A diversity of focuses of leadership – leadership, both lay and ordained, in the Methodist Church is exercised at a number of different levels and with a variety of different focuses. The Working Group has developed a set of recommendations which it hopes will support provision for a variety of roles, both affirming people in their current roles and encouraging exploration of new ones.
- Talent development - the group felt that it was important to make recommendations which took seriously the need to nurture the gifts and talents of individuals, creating a culture within which people might be encouraged to explore aptitudes for different roles. The group recognised that for some the language of 'talent' might be problematic, especially if considered in a purely secular way. However, it was encouraged by parallels with language about gifts, discernment, nurturing and equipping which have a more obvious place in the Church's language. The Working Party rejected the creation of an elite 'talent pool' preferring instead an emphasis upon the nurturing of a culture of leadership in every part of the life of the Church believing that this was a more natural

outworking both of the connexional principle and the actual distribution of leadership across a range of roles. It also felt that this was a better way of ensuring the recognition of those currently under-represented in leadership within the wider life of the Methodist Church and of creating larger groups of people able to offer for senior roles. The emphasis then should be upon seeking to discern where gifts might best be exercised at particular moments in time.

- ‘Bridging the gap’ - between what the Methodist Church aspires to and the ‘talent’ at its disposal or between the ‘leadership we have’ and the ‘leadership we need’ is, of course, not straightforward. There may, in some instances, be a need to reconsider the expectations and descriptions of particular roles if those roles are to be filled in future. Nevertheless, there is an important question to be asked about the extent to which the Methodist Church is making full use of the gifts and talents which God has already placed at its disposal. If the pool of people available for any given appointment is to be expanded then there is a need for a focus on advocacy, encouragement and nurture.

4. The Recommendations: Further Detail

General Observations

- 4.1 The following section is grouped around the main themes in Notice of Motion 206 and makes a number of specific recommendations about ways forward, many of which will require further work by the relevant committees and connexional officers, including work on resource implications. At the same time, the Working Party recognises that in many areas work is already underway whilst in others the rehabilitation of existing structures or patterns of work can be achieved in ways which maximise impact whilst minimising the amount of extra commitments which already over-committed people have to commit to. The Working Party has attempted, wherever possible, to integrate its recommendations into what already exists and wishes to promote a realistic yet positive, creative and pro-active response to the resourcing of leadership. The Working Party also notes the development of pilots for structured supervision (cf *Draft Supervision Policy, MC/15/86*) in the wake of the Past Cases Review and the opportunities this begins to present across the life of the Church for leadership which is pro-actively accountable and supported, theologically reflective and able to nurture the interpretation of context and practice.
- 4.2 The Working Party focused less on appointment processes for specific roles and more upon the development of a consistent culture of leadership development within which individuals might be encouraged to explore and prepare themselves for further roles across the life of the Methodist Church, including senior roles. Nevertheless, it was evident from research amongst circuit stewards and superintendents that there is, in many instances, a lack of understanding of the nature of roles and how leadership is to be exercised within them. It is likely that this observation is indicative of the experience of many across a range of roles including senior leadership roles within the life of the Church. Clearly, in some instances, experience of role and opportunities for learning and development partly compensate for this. Nevertheless, it is important that people in leadership are clear about the expectations, behaviours and aptitudes associated with different roles. The report on the future of the post of the Secretary of the Conference and General Secretary of the Methodist Church (2014) represents one example of the attempt to define the expectations, behaviours and aptitudes associated with one particular role. The Working Party recommends a review of other key roles, developing generic job descriptions, person specifications and identifying how leadership is exercised within them. In particular, the Working Party encourages reflection on the spiritual and theological, and not just the functional, dimensions of lay leadership and its significance for individual lay roles.

- 4.3 The Working Party also did not think that it was its brief to consider whether the current structures of leadership were adequate to the needs of the Methodist Church and the changing contexts of the 21st century and the Church's mission. This was left as an open question which needs to be reflected upon elsewhere.
- 4.4 Particular attention should be paid to talent development and succession planning at every level of church life. The research drew attention to the impact of individual conversations and interventions in encouraging people to consider new roles. The Working Party wishes to stress the significance of intentional conversation of this kind and the responsibility of all those in leadership to nurture and encourage others in thinking about particular roles.

Specific Recommendations:

Discernment of a call to leadership across a range of lay and ordained roles within the life of the Methodist Church

- 4.5 Notice of Motion 206 asked the Working Party to consider, '... mechanisms by which the church might enable ministers and lay people to explore their calling to the variety of leadership roles within the church, in-particular senior leadership roles'.
- 4.6 A recurring theme in the research was the need for processes which support people, both lay and ordained, in discerning their calling at particular moments of their life and providing opportunities for continuing vocational exploration and development. Intentional vocational exploration and development, including elements of role modelling and shadowing, is a key building block for resourcing the future leadership of the Methodist Church at every level of church life.
- 4.7 There are, of course, a number of examples of existing or emerging work at both a local and connexional level which support these outcomes. There is much to be learned from programmes like *Encounter*, developed by the Yorkshire Districts and now being developed by the Discipleship and Ministries Learning Network (DMLN) across the Connexion, or from the processes involved in exploring vocation connected to candidating or becoming a mission partner, to name just three examples of excellence. However, the Working Party noted that at key moments of transition provision for vocational reflection was ad hoc rather than consistent. Undoubtedly, the development of mechanisms which enable exploration of calling is a key contribution to the creation of a 'pool of talents' from which future leaders may be drawn.
- 4.8 To address these issues the Working Party makes the following recommendations to encourage the exploration of leadership roles across the life of the Methodist Church:
- The Working Party recommends the creation of a series of vocational conferences, at a circuit, district and connexional level, where different avenues for ministry can be explored, where current office holders or representatives of different forms of leadership are present, and where there are opportunities for prayer, reflection and conversation:
 - At circuit level, an annual conference which brings together lay people considering a call into a local church, community facing or circuit role or coming to the end of a role and asking the question, 'What next?'
 - At district level, similar provision aimed at those exploring a call into wider district life or work across a region or those wishing to explore 'what next?' as they come to the end of a role.
 - An annual connexion wide residential conference aimed at lay people wishing to explore vocational, non-ordained, paths within the life of the Methodist Church.

- The Working Party notes that for ministers in particular, it is often at points of transition or consideration of re-invitation that questions of vocation become particularly prominent. Therefore, it recommends an opportunity in the penultimate year of an invitation or at significant moments of transition for ministers to attend a residential conference where issues of call are revisited and opportunities are provided to explore different focuses of ministry.
- The Working Party recommends that the Connexional Team be asked to develop appropriate materials to support this work and to enable circuits and districts to respond to this recommendation at a local level.
- Advocacy – the significance of conversations and interventions to individual decisions cannot be overestimated. However, there may be a role for more structured advocacy at circuit and district levels and to support particular groups in discerning vocation and being encouraged and supported to attend vocational conferences where call and giftings can be explored. The Working Party recommends the creation of a network of volunteer advocates, often experienced practitioners, providing support and opportunities for conversation and reflection across a range of ministries, lay and ordained.
- Connexional Vocations Officer – the Working Party recommends the creation of a Connexional Vocations Officer to act as a focus for vocational exploration, to develop advocacy networks especially amongst underrepresented groups, and, alongside others, to develop appropriate learning and development materials.
- Quality communications – the Working Party recommends as an immediate priority a review of existing communications and publications designed to encourage consideration of particular roles, drawing upon the experience of those currently or recently in role and utilising a variety of media. The Working Party is aware of some excellent examples (eg *Called to Ordained Ministry* - <http://www.methodist.org.uk/media/1765496/called-to-ordained-ministry-0715.pdf>) which can be built upon in this respect. The Working Party notes the success of particular projects such as *Call Waiting* in the Church of England and recommends careful reflection on learning to be gained from the experience of ecumenical partners.
- Vocational materials – the Working Party notes the existence of a number of excellent courses and programmes which encourage vocational exploration, such as the *Encounter* programme. The Working Party recommends the development of a short programme focused on encouraging reflection on pathways into service, offering resources to people exploring or taking up leadership roles.

