

Strategic Development Funding

Summary of projects funded

Birmingham

The diocese has the lowest church attendance per population level in the country (and the lowest level of stipendiary clergy per capita). It has a vision to add between 1,000-2,000 new disciples to the worshipping community between 2015-19, and to lower its average age by deliberately focusing engagement on children, young people and families.

The strategy to implement this vision has been supported by two awards of Strategic Development Funding.

Transforming Church: Growing Younger 2015-2018

The first award of £1m was made in 2014 towards the overall project cost of £2.7m, to support:

- 9 mission apprentices to work in selected parishes in lowest income communities
- at least 15 missionaries focused on children and families (and ongoing fundraising for an additional 10 others)
- Providing 50-100 parishes which currently have little or no children or families work with a package to strengthen and extend the work they do with children and families, through a new Mission Department

The financial support is targeted on those parishes identified as offering the greatest need and greatest opportunity for growth.

Extend and Underpin Transforming Church: Growing Younger 2017-2022

Further financial support to extend and underpin the diocesan-wide Transforming Church strategy, and the Growing Younger initiative as a key part of this, has been granted with a second award of Development Funding of £2.565m in January 2017 towards overall project costs of £4.2m.

The programme will be extended by increased investment in church planting, fresh expressions of Church, revitalising existing church communities and developing schools and youth work in every parish. It will be underpinned by mission learning and development opportunities appropriate to the diverse cultural contexts to promote inter-cultural learning and to foster lay and ordained pioneer/planting ministry and vocations.

Anticipated key outcomes by 2022 include:

- At least 15 new church plants, 15 revitalised churches and at least 15 fresh expressions of Church, leading to 500-1,000 new disciples and a £300,000 increase in Common Fund contributions which the diocese will reinvest into the projects
- 30-50 new church planters (mostly lay) and 30-50 new leaders of fresh expressions of Church
- 40-60 new youth cells set up in a rich variety of contexts, 120-180 new youth volunteers envisioned, trained and supported
- 30-50 new young people actively involved in leadership in their churches

- 20-25 young Anglican Minority Ethnic lay leaders, 600-1,000 missional leaders (trained through the 'Growing Leaders' course) and 100-120 new mentors
- 50-100 new vocations to ordained ministry and 100-200 to lay ministry

Bristol

Resource Churches in Mission Areas

The diocese is creating three Mission Areas in distinct contexts – suburban, outer estate and rural - as part of its resource church strategic initiative. It is seeking to develop new ways both of creating resource churches by investing in three churches – one in each of the Mission Areas - which are showing the potential to grow and support other churches and of sharing and multiplying mission, ministry, learning and best practice across the area. The churches have been chosen because they have been fruitful in making disciples, growing leaders and engaging younger generations and have strong leadership and a wider vision for their area.

The key outcomes anticipated by the diocese include:

- 6-year growth in AWA of 600 (35% in resource churches and 15% in other parishes);
- 4-year growth in giving of £240,000 (30%);
- Significant increase in training capacity for curates;
- Learning for potential ways of revitalising suburban, outer estate and rural ministry.

The overall cost of the project is £3.1m, towards which Strategic Development Funding of £950,000 was awarded in January 2017.

Carlisle

God for All: Establishing New Mission Communities across Cumbria

The diocese has developed an ecumenical strategy for growth – 'God for All' – in partnership with the Methodist Church and United Reformed Church. The strategy involves establishing 35-40 new collaborative 'Mission Communities', developing missional leadership (lay and ordained) in each Community and enabling them to be effective in reaching people outside the Church.

A programme of work to implement the strategy includes delivering leadership development programmes for Mission Community and local church leaders; supporting ministers in the transition to the new patterns of church; and major development of fresh expressions of Church and initiatives and projects to connect with those who are outside the Church (BigReach).

The diocese anticipates the following key outcomes:

- 35-40 Mission Communities, each with a Mission Community Leader and with dedicated local leadership for each local church or congregation.
- The development of at least one new fresh expression of Church in each Mission Community, alongside an expansion of existing network churches, leading to 1,500 new churchgoers

- An overall increase in church attendance through conventional and fresh expressions of Church
- Across Cumbria, through 'BigReach', a measurable awareness of and engagement with the idea of a Christian God.

