



# The New Crosslinks Structures

into Britain, whilst the MMT looks out to the world; both teams will enjoy the support of the finance and IT personnel, reporting to the Operations Director for all day to day business.

The ambition of this new team is to serve - that is, we desire to serve churches and individuals in their engagement with God's mission, and to do so in a way that strengthens and builds the effectiveness of Crosslinks' contribution to bringing God's word to God's world. This will involve teaching and training, encouraging and envisioning congregations of all sizes and in a wide variety of locations and contexts; it will also involve growing the individual

membership of the society and building the financial base necessary to sustain this work. Communicating the exciting and bold initiatives of our Mission Partners, as well as disseminating the distinctive ethos and heritage of Crosslinks is a vital task that breathes oxygen into this process. Keeping the administration on track, brokering new gospel partnerships, planning Mission Education visits, handling applications to trusts and building relations with theological colleges and other strategic groups completes the manifesto.

The reality is that this is a challenging and demanding task, for which we greatly covet your prayers and look for

your support. Change is never easy, and requires gifts of humility, dedication and servant heartedness - please pray that these will not be in short supply. To establish the CMT will demand sound leadership and good cooperation on the part of all concerned; it will undoubtedly be assisted by patience on the part of churches and members whilst the new structure is established and beds down. Please pray for this process to be thorough and unhindered, and above all that the result will be as Council hopes and we intend, a new team giving itself to service in the cause of the gospel and to the glory of our God and Saviour.

I hope that this *In Depth* helps you to grasp what is planned and why. This new way of working will need to be monitored and adjusted as things develop.

We still need to give attention to Crosslinks in Ireland. We are one registered charity, with one General Council, overseeing the work in the UK and Ireland. Our first task is to recruit an Ireland Team Leader, based in Belfast but who can head up the work throughout Ireland, under the leadership of the Mission and Operations Directors. We are seeking to establish a new advisory group to help guide us in Ireland. One key element of that context is the Youth Work and camps that are such an important part of Crosslinks' work in Ireland. At present we have staff in Ireland providing administrative and financial support (Pam Smyth and Hazel Coulter) along with communications and other elements that mirror the new CMT in Great Britain (Val Ellis), although there is further work to be done here.

The constitutional changes in 2004 achieved a smaller and more effective trustee body (General Council). We have recognised some weaknesses as well as the changing requirements of current legislation. For instance Council suffers from a constant haemorrhaging of personnel in key positions, because the constitution requires trustees to serve for a maximum of six years. There is also a lack of expertise in certain commercial areas.

This *In Depth* seeks to provide a clear explanation of how we will be operating from Easter together with other areas that will require changes in the coming months. Please pray with us for the people involved in all this because even perfect structures assume good godly people. You may not see any immediate relevance to you but it may serve as an *Aide Memoire* for you or your church as you engage in God's worldwide mission in the years ahead, or until Jesus comes. Do please contact us if we can help in any way.

**On 27 April 2009 Crosslinks in Great Britain will operate under a new structure. This longer *In Depth* seeks to explain what is happening and why.**

For many, including staff members, we have experienced many years of change. We are confident that this structure will enable us to do our work more effectively for some time to come. It is not the last word on the subject; we need to give close attention to other areas such as the work in Ireland and the way we are governed under our trustees, the General Council, and inevitably in a rapidly changing world we will have to become 'light on our feet' to respond to new mission challenges.

What follows is an explanation of the history behind the current plan and then an outline of the plan and the role and function of the two new teams that have emerged.

Graham Sopp as Deputy, the formation of a four-team structure, the fully-funded finance policy, and communications changes with new logo etc. In addition we requested outside help to address issues of Governance and how we relate to churches in the UK. The results have been the new constitutional provisions of 2004, the Ethos Statement and the eventual formation of the Church Partnerships Team.

In late 2007 it was clear that further significant work needed to be carried out to bridge the gap between the amazing gospel opportunities available to Crosslinks, and our inability to provide the kind of service needed. David Mills, our Honorary Ambassador and former Chairman, agreed to review our strengths and weaknesses. His report to the General Council was confidential to that body but led directly to the appointment of Giles Rawlinson as Operations Director, taking the lead in the day-to-day running of the organisation, in order to release me as Mission Director to carry on the networking and other roles with relation to the opportunities

**Recent History**  
(*Andy Lines*)

In 2001 I asked an external consultant (John Truscott) to look at the management and structures of Crosslinks in the UK and Ireland. He identified three serious issues:

- Being uncertain about our purpose.

- Leading in turn to lack of clarity about strategy.

- Leading to an unhelpful structure and frustrated staff.

The General Council accepted the analysis and we carried out a lot of work to address the issues, resulting in the Distinctive Statement and Priorities, the appointment of

We hope you enjoyed reading this issue of *In Depth*! If you would like extra copies to pass on, or if you would prefer not to receive future copies please contact Lynda on 020 8691 6111, or email [lblake@crosslinks.org](mailto:lblake@crosslinks.org)

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Crosslinks has. What follows are the subsequent changes agreed by the General Council for the staff in Great Britain.

## An Overview of the Plan (Giles Rawlinson)

In essence, there is a real need to simplify how Crosslinks operates, changing from four teams to two teams. One team becomes responsible for the services we provide to all the means of mission that Crosslinks employs (mission partners, associate mission partners, SMILE, NEXT, BEST, projects and Schools of Biblical Training (SBT)). The other team is responsible for the services we offer to churches and individuals/members who are engaged or who might engage in God's worldwide mission through Crosslinks. These two teams will be backed by a small administrative and finance hub.

There are some changes in the current Mission Personnel Team as it becomes the Means of Mission Team (MMT), but rather more with the merging of the current Church Partnerships and Mission Resources Teams into the new Church and Member Team (CMT).

We are still seeking advice on how best Ireland fits within this new structure but even now we believe that the new structure will be able to provide the service that the staff and work in Ireland need, and make the distinctive work in Ireland clearer.

Under the current structure the way we relate to churches and individuals/members has been handled by two different teams under different leadership and this has resulted in a lack of coherence. These have now been brought together; after all local churches are made up

of individuals, who are members and supporters of Crosslinks. In addition we believe that there is a need to incorporate the communications function under the new Church and Member Team so as to co-ordinate more fully with the needs of churches and individuals/members. This new team will now have the responsibility to make and develop the relationships with those it seeks to serve, and this will include amongst other things ensuring that the finances needed to run the operation are in place, within a true Gospel partnership.

What follows is a more detailed description of the two new teams. The two team leaders, Jo Sayer and Alan Purser, will be directly accountable to Giles Rawlinson under Andy Lines' overall leadership. The Ireland Team Leader (in the process of recruitment)

will also answer to Giles Rawlinson as Operations Director, as also will the small support function with Peter Gordon (Accountant), Yemi Lawal (accounts assistant), Peter Cottingham (Website and IT) and Lynda Blake (Administration and Reception).

This document might lead you to have a wrong perspective on the nature of Crosslinks and I would want to assure you of the many advances that we are currently making to become a more effective servant in God's global mission. We are finally getting the benefit of the new accounts and database packages implemented in 2007, doing a great deal of tidying up of data and equipment and there is a positive feel to the staff. Please continue to join with us in prayer as we seek to work more effectively still. All that is outlined here is being carried out alongside of the

very considerable mission work that we are continuing to facilitate: for example we have a good number of good quality candidates offering for long-term mission through Crosslinks, and we continue to enjoy a good reputation around the Anglican Communion and beyond.

## The Means of Mission Team (Jo Sayer)

The former Mission Personnel Team will now be called the Means of Mission Team (MMT). This new name reflects whom the team exists to serve. Crosslinks' prime focus is making Christ known through the proclamation and teaching of God's Word in the power of the Holy Spirit. We seek to serve churches and individuals in fulfilling this and this focus is central to all our means of mission, whatever context people may be working in.

Probably the most well-known Crosslinks means of mission is that of long-term mission partners and associates. We currently have 67 mission partners and 57 associates working in twenty-three countries in Europe, Africa, Australia and Asia.

But Crosslinks is not only a sending agency for long-term mission personnel. In the last year we saw eighty people engage in short-term mission either in a team or on an individual placement under our SMILE (18-30 years) and NEXT (over 30) programmes.

We assist locally proposed indigenous mission through offering bursaries for study partners (BEST - Bursaries Enabling Strategic Training), providing bursaries for forty-four individuals and five institutions for students in theological study and preparing to pastor churches and train others in the min-

istry of the word and prayer.

We give grants to five project partners, who are taking the Gospel to those in their own country and we support six projects ranging from training church leaders in India to helping build an evangelism resource centre in The Gambia, as well as channelling funds to a large number of other projects around the world, including youth camps in France, and the response to the cyclone in Myanmar in 2008.

Our Schools of Biblical Training programme has been running for the last five years in Myanmar, bringing church leaders and members together to learn how to preach the Word of God faithfully. The last two years has seen SBT's run in the Karen refugee camps on the Thai/Myanmar border and others facilitated in Serbia, Tanzania, Uganda, South Africa and Nigeria.

All our means of mission need to be facilitated and served and this is what the members of the MMT do. The team consists of five members:

The Means of Mission Team Leader (Jo Sayer) oversees the work of the team and has special responsibility for the recruitment, orientation, deployment, ongoing support, final return and debriefing of mission partners and associate mission partners.

The Means of Mission Administrator (Chris Padley) acts as the initial point of contact for all mission partners and associates and provides a comprehensive support service to them.

The SMILE Programme and Projects Co-ordinator (Antonia Instone) oversees the effective development and running of the SMILE programme and oversees the management and administration of the projects programme

The NEXT Programme and Schools of Biblical Training Co-ordinator (Krista Potts) oversees the effective development and running of the Crosslinks' NEXT programme and oversees the administration and effective implementation of the Schools of Biblical Training.

The BEST Coordinator (Ian Marden) oversees the management and administration of the study partner programme.

The Means of Mission Team exists to facilitate the means of mission and to serve them. It does this by:

1. Ensuring that all those involved in our means of mission agree with Crosslinks' fundamental priorities of evangelistic opportunities and training trainers.
2. Ensuring that the opportunities for involvement in our means of mission are in line with Crosslinks' country strategies and are then advertised in the appropriate places.
3. Having rigorous selection procedures for all means of mission.
4. Providing orientation and debriefing for all those going overseas.
5. Providing the highest form of care to those involved in our means of mission.
6. Responding efficiently and effectively to communication from those involved in our means of mission.
7. Maintaining ongoing links with those who have been involved with our means of mission.

## The Church and Member Team (Alan Purser)

The decision by Crosslinks' Council to launch a wide ranging Structural Review has resulted in changes that affect the scope and composition of the Church Partnerships' Team (CPT) to such an extent that we are, effectively, launching a new team. Called the "Church and Member Team" (CMT) it will work alongside the "Means of Mission Team" (MMT) and together comprise the two operational arms of the Society.

Since 2004 the CPT has sought to serve churches in their engagement with God's mission - but the communication aspect of this belonged in a separate team, as did the responsibility for serving individuals, whether members of the Society or not. The new structure brings all of these together in order to promote a coherent voice and vision, and to enable an integrated and consistent outworking of that vision.

The new CMT consists of nine people - seven full time appointments and two part time apprentices; the full timers comprise two people focussed on churches (Tim Houghton and Rob Mullock) alongside two focussed on individuals and Trusts (Karen Jefferys and Mariana Joseph), together with Mark Gillespie as Communication Manager and Ibukun ("Ib") Owolabi as Team Co-ordinator and PA to the team leader, Alan Purser. Two apprentices work part time in the office assisting the Team Co-ordinator, and undertake the Cornhill Training Course over two years. As a team of nine we will be working in close liaison with the MMT, whilst maintaining a clear differentiation of role and function. At its simplest, the CMT is the face of Crosslinks looking

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