A framework for learning and development within which people can explore calling and leadership to a variety of different roles

- 4.9 Notice of Motion 206 draws attention to the need for, ‘Training, development and discernment opportunities to equip potential leaders to fulfil their calling’. The Working Party noted the existence of a number of leadership development programmes both across the Church and in secular contexts which ranged from bespoke programmes designed for particular roles, modular learning journeys over 6-12 months, programmes which focused on alignment within the organisation as people progressed from one level of leadership to another, developmental programmes which give people experience of different work contexts over a number of years to give them experience and training to fit them for leadership and senior roles, to occasional development days. However, a “one-size fits all” method of development for leadership does not exist, as roles are different and participants have

different strengths, learning styles and opportunity areas to build on. Nevertheless, there are opportunities to develop a consistent set of approaches and practices supporting leadership development at every level of church life.

4.10 The Working Party makes the following recommendations:

- Portfolio development – the primary recommendation is the creation of a portfolio approach within which individuals, lay or ordained, can capture their learning, experience and reflections. This was favoured as an approach which focused attention on leadership development rather than deployment although it should be noted that a portfolio is also a good way of evidencing experience and behaviours in application processes. The portfolio approach is already being modelled in the development of pioneers, worship leaders and local preachers and in candidating, and can be used in multiple ways to identify potential gaps, new learning opportunities and to support structured reflection, (e.g. as part of a supervision process).
- Shadowing - greater attention should be paid to the learning opportunities created by 'shadowing' experienced practitioners when new roles are being considered and when people are transitioning into new roles. The Working Group encourages Circuits, Districts and the Connexional Team to develop opportunities for 'shadowing' across a range of roles, both lay and ordained.
- The Working Party notes that work is currently being undertaken within the Connexional Team by the Discipleship and Ministries Learning Network on a training programme for church and circuit stewards. The Working Party encourages the development within this provision of resources and materials focused on lay leadership which can be used to support both these roles and other lay roles within the life of the Church.
- A number of districts offer opportunities for circuit stewards to gather, usually on an annual basis, for shared reflection and learning and development. The Working Party encourages the development of similar practices across all circuits and districts, bringing together intentional, lay, 'communities of practice' for shared reflection and learning on common themes.
- The Working Party notes plans to develop the Cliff College Certificate of Leadership as an integral part of the ONE Programme. The Working Party believes that further work is required to support young leaders, both lay and ordained, recognising that this is a pool of people from whom future senior leaders will be drawn. The Working Party notes a number of initiatives in the past both from previous Presidents of Conference and in the recent 'Grace filled leadership' conference to support this group of people. The Working Party recommends that further work should be done in this area and resources allocated to support this crucial group of people for the future of the Church.
- Benchmarks for ministry – the competencies for initial ministerial training (IMT) currently contain learning outcomes focused on leadership, at least for presbyteral ministry. There is also work being undertaken by the Ministries Committee on probation, Years 1-5, Years 6-10 in ministry and wider provision for continuing development. The Working Party recommends that an integrated programme of leadership development for presbyters (and where appropriate, deacons) be developed beginning in IMT, extending through to probation and ordination, and then through the following five years of ministry, with increased specialist focus beyond that period as part of continuing development.

- The Working Party recommends that, in order to enable a focus on the strategic development of leadership for the connexion, benchmarks should be developed for a range of focuses for ordained ministry (eg superintendency; chaplaincy; theological education; city centre ministry; Chair of District; Warden of the MDO etc) and the creation of a number of structured opportunities in which aptitudes can be developed and evidenced through a portfolio.
- Targeted Transition Coaching – it is clear that there are very specific needs related to transition from one role to another, including transition into more senior roles. The Working Party recommends that resources be allocated to support specific learning and development opportunities within new roles as individuals build new relationships, operate in a new context and are stretched to expand their contribution to the life and mission of the Methodist Church.