The overall cost of the project is £2.08m, towards which Strategic Development Funding of £859,000 over three years was awarded in June 2016.

Chelmsford

A transforming presence in every community: a proposal to achieve turnaround in big-win parishes

The diocese is seeking to achieve a sustainable and transforming presence in every community of Essex and East London. One aspect of its strategy is to fund a package of interventions to achieve a 'turn-around' in parishes which are struggling financially (and possibly in mission terms also). The interventions will include:

- Deployment of vacancy development advisors and interim ministers with a proven track record of turning around parishes.
- A dedicated support team to help tackle governance issues in weak parishes, which the diocese has found to be linked to low levels of giving.
- A Buildings for Mission Advisor to address buildings related issues.
- Extending an existing successful book-keeping support scheme to 31 further parishes.

The aim is to improve financial performance at a local level but with an effect which is big enough to swing the overall diocesan performance because of the focus on 'big win' parishes. This will create headroom within the diocesan budget to invest in growth in other parts of the diocese. The overall cost is £1.43m, towards which Strategic Development Funding of £850,000 over 5 years was awarded in June 2014.

Across the Church there is a lot of interest in the use of interim ministers to turn-around parishes but few examples of it being done in practice. This project will provide valuable learning for other dioceses.

New Worshipping Communities in New Housing Areas

The population of Chelmsford diocese will increase by more than 10% over the next decade due to the growth of new housing areas. The diocese is seeking to make Christ known in new population centres, to develop new worshipping communities and to turn housing into community.

The project will plant churches in four strategic mission priority areas, together with a new congregation in Forest Gate. It will also invest in developing the diocese's capacity to bid to run new academies/free schools.

Key outcomes anticipated by the diocese include:

- Sponsoring two new church schools as a place of Christian presence and service to new communities;
- Stimulating 'community' from new housing developments, drawing new neighbours together;

- Growing regular congregations of c 120+ in each location within five years;
- Developing local lay leaders, reflecting the full diversity of the community.

The overall (revenue) cost of the project is £3.2m, towards which Strategic Development Funding of £2m over seven years was awarded in January 2017.

Chichester

Church Planting

Chichester's diocesan strategy, launched in 2015, aims to develop a diocesan culture with an expectation of a healthy church life, that is founded on the pursuit of the common good and the expectation of numerical and spiritual growth.

The diocese is developing a programme of on-going church planting, with the first four plants beginning in 2017. The diocese aims to establish a further four projects each year for the next five years. The programme will include the development of curates and interns.

The diocese anticipates the following key outcomes:

- Church membership in the diocese will grow by 7,000 to 35,000 by 2024
- There will be 20 ordained clergy leading church plants and a further 20 people in IME 1 and 2 identified as potential leaders of future plants and undergoing specific training to equip them for that by 2022;
- The diocese will have 20 apostolic projects and church plants including at least four into new housing development areas by 2022.

The overall cost of the four church plants is £2.19m, towards which Strategic Development Funding of £824,795 was awarded in January 2017.

Coventry

Acceler8: Growing faster... Growing Healthier... Growing Younger

The project seeks support to expand the diocese's long-term strategy of using Natural Church Development to develop healthier churches; and to develop ministry into the critical 20s and 30s age group, which forms a significant but under-represented part of the diocesan demographic (over 300,000), especially in more deprived areas.

This will be achieved by creating two part-time posts for Healthy Churches Mentors, and a mixture of full-time and part-time development posts (6 FTE) focussing on mission to people in their 20s and 30s. Over the period 2015-2020, the diocese estimates that the **Acceler8** project will result in an extra 1,000 new disciples, including a minimum of 400 new disciples in the 20s and 30s age range.

The total cost is £1.6m, towards which Strategic Development Funding of £639,143 over three years was awarded in June 2015.

Coventry (and Ebbsfleet)

Serving Christ

The Serving Christ project extends Coventry diocese's strategy of helping churches become healthier based on the 8 Essential Qualities (8EQs) identified by the Institute of Natural Church Development (NCD). A network of 8EQ learning mentors will help to grow and support disciples in churches, cathedral and schools, supported by locally delivered courses, a purpose-built digital learning platform and resource church hubs. The project, which flows from the diocese's SDF supported Acceler8 project, will include an emphasis on reaching disciples in the 20s and 30s age range but will also target churches which have reached a glass ceiling in terms of their size. It will include parishes overseen by the Bishop of Ebbsfleet, some of which are outside Coventry diocese.

The diocese anticipates the following key outcomes by 2022:

- A minimum of 120 churches and 5,000 disciples across the diocese and Ebbsfleet parishes (Coventry and other dioceses), becoming more equipped, empowered and confident in serving Christ in a growing church context and in their wider communities.
- Growth of 1,500 additional people, including 200 in the 20s-30s age range
- 50 Ebbsfleet parishes engaging with the Natural Church Development principles
- Increased sustainability by a 10% increase in financial resources to churches by an increased number of disciples who invest in their local church's vision and strategy
- A minimum of 5 resource church hubs in both rural and urban areas extending and cascading the work in accessible locations to churches and disciples
- Replicable approaches, models and resources for discipleship development across a wide range of traditions and contexts, shared with the wider Church of England.
- Replicable models of integrating strategy across 3 main diocesan delivery vehicles of churches, Coventry cathedral and schools.

The overall cost of the project is £2.39m, towards which Strategic Development Funding of £1.77m was awarded in June 2017.

Derby

Resourcing Derby City

The diocese has developed a strategy to address the challenges that it faces of declining church attendance and ageing church membership. The key planks of the strategy are to develop a segmented approach to mission with high calibre ordained or lay leadership for each missional context (urban, post-industrial, market towns and rural).

An initial project, focusing on church growth among children and young adults in 14 deprived parishes, will be undertaken in Derby city, which is under-resourced for mission compared to the rest of the diocese and has shown the most significant decline. Learning and good practice from the project will be transferred to other parts of the diocese.

In the first phase of the project, a resource church will be opened with a particular focus on families and young adults, including the student population, underpinned by the School of Formation and the diocesan discipleship course *Transforming Faith*. The resource church will have its own missional community which will comprise up to 8 young adults who will be

recruited, trained and developed for mission projects to be undertaken in the deprived parishes in Derby City.

The overall cost of the project is £3.27m, towards which Strategic Development Funding of £1.26m over 6 years was awarded in June 2016.

Durham

Equipping Key Leaders for Mission

The diocese has identified a need for intentional investment in leadership development for clergy and laity in order to address its three strategic priority areas: growth, children and young people, and poverty.

A major programme, *Missional Leadership for Growth*, will be delivered which will include:

- Taking all of the diocese's key leaders through a bespoke leadership development programme
- Requiring and enabling key leaders, working with their local leadership teams, to put their learning from the *Missional Leadership for Growth* programme into practice by undertaking mission projects that are designed to grow their churches.

The deployment of a small team of Mission Support Partners (MSPs) will be piloted to facilitate the delivery of mission projects. MSPs will be deployed where there is potential for growth in the short to medium term, and where deprivation is a barrier to growth.

The diocese anticipates the following outcomes:

- 2017 statistics show 2% growth over 2015 size of worshipping community; numbers of members aged 50 or under are increasing;
- 2017 parish mission statistics show that five new congregations created since the 2015 returns are regularly worshipping;
- At least one mission project is undertaken by each of the local leaders completing *Missional Leadership for Growth* and evaluated with learning shared, with at least 12 that can be replicated by end March 2018;
- By the end of March 2018, at least 50% of deaneries are driving collaborative projects that support deanery plans and diocesan targets.

Strategic Development Funding of £800,000 over three years was awarded in June 2016 to meet the cost of this project.

Exeter

Support for Rural Churches

Exeter diocese has 607 church buildings, of which 88% are listed. More than half are in a rural location but with only 25% of the total population of the diocese. Many have very small congregations and, although some are thriving, others struggle to cope with the care and maintenance of their church buildings and with filling key roles.

The diocese is seeking to develop the use of its rural church buildings by establishing a Rural Church Building Project Team to work alongside the diocese's Mission Team, Mission

Communities and local communities to find the best possible sustainable outcomes for their church buildings.

To assist the Team in its work, the diocese has formulated eight legal models for rural church buildings which involve varying levels of community involvement with the buildings. It is developing a model of rural community engagement, in consultation with the Churches Conservation Trust.

The diocese will develop four Rural Resource Hubs to provide a coordinated source of support. Rural PCCs and Mission Community Leadership teams will be given regular access to Consultant Mission Enablers to work with them over a three year period.

The diocese aims to engage with around 100 rural churches during the initial seven year project. It anticipates that the proactive approach will release existing church members to focus their time, money and energy on growing in prayer and making new disciples and also that the act of engaging and partnering with the wider community will in itself be missional.

The overall cost of the project is £1.8m, towards which £1m of Strategic Development Funding over seven years was awarded in June 2016.

Guildford

New Opportunities

As part of its Transforming Church, Transforming Lives growth strategy, the diocese of Guildford is seeking to create at least 100 new worshipping communities by 2027. The new communities will include new churches on substantial housing developments; church plants into areas which are under resourced; and fresh expressions of church. The diocese's aim is that the principle and practice of creating new worshipping communities for intentional evangelism will become a normal part of how parishes function and that the target of 100 new communities will, in fact, be substantially exceeded.

The diocese has appointed a full-time church planting and fresh expressions adviser who will work with parishes to help them turn ideas into projects with a clear vision, supported by funding, training and mentoring for lay and ordained leaders. A £3m diocesan Growth Fund will provide seed funding for parishes to help create new worshipping communities. Significant investment in pioneer ministers, homes and some church building provision will enable the diocese to seize opportunities in major new housing developments: planning for several major church plants is already underway.

The diocese expects the following key outcomes for the first phase of the project in 2017-2021:

- Up to 2,000 new church members after five years, of which 22% are expected to be under 16.
- Increased depth of discipleship as the new worshipping communities are relating more closely to people's lives
- Increased parish income of £720,000 p.a. after five years, releasing funds for future growth.

The overall cost of the project is £3.16m, towards which Strategic Development Funding of £1.08 million was awarded in June 2017.

Hereford

Growing Intergenerational Mission

Hereford diocese is aiming to stimulate and achieve spiritual and numerical intergenerational growth over the next five years. This will be achieved by placing intergenerational missionaries in six parishes across the diocese (in three market towns and three of the diocese's poorest communities) with great potential for growth and focusing in particular on reaching children and young people. Each missionary will lead the formation of new worshipping communities that nurture journeys to faith and journeys in faith among people of all generations. The missionaries will also spend around 20% of their time on diocesan work focusing on key aspects of intergenerational mission, planning and delivering key diocesan events with an intergenerational focus; and teaching clergy and lay leaders.

The diocese anticipates the following key outcomes by the end of 2022:

- Reach 1,800 unchurched people with the gospel of whom 450 will be new disciples. At least half will be young people and adults under 35.
- New faith pathways in place in each parish, including twelve courses for enquirers per year and twelve courses per year for growing disciples (two of each, in each location).
- A mixed economy of at least 12 new worshipping communities meeting at least twice a month (two per location).
- Twelve new voluntary intergenerational missionaries trained or in training (two per location) working collaboratively with local mission teams that are trained or training and growing.

The overall cost of the project is £1.05m towards which Strategic Development Funding of £525,000 was awarded in June 2017.

Leicester

Pioneer Development through the employment of Pioneer Development Workers

The diocese has a strategy to plant a significant number of fresh expressions of church over the coming decades, such that there will be the same number of fresh expressions as 'inherited expressions' of church. This equates to having 320 fresh expressions of church by 2030. Considerable work has already been done to take the number from 6 in 2006 to 65 by 2014. To accelerate delivery over the next few years, the diocese is to:

- appoint three Pioneer Development Workers to train, coach and mentor lay volunteer teams of pioneer ministers in order to help the leaders and members of fresh expressions deepen in their discipleship, and to grow more churches.

Each Pioneer Development Worker would also be linked as a practitioner to a specific fresh expression.

The diocese has set the following targets for the work by autumn 2019:

- growth from 65 to 180 fresh expressions of church;
- growth in the number of licensed pioneer ministers from 15 to 250-300;
- growth in the number of members of fresh expressions of churches from 1,858 to 7,000;

- growth in engagement with non and de-churched people from 650 to 3,500 and 700 to 2,000 respectively;
- a deeper learning culture in the diocese and greater inclination towards risk taking;
- increased financial giving.

The overall cost of the project is £2.1m, towards which £809,000 of Strategic Development Funding over 5 years was awarded in June 2014.

Black, Asian and Minority Ethnic (BAME) Mission and Leadership

The diocese recognises that it is not yet sufficiently effective in mission in multi-faith and multi-ethnic communities. In addition, there is under-representation of BAME people in leadership roles, even in proportion to those attending church. All this is despite the diocese's population being one of the most ethnically diverse in the country. A strategy has therefore been developed to address this, including the following key aims over the next 5 years:

- Learning from experience about mission, presence and engagement
- Growing the number of new Christian disciples in a multi-cultural, multi-faith context.
- 2 or more intentional communities of prayer and relationship-building amongst specific other-faith communities, whilst maintaining positive and respectful inter-faith relationships.
- Establishing 10 fresh expressions of church intentionally designed to reach out to people from non-white British backgrounds.
- Nurturing the missional leadership potential of the next generation of Christians from minority ethnic and other-faith backgrounds: 20 new BAME lay Readers, Pioneers, Evangelists, and/or Children's/Youth Workers, and up to 5 new vocations to ordained ministry.
- Dissemination to the wider Church of the learning gained.

This will be achieved with the engagement of a lead worker as BAME Mission and Ministry Enabler and two paid Pioneer Ministers. The first phase of the project will be one of research and design so that the new communities and congregations are established in ways that meet the greatest need and with maximum potential effect. In the second phase (from 2018), these new initiatives will begin in earnest, but will be monitored to harvest the learning which emerges from them.

The overall cost of the project is £1.96m, towards which £1.03m of Strategic Development Funding over 6 years was awarded in January 2017.

Liverpool

Transforming Wigan

The diocese has had a growth agenda for some years and has recently witnessed a turn around in its pattern of numerical decline. The diocese places a strong emphasis on parish development, and has been seeking to encourage all its parish churches to plant fresh expressions of church. In addition, it has identified three 'burning platforms' which need to be tackled to take forward further growth. These are ageing money, retiring clergy and broken buildings.

'Transforming Wigan' seeks to deliver this strategy for growth in the strategically most vulnerable part of the diocese – the deanery of Wigan. What is shown to work there will be replicated elsewhere in the diocese. A wide-ranging package of interventions to deliver growth in the deanery of Wigan has been developed. Areas to be addressed include:

- Infrastructure (buildings, returns on parish investments, organisational structures and administration).
- Delivering change management through coaching, developing learning packages and deploying interim and transitional ministry.
- Church planting and missional leaders' communities (including developing internships and vocations).
- An extensive package of training and coaching for clergy and other missional leaders.

The proposals will be overseen by an appointment of a senior project manager, who will work with and through the Transforming Wigan Implementation Group (TWIG), which includes local clergy and lay representatives.

The anticipated outcomes include:

- A 500% increase in the number of young people involved in church.
- 5 established fresh expressions of church (containing at least 50 unchurched or dechurched people) and 5 emerging such churches.
- A real-terms increase in giving of £0.5m.
- An average 3 people per year seriously exploring ordination.
- A pool of 5 trained interim ministers.
- The closure of and/or clear partnership agreements for at least 20% of the current church buildings.

The overall cost of the project is £1.2m, towards which £900,000 of Strategic Development Funding over 7 years was awarded in June 2014.

Multiplying Congregations

Liverpool is seeking to multiply congregations within existing parish and deanery structures, developing a low-cost model which will complement conventional church planting. New congregations will receive support at a formative stage to maximise their potential for growth, long term sustainability and replication. Each new congregation will have a recognised leader, trained and supported by a core leadership team.

The diocese expects that new congregations will be self-sustaining and financially viable within six years.

Liverpool anticipates the following key outcomes in the first five years of the project:

- 30 new congregations will be established, focused on identified mission opportunity and activity;
- 900 new disciples will be grown across the 30 new congregations;
- A network of 30 leaders of new congregations will be developed;
- 10 new ordinands will have been identified from the new congregational leaders;
- A resource hub will be created for ongoing leadership development and congregational multiplication;

- A flourishing, robust, sustainable model of congregational multiplication will have been embedded within the diocese.

The overall cost of the project is £1.42m, towards which £1m of Strategic Development Funding over five years was awarded in January 2017.

London

100 New Worshipping Communities

As part of the Diocese of London's broader strategy for the next five years, Capital Vision 2020, the Diocese is proposing to start or renew 100 new worshipping communities. In total across the Diocese, an increase in AWA by 6500 is sought after 5 years with an additional £500,000 pa in common fund contributions.

The project will utilise a variety of church planting models, by developing partnerships, training, and coaching, as well as encouraging existing church planting networks with a proven track record of planting thriving churches.

The funding will accelerate the rate at which the diocese can plant worshipping communities, increase the rate of growth of new and existing worshipping communities, and specifically aims to nurture a culture of innovation in reaching new people and to multiply the learning to other parts of the national church.

The total cost is £1.65m, towards which £1m of Strategic Development Funding over 5 years was awarded in June 2015.

Capital Youth

London diocese is seeking to double the number of young people involved in local Christian communities. Up to six minsters will be supported to pioneer fresh expressions of church for young people and to act as resourcing churches for the diocese, planting into new locations and revitalising ministry. The diocese will place at least one youth advocate in each episcopal area, train more youth workers and develop training for clergy in youth work. In partnership with youth organisations, London Youth Missions will evangelise young people and connect them to local churches for long term impact. Parish ministry will be further strengthened through grants for youth work projects and by building on the existing pioneering apprentice scheme. The project will also develop stronger links with schools for Christian Unions, church plants, football academies and prayer spaces.

The diocese anticipates the following key outcomes:

- An additional 2,000 11-18 year olds engaging with existing or fresh expressions of church
- Recruit a further 20 youth workers and 16 youth apprentices and develop vocational pathways for long term youth ministry
- Establish up to six youth ministers with up to 1,000 young people involved, and plant or revitalise 8 youth congregations to engage up to 1,000 further young people.
- Host 2 youth mission weeks aiming to connect 400 more young people into church.
- Engage a further 400 young people through investment in existing parish ministry.

The overall cost of the project is £3.30m towards which Strategic Development Funding of £1.88m was awarded in June 2017.

Portsmouth

Forming New Disciples and New Missional Communities by Developing Pioneer Approaches

The diocese is seeking to form new disciples and new missional communities by developing pioneering training and pioneering posts for lay and ordained ministers. They will focus on hard to reach areas (primarily inner city, outer housing estates and remote rural areas), new housing areas and work with young people.

The diocese has reallocated existing stipendiary posts, and has used some of its reserves to create new posts and to set up a lay pioneer training programme. It is now looking to expand and accelerate the project by planting a resource church in Portsmouth city centre, providing training for 30 new lay pioneers in five years, creating new stipendiary pioneer posts and developing support infrastructure.

The outcomes which the diocese hopes to achieve are:

- Plant a large city centre resource church appealing particularly to younger people which will, within 5 years, have grown to at least 200 worshippers and be exploring a further plant.
- Create at least 12 new fresh expressions of Church with between 50-199 worshippers
- Raise total attendance at fresh expressions of Church in the diocese from 1,200 to 2,200
- Develop and support a cohort of at least 20 lay pioneers.

The overall cost of the project is £2.72m, towards which Strategic Development Funding of £929,000 over five years was awarded in June 2016.

Rochester

Developing Mission in Chatham

Rochester diocese has identified the Medway towns as the priority area for re-missioning and church renewal. The Medway towns comprise a number of large, urban centres with significant deprivation, and have the lowest church attendance per capita in the diocese as well as the highest proportion of resident young adults.

The lead project is Chatham Town Centre which is an area of significant social need and inequality. The diocese is seeking to establish a church plant in a disused church building in the town centre accompanied by mission outreach activities, as a spring-board for re-missioning and renewal across the other Medway towns.

It is expected that several different worshipping communities will emerge in the church plant, including a Sunday service community with existing churchgoers and drawing in families and people who are returning to church, a community drawing in people from the more deprived parts of town, and a café church drawing in young people and students. There are also opportunities to establish worshipping communities drawing in immigrants, refugees and overseas students.

Initial mission outreach activities will include a conversation café(s) and debt and other crisis advice services. The diocese is working with the Church Army to establish a Medway Centre of Mission which will initially serve Chatham but will extend its reach to serve other areas of Medway.

It is expected that the new worshipping communities will be attended by 300 or more after 4 years, of which over half will be from mission outreach contacts. At least 1,500 local people will be known to the project and 30+ people will help with project activities. There will also be a 'turnaround change' in the visible church presence in Chatham Town Centre and a strong basis established for mission and renewal in other areas of Medway.

The overall cost of the project is £1.3m towards which Strategic Development Funding of £665,000 over three years was awarded in June 2016.

St Albans

Reaching New People in New Ways

St Albans diocese has a vision for worship in every community every week. It is seeking to realise this vision through new forms of church, leadership and ministry for those currently beyond the reach of church, with a particular focus on developing discipleship amongst children, families, teenagers and young adults.

In the first of a programme of projects, the diocese will develop existing and new fresh expressions of Church which intentionally grow disciples of Jesus Christ who are in turn committed to making new disciples and will equip and commission new lay leaders and lay and ordained pioneer ministers. Three development officers will focus on fresh expressions of Church, developing discipleship among children, families, teenagers and young adults and supporting the development of a flagship mixed economy church in each archdeaconry. They will begin their work with a core group of foundation churches from a mix of different environments, contexts and church traditions and which already have one or more forms of fresh expression. These churches will be supported to become training and learning centres, developing resources and toolkits and supporting the development of fresh expressions of Church across the diocese. The diocese will also appoint three church growth officers to help churches to develop mission action planning and to place greater emphasis on reaching those unconnected to church, supported by coaching and training for fresh expressions leaders and teams.

The diocese anticipates the following key outcomes by 2028:

- 8,000 new people growing in faith in Jesus Christ;
- 300 maturing fresh expressions of Church or mission-focused congregations;
- Growth in the participation in fresh expressions of Church from 7,000 to 12,000;
- Growth in the number of lay leaders from 500 to 1,200
- Growth in engagement with non and de-churched people from 4,500 to 8,000
- A developed culture of entrepreneurial mission which embodies generosity, joy, imagination and courage;
- All fresh expressions of Church communities giving generously and regularly, contributing towards the parish share and the ongoing costs of their fresh expression.

- Enabled un-churched and de-churched people to grow in faith and become disciples of Christ as committed members of maturing church communities.

The overall cost of the project is £3.61m towards which £1.75m of Strategic Development Funding was awarded in June 2017.

Salisbury

Renewing Hope through Rural Ministry and Mission

Salisbury diocese seeks to be a beacon diocese for rural ministry and mission. The diocese is working, in close partnership with Sarum College, to identify and encourage those with a vocation to rural ministry; to train and equip ordinands for rural ministry; to give serving clergy experience of rural ministry; and to support clergy and lay people in evangelism and mission.

Key elements of the project include developing a Rural Church of England Ministry Experience Scheme (CEMES) alongside theological training at Sarum College; a rural training pathway, designed in conjunction with Sarum College, to train and equip ordinands for rural ministry; rural placements for all ordinands and curates and post-curacy and mid-ministry placements for clergy with little or no experience of rural ministry; a four-year development programme for ordained and lay rural church leaders to lead their churches into growth; and support for parishes in local mission and ministry through facilitation, seed-corn funding for mission projects, topic-based training and mentoring.

The diocese aims to achieve the following key outcomes:

- 8 interns on the Rural CEMES programme discover a vocation to rural lay or ordained ministry;
- 50% of those on rural placements discover a vocation to rural ordained ministry;
- 50% increase in number of applicants for rural incumbencies;
- 75% of rural clergy are part of the residential programme or a member of a rural learning community;
- All rural parishes are linked into the programme and addressing matters of ministry and mission;
- By 2021, the total worshipping community increases by 500 above the projected 2019 baseline;
- The number of fresh expressions of church increases by 10% to 100 by 2021.
- Attendance at fresh expressions increases by 10% by 2021 against the projected 2018 baseline.

The overall cost of the project is £1.98m, towards which £1.27m of Strategic Development Funding over 4 years was awarded in June 2017.

Sheffield

Providing part-time Mission Partnership Development Workers

The diocese has a vision to grow a sustainable network of Christ-like lively and diverse Christian communities in every place. It wishes to see congregations across the diocese grow by 20% over a ten year period by making new disciples in every congregation and through planting new congregations.

Its strategy requires stipendiary clergy to work in a very different way through Mission Partnerships between parishes. Research shows that, on average, incumbents spend around 25% of their working week on administration. Larger, well-resourced churches can utilise a pool of volunteers – or employ paid staff – to help carry their administrative activity. The burden of running a church in a poor parish will fall more heavily on the vicar: e.g. photocopying service sheets, making grant applications, insurance claims, buying food for the Food Bank, running the community outreach project etc. If growth is to be enabled, more of incumbents' time needs to be released for mission and for enabling God's people in mission.

The diocese wishes to provide between 12 and 15 Mission Partnership Development Workers to provide administrative and missional support to 50-60 parishes, primarily in more deprived areas, alongside a complementary package of coaching provision for the clergy. The aim is to free up clergy time to enable them to focus more on mission, and through that in each parish, to:

- increase the number of disciples;
- grow the depth of discipleship;
- increase the number of people engaging in lay ministry;
- develop the impact of the church on the wider community.

The diocese is also to appoint an overall Project Manager to oversee and deliver the project and provide support for the Development Workers.

The overall cost is £1.4m, towards which £1m of Strategic Development Funding over 6 years was awarded in June 2014.

Sodor and Man

Growing Faith for Generations

The diocese has identified mission among young people as its top priority.

The Growing Faith for Generations project will be based initially in the centre of Douglas and in a selected rural community. The project will expand the input of the Scripture Union Ministries Trust (SUMT) to many aspects of the school curriculum and deploy a Town Centre Missioner, Street Angels and SUMT interns in Douglas and a Pioneer Youth Leader to engage with young people in rural communities.

Expertise will be provided to help local churches develop fresh expressions of Church focusing on young people and to help young people to initiate new forms of Christian fellowship and community engagement. Christian youth work training will be expanded. New approaches will be piloted and resources and models disseminated for other dioceses.

The diocese aims to grow the numbers of children and young people with whom the project engages by 5-10% annually over the three year life of the project and to move to a sustainable future position where:

- The island's 10,000+ school children and students will be able to access programmes and materials for exploration of faith, guided by Christian mentors.
- The majority of the island's parishes will have a strong relationship supporting a local school
- Church in the capital's town centre and in a rural community will be re-energised by new forms of worship and Christian engagement
- 60 young leaders will be encouraged, supported and/or trained to develop new mission and ministry initiatives in school, church and community.
- 5-10% of the young people with whom the project engages are attracted to Christianity.

The overall cost of the project is £475,000, towards which Strategic Development Funding of £135,000 over three years was awarded in June 2016.

Southwark

A proposal to increase the number of worshipping communities across the diocese

The diocese is seeking to grow new worshipping communities across all traditions and provide for the particular opportunities presented by the major Nine Elms redevelopment.

A key aspect of the diocese's strategy for growth is investing in fresh expressions of Church. The diocese is appointing a full time Dean of Fresh Expressions to promote Fresh Expressions of Church across the whole diocese and across all church traditions. The diocese will also award grants to specific initiatives, especially from areas where existing congregations are unrepresentative of the resident community.

The diocese is, in parallel, seeking to develop and renew churches in Nine Elms by increasing the resources available to existing parishes who are facing a population increase of over 30,000 in the next 10 years, developing a major new resource church aimed at the 18-40 age group, and appointing a pioneer minister.

The diocese anticipates a range of outcomes, including:

- Growth in the number of worshipping communities and, by 2025, an increase in the diocesan average weekly attendance of 5%, compared to 2013;
- Up to 40 new and sustainable fresh expressions of Church across the diocese;
- Achieving a congregation of 600 at the resourcing church by 2021 which will be contributing financially to the diocese in excess of its own ministry costs;
- The Nine Elms churches meeting their ministry costs, or on a clear path to doing so;
- Growth at local churches.

The overall cost of the project is £1.94m, towards which Strategic Development Funding of £950,000 over 5 years was awarded in June 2016.

Southwell and Nottingham

Growing Disciples: Wider, Younger and Deeper

The diocese aