**CHURCH RELATED COMMUNITY WORK (CRCW) MINISTRY
IN THE UNITED REFORMED CHURCH**

HANDBOOK FOR

INDEX

1. WHAT IS CHURCH-RELATED COMMUNITY WORK MINISTRY?

1.1 Definitions and explanations

Church Related Community Work in the United Reformed Church is an important and distinct ministry within the ministry of the whole people of God. This is exercised by individual Christians, congregations, elders, ministers of Word and Sacraments and Church Related Community Workers. People who train and are commissioned as a CRCW accept and fulfil a call from God to serve in local communities across the United Reformed Church in the United Kingdom. Their task is to enable the local congregation or designated project to engage with community development in the neighbourhood, to reflect on and advance that work and to develop community work goals and processes within its own life — its order, outreach, worship, spirituality, theology and mission.

What is Community Work?

Community work is about people taking control of their own lives, working with others to stimulate social change that will improve their lives.

This is done by
    bringing people together.
    helping them to identify problems and opportunities.

tradition can help people engage with those issues in a creative and challenging way. A CRCW, therefore, has a significant role to play within the life of a local church and community and within the wider Church. It is a role that is about building bridges between church and community; it is about challenging injustice; facilitating community projects and challenging churches to become more actively involved in what God is calling them to do.

Church Related Community Workers are in a unique position. They are trained in community work so have the skills as well as the passion for working with other people on specific community programmes and projects. Such projects can have a significant impact on the local community. CRCWs are, though, rather different from Community Workers employed by secular organisations. The difference is that part of their training has included learning about the Bible and the Church. They are trained to work in the community but also within a church context and they are ideally placed to develop links between, and facilitate change, both in the church and the community.

1.2   History of the CRCW Ministry

In 1980 the General Assembly agreed to recognise a new form of ministry in the United Reformed Church. A training and appointment programme was set up and the first CRCW was commissioned in Bradford in 1981. Other developments followed.

In 1987, the URC General Assembly approved the following resolution:

> *"Assembly acknowledges that in Church-Related Community Workers, properly trained and properly employed, the Lord Jesus Christ is giving particular gifts for a particular ministry and is calling such individuals to exercise them in an office which is duly recognised within His Church."*

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3 WHAT COMES NEXT?

3.1 Setting up a local applicant group

The creation of a community project can be a complex piece of work. Once you have decided to try to develop your work in the community, it is *essential* to establish a small local applicant group to undertake much of the groundwork. Who should be on it?

- A representative of *the Elders' Meeting* (or equivalent if other denominations are involved);
- Representatives of the congregation(s);
- A representative of Synod and also the wider Church e.g. if you are in a partnership of churches, or Area Council;
- Representatives from the local neighbourhood(s) and local communities. They will bring insights from beyond your church.
- It is helpful to include on this group a person with some understanding of community work;

The tasks of the local applicant group are to:-

- reflect theologically on the reasons for developing work in the community
- produce a community profile identifying local needs and issues
- draw up proposals to address the needs and issues identified
- cost the proposals and identify the resources needed, including human resources
- discuss the proposals with community organisations and professional agencies
- identify potential sources of funding

There are many different strategies for producing a community profile and defining the needs and issues of a community. Please refer to Appendix 4 for a comprehensive guide to various methods. You will probably need to use all of them to some extent to build up a comprehensive picture of your neighbourhood. If you believe that your church is being called to apply for Church Related Community Work accreditation and have a CRCW work with you, you will certainly need to have done this research for your application. Your profile should also include information about the church's life and mission.

3.3　　Assessing Resources Available

4. CALLING A CRCW TO AN ACCREDITED CRCW PASTORATE

4.1 Calling and appointment procedure

Once a CRCW ministry project has been accredited, serving CRCWs and those in their last year of training will be notified of the vacancy. If interested, CRCWs will notify their own Synod Moderator who will contact the receiving Moderator and ask the church to send its profile of church and project to the CRCW. If a CRCW then wishes to find out more she or he will contact the Synod Moderator who will make the necessary introductions.

Vacancies are discussed at the monthly Moderators' meetings. To this extent, the procedure is the same as the one applied to the call of ministers of Word & sacraments where one minister is introduced at a time. From an introduction being made, the process is similar to that of calling a minister of Word and Sacraments. The Synod should appoint a CRCW interim moderator to oversee this process and the CRCW Local Steering Group should be formed. The CRCW candidate should be invited to the project for an informal visit in the first instance to meet people, get to know the area and learn more about the project and its hopes and dreams. The next stage in an invitation to the candidate for a formal interview and discernment whether or not the CRCW is right for the project and vice versa. *Appendix 2 outlines a good process to follow and is recommended reading when you get to hand is* nC6ᵍ ℗2 (612 79 reW*nB12 J1 01 425n you

The Order of Worship may follow that to which the particular church is accustomed. It should begin with a Call to Worship and include Scripture Reading(s), Prayer(s), Hymn(s), and Sermon or Charge; and it may include Communion. A suggested Order of Service is within the URC Service Book.

1. Preface
2. Statement and Affirmations
3. The Commissioning/Inducting Prayer
4. Declaration
5. Right Hand of Fellowship including welcome by community representatives
6. The Signing of the CRCW Covenant (See Appendix 3)
7. The Blessing

4.3   What comes next?

that this is appropriate in the local context and that there is clarity of understanding about the roles and responsibilities of a CRCW as distinctive to those of a minister of Word & sacraments.

5. WHAT THE PROJECT WILL DO AND SUPPORT

(i) The project will, with the CRCW, seek to develop its commitment to community development in its life, order, outreach, worship, theology and mission.

(ii) The project will work within the framework of strategies suggested by the CRCW Programme sub-committee and any consultations it organises

(iii) The project recognises that the CRCW works in partnership with the congregation, Elders and minister(s) of Word and sacraments.

(iv) The project understands that the relationship between the CRCW and the minister of Word and Sacraments will be non-hierarchical in character.

(v) The project will have an initial 6 month visit followed by a series of visits (after 1.5 years and 3 years) showing how the above aims are being fulfilled. A visit report will be submitted to the CRCW Programme Sub-Committee, the CRCW and the other local partners. It will seek opportunities to further its own training in community development.

(vi) The project will be responsible for the provision of the CRCW housing and expenses, in line with the Plan for Partnership, Section J 6.3 – Financial responsibilities of the Church-in-community (project). It is provided that accommodation in the community requirements which more usually be based within the neighbourhood community than within the CRCW home.

vii) The project will allow and encourage the CRCW in-commission to be involved with the wider mission initi7io 0 1 202.46 468.19 Tm 0 9-iAU

e) If necessary, negotiate between conflicting demands within the church and neighbourhood/communities.

f) In the early stages of the appointment, the Local Steering Group should assist in not only providing the Introduction Pack but also help to 'open doors' for the CRCW and to ensure that she or he is supported practically.

g) Encourage the CRCW to establish support for her or himself e.g. a support group or an individual and ensure that this is in place.

h) Act as advocate for the local neighbourhood/communities in the case of the CRCW leaving and not being replaced, or of the local table description being re-negotiated, or in the case of a vacancy

7.   WHAT THE CRCW WILL DO

(i)   The CRCW will enable the local church(es) to

- ‹   engage with community development in the neighbourhood(s).
- ‹   reflect on and develop that work
- ‹   develop community work goals and processes within its own life, order, outreach, worship, spirituality, theology and mission. This may take a ya 5r253o00912 .53 Q q 0.00000912 0 612 792 re

APPENDIX 1:   FUNDRAISING

A comprehensive strategy is central to effective fundraising. It should help define the needs of the church-in-community, the sources from which you can seek funds and the limitations in terms of time and resources.

Fundraising cannot function effectively in isolation. Too often responsibility falls on one individual in an organisation rather than being an activity in which all sections of the church should be involved. It should be discussed with community partners, church members and existing or potential users of your project.

It is important to agree your fundraising strategy and stick to it, but you should review it of course at regular interviews to assess its effectiveness and decide whether a new approach would be appropriate.