Practical ways in which underrepresented groups might be supported and equipped in exploring a call to leadership roles within the life of the Methodist Church

- 4.11 Notice of Motion 206 draws attention to the need to, ‘... ensure greater representation of ministers from underrepresented groups (such as women, members of black and minority ethnic groups and those who are part of the missing generation ie under 45 years old) in the future leadership of the Methodist Church’. Many of the recommendations outlined above have been made with a particular focus upon the needs of underrepresented groups in mind. It was striking that research undertaken by the Working Party into diversity in leadership and talent development in other sectors proved the most elusive. There were some good examples of practice but these were the exception rather than the rule.
- 4.12 The Working Group did not think it wise to recommend quotas in particular leadership roles. Nevertheless, the research conducted as part of the *Belonging Together* project makes it clear that women, BME, LGBTI, young and disabled people may face ‘unconscious’ barriers to offering their full potential in the Church and in the wider workplace. There is then a *prima facie* case for focusing some resources on widening participation across a number of groups not just for reasons of justice but also to ensure that the Church is able to use the full range of gifts and talents God has placed at its disposal.
- 4.13 The Working Party makes a number of specific recommendations related to the development of greater diversity and representation across a range of leadership roles in the Methodist Church:
- The whole approach to the creation of a ‘pool of talents’ is influenced by the need to create a culture of leadership within the Methodist Church which is more representative of its membership and the surrounding culture. Each of the recommendations outlined above should be read through the lens of particular groups (ie what do these recommendations mean specifically for the nurturing of the leadership of women, young people and those from minority ethnic backgrounds?).
 - The Working Party recommends that work be undertaken with Statistics for Mission to enable a broader recording of data related to age, gender and ethnicity – the three areas identified in the Notice of Motion – within Methodist membership and across key leadership roles, lay and ordained. There may also be an argument to develop, over time, further data related to other underrepresented groups in the life of the Methodist Church. The Working Party noted in its research how difficult it was to find accurate data which adequately reflected the representation of particular groups within the leadership of the Methodist Church. The Working Party believes that accurate recording provides the Church with a means of measuring the impact of particular initiatives in

encouraging greater representation. It enables the Church to ask key impact questions such as, 'what might we expect to happen to representation in leadership if we take the following action?' or, 'If the data continues to demonstrate that we have failed to enable greater representation in leadership, what barriers still remain which prevent this from happening?'

- The Working Party notes that there are significant lessons to be learned from the success of the youth participation strategy in encouraging particular groups of people to take up leadership roles within the wider life of the Church. Within this, advocacy and participation is particularly important and is hinted at in the recommendations outlined above. The Working Party recommends that resources (human and financial) be focused on the empowerment of under-represented groups to ensure greater participation across the life of the Methodist Church and a broader spectrum of people offering for leadership roles, including senior ones.
- The Working Party recommends that MCPOC and the Ministries Committee reflect on barriers affecting those from black and minority ethnic backgrounds offering for ministry, especially those who perceive a call to minister amongst particular cultural groups.
- The Working Party recommends that the development of vocational conferences should include a number of targeted opportunities, for lay people, focused on the leadership of women, the leadership of those emerging from particular minority ethnic and fellowship groups, and the leadership of young people, including young people connected to 3Generate and the ONE Programme. These opportunities should be mirrored in opportunities for those within these groups exercising ordained ministry.

5. Conclusion

Although the Methodist Church faces considerable challenges in developing its culture of leadership for the future, there is also much to celebrate. The Working Party noted on a number of occasions the energy, enthusiasm and self-sacrifice of the Methodist people and the considerable leadership gifts which God has already placed at our disposal. In making its recommendations, the Working Party reminds the Methodist Church of a vision of leadership offered to the Methodist Conference in 2002:

‘Methodists want leaders who are spiritual people, inspiring, energetic, enthusiastic and prophetic; who will encourage, enable and nurture God’s people. They need to be thoughtful and compassionate as well as reliable in the tasks they undertake. They should offer vision and direction, providing a focus for unity for the whole church.’

(Leadership in the Methodist Church, 2002, B3.1. vii.)

*****RESOLUTION**

20/1. The Council receives the report.