A fundraising strategy should contain the following:

‹   a description of your organisation
‹   an outline of its mission
‹   a list of its major achievements
‹   a summary of its strengths and weaknesses
‹   a description of your goals and major projects
‹   a financial plan to cover the next 2-3 years
‹   sources of income you can tap into
‹   the resources you will need
‹   how will you measure success
‹   what are your exit strategies for continuation funding?

Most organisations need resources of one kind or another. Make a list of what you are hoping to raise. Some things on the list may be 'one-off' items (capital expenditure) and some may be ongoing needs (revenue expenditure).

There are four sources of money to consider:

Money from individuals (through car boot sales, sponsored events, jumble sales, friends of schemes etc) Many funders will want to see evidence that the group is doing its own fundraising. It can also be a good opportunity for people to meet and work together. It also produces money with few strings attached.

Money from statutory sources (the local council, central government schemes, European money) Despite cuts in public funding, statutory sources will still provide revenue funding and can sometimes fund workers or projects long-term. You will probably need political support and the support of officers for an application.

Money from private organisations – charitable trusts and companies
Trusts and companies are more likely to provide grants to cover capital expenditure. Trusts may meet only once or twice a year and may have an application form. There are several useful books to help you

The National Lottery has become a significant source of funding for many community groups and voluntary organisations; but you will need to consid

APPENDIX 2: GUIDELINES FOR INTERVIEWING CANDIDATES FOR CRCW MINISTRY

Meeting a candidate:
The Synod Moderator will inform the church-in-community of interest in the post by a CRCW candidate. The CRCW will have a personal profile which will be available to you. She or he will also have seen your church(es) and post summary profiles.

The synod should appoint a CRCW interim moderator and the church-in-community should form the CRCW vacancy group. The next step is to arrange an opportunity for the CRCW to informally visit, to see the area, church premises and manse, to meet the Local Steering Group members, elders and other key people, and to get a feel for the project. This also gives you an opportunity to gain first impressions about the CRCW.

Assuming this goes well, the CRCW should be invited by the inte█████erator to a formal interview. This is the equivalent of a Minister of Word & Sacraments

APPENDIX 3:

CHURCH-RELATED COMMUNITY WORK

And that:

- Church-

(ii) The Church-in-Community will be expected to submit regular reports to the Accreditations (CRCW & SCM) Sub -Committee and Synod, as laid out in the CRCW Handbook.

(iii) The Accreditations (CRCW & SCM) Sub -Committee will maintain contact with situations where a CRCW post is vacant.

8.   WHAT THE CHURCH-IN-COMMUNITY WILL DO

(i)   The Church-in-Community will, with the CRCW, seek to develop its commitment to community development in its life, order, outreach, worship, theology and mission.

(ii) The Church-in-Community will receive regular visits from representatives of the Accreditations (CRCW & SCM) Sub -Committee.

(iii) The Church-in-Community will seek opportunities to further its own education and learning about community development.

(iv) The Church-in-Community will adhere to the agreed Terms of Settlement for the CRCW, as required by the URC's Plan for Partnership in Ministerial Remuneration.

(v) The Church-in-Community will appoint a Local Steering Group. This Group will:
     -oversee the community development work before, during and after the period of service of the CRCW.

     -develop the direction of this work in consultation with the CRCW and reflect theologically on what is proposed and what transpires.

     -ensure that this work is appropriate to local needs, wishes and strengths.

     -ensure that the work is based on community development principles.

     -If necessary, negotiate a way forward when there are conflicting demands between the church and other community groups.

(vi) The Church-in-Community will enable the CRCW to be involved with the wider mission initiatives of the Synod and wider church.

9.   WHAT THE CRCW WILL DO

(i) The CRCW will encourage the Church-in-Community to apply community development principles.

(ii) The CRCW will work in partnership with the minister(s) of Word & Sacraments, elders and congregation(s) of the Church-in-Community.

(iii)

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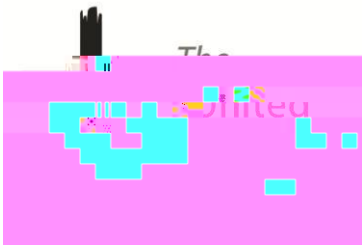
I.   **Literature Search** – using the local library to find out what has already been written about the history or sociology of your neighbourhood is an obvious first step.

II. **Mapping Exercise** – Visual impressions of your neighbourhood can be very significant, particularly as many people tend to drive rather than walk about in. You may find it helpful to do a walkabout of your neighbourhood and then plot the information you have discovered on a large map. You should note important roads, railways and any physical barriers which divide the neighbourhood or cut you off from others, main community facilities and types of housing in the area. You could also make a note of your visual impressions – architecture, street furniture, litter, the condition of buildings, graffiti, signs and notices, the use of buildings, access for disabled people, the people moving about the neighbourhood, the shops (or lack of them) etc. You may find it helpful to take photos of whatever strikes you as typical or significant.

III. **Talking and Listening to People** – Most successful community workers are talking and listening to people all the time and forming impressions of the community they work in. To make this into research the conversations need to be systematic, and the key points at least need recording.

     You can draw up a standard checklist of questions on the issues that you want to know about, and work through these formally in every meeting you have.

     You may want to arrange a series of interviews or meetings with key people on your patch (professionals, community leaders, well-known residents) or hold discussions with groups that are already meeting (pensioners groups, tenants associations, faith groups or youth clubs).

     It is important to keep a record of your conversations and to pay special attention to comments you were not expecting.

IV. **Sample Survey with Structured Questionnaire** – Undertaking a survey using a structured questionnaire can be a good way of getting data from a large number of people who ideally represent a fair cross-section of the whole population. It can be a good way of identifying their attitudes, opinions and concerns, but it is not always easy to do (people may not be prepared to respond to written questionnaires) and conducting interviews to get the necessary responses can be very time-consuming.

V.   **Using Official Statistics** – The comprehensive coverage of official statistics is often the most impressive form of data to present in that they are usually seen as authoritative and give the impression that you have done a professional job in researching the facts. The main source of statistics for neighbourhood profiles is the ten-yearly Census, although local authorities or government agencies will sometimes undertake supplementary research. The Index of Multiple Deprivation is a useful benchmark to use.

Official statistics are important, and are often required by funding agencies like the Church Urban Fund, but they need to be set in context with broad neighbourhood statistics compared with ward, borough, metropolitan or city-wide statistics and with the national average. Too often claims are made that there are record numbers of lone parents or pensioners in a particular area when these sorts of comparisons would show that this is not the case. Equally, where there are real problems to be addressed, comparisons can be used to justify your claims.

Using these methods it should be possible to build a fairly accurate picture of your local neighbourhood, the needs, the issues, existing resources, community organisations and key people. This can be written into a report which can be shared with groups and individuals who have expressed an interest in the outcome during the research stage; e.g. church meeting, community organisations and community leaders and activists.

These meetings should help you to come to some conclusions as to which community issues you and your potential partners would wish to address. They may also being out some clear ideas to how these issues should be addressed.

The full report of a neighbourhood profile usually contains:

- ‹ Contents page
- ‹ Summary of key findings
- ‹ Method: Who, what, when and why
- ‹ Background on your neighbourhood: history/map/boundaries/environment/ transport links)
- ‹ Statistical data from the census and other sources
- ‹ Extensive results from your own surveys; including basic tables and graphs
- ‹ Perceptions, opinions, stories gathered from your contact with other organisations or group discussions
- ‹ Conclusions gathered around key themes
- ‹ Implications for your work
- ‹ Addresses of other agencies serving your patch
- ‹ Acknowledgements

(NOTE: Much of the information in this section is drawn from a paper written by Greg Smith and published by the Churches Community Work Alliance.)

APPENDIX 5:   <u>**Church Related Community Work (CRCW) Post Profile**</u>

A Post Profile is a multi-purpose tool for

> Applying for accreditation as a CRCW Project,
> producing a post profile when seeking a post-holder,
> engaging in a pastoral consultation with the synod,
> undertaking a review of ministry, and
> seeking financial support from the Synod or other sources.

(It needs a slightly different format for each purpose. This version is designed for applying for accreditation as a CRCW Project.)

The component parts of the Post Profile are:

‹ What are we here for and trying to be in the local neighbourhood?
‹ Where are we going?
‹ J qy 'y km'y g'i gv'j gtg'cpf 'j qy 'y km'y g'npqy 'y j gp'y gøxg'cttkxgf A'

These are unpacked into the following sections:
Where are we now? Who are we now? What do we hope to do? What are we here for?
What are our resources? What are the opportunities? Where are we going?
What do we need? What differences will we make in our local community(ies)?

NOTE: This is not meant to be a form to be filled in. We encourage a creative approach – but the points/questions below should be considered and covered. You are welcome to use some photos and/or a

Please set out a schedule of when this ministry is to be monitored and reviewed, when reports will be written and by whom.

Please add any further comments about any aspect of the proposed ministry that may be helpful.

5. *What are the opportunities?*

What are the trends in the life of the church and in the community context?

What challenges does the church face locally?

6. *How will we get there?*

What plans are there for making progress on the priorities agreed by the church?

7. *What do we need?*

What additional help is required either of personnel, property or finance?
(Include the role description and person specification for the CRCW)

Additional Notes:

If the church has not engaged in another strategy for reflecting on its mission and purpose it would do well to bear in mind at this point the Five Marks of Mission.

- ‹ TELL   Proclaiming the good news of the Kingdom.
- ‹ TEACH   Teaching, baptising and nurturing new believers.
- ‹ TEND   Responding to need by loving service
- ‹ TRANSFORM   Seeking to transform unjust structures of society
- ‹ TREASURE   Striving to safeguard the integrity of creation

We would also encourage you to look at the Vision 2020 (V2020) materials as part of your reflections. They may well help your conversations and shape your mission priorities. These are intended to help you to think about the mission you are already undertaking as well as what you may do in the future and to give a sharper focus to it. The V2020 material offers the ideas to look at and give some assessment on your current mission.

Supplementary information to be provided to the Development Worker (CRCW & SCM) in order to accredit a CRCW project will include:

appropriate people as well as reviewers so they can form a view. The following areas will be considered:

- ‹ A summary of the community, its opportunities, issues and needs. How has the project addressed these? What have been the successes?

ADDITIONAL GUIDANCE

or an ecumenical arrangement where the y k#   #k#‡
accommodation provided by another church or organisation.

There are no URC General Assembly resources available to help in these situations.

However, some Synods may have some special arrangements and grants available and each Synod should be able to offer advice.

1.5   There can be a problem of

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time that the LSG, CRCW and significant others were working alongside local communities and congregations and include illustrations and participant feedback and data. While the CRCW committee recognises that this will take time and resources to be completed, the intention is that everyone involved will be able to feel satisfied that the project has been faithful and worthwhile, and that it has had a significant impact on local individuals, groups and communities. It will also provide an appropriate record of the work and ministry for wider reading. It should supplement any other document or end-of-2nd-term report that may be produced for the public and we hope that this process will be helpful in taking stock of your situation. There may also be learning points for the local church(es), synod and CRCW ministry generally.

There are many frameworks and methods that may be used for these evaluations. The LSG may choose whatever is appropriate in order to meet the intentions given above and to assess the impact that the work and relationships have had on local people and agencies

However, these questions should be addressed in some form:

1. How far have the aims, aspirations and project priorities stated at the beginning of the 1st and 2nd Terms been addressed and achieved?

2. What has happened in order to meet these aims and aspirations?

3. Describe in what ways the LSG and church members have become involved with local individuals, communities and organisations during the terms of this ministry.

4. How have these interactions with local communities changed the church use, life, order, worship, outreach, ministry and mission?

5. Have there been any particularly significant new partnerships established during these past two terms?

6. What has been the impact upon local individuals in the church(es), neighbourhood(s), community groups and organisations in terms of social, educational, community safety, health, economic, environmental or other local benefits?

7. Are there any examples that may be given to illustrate how the lives of individuals and/or families have been improved and transformed?

8. Have there been any particular challenges, struggles and difficulties that have had to be faced during the terms of the project?

9. If possible, please give some numerical data to indicate the scope and reach of the project during the two terms.

10. Has the project had a wider influence upon organisations, other denominations and/or within the URC?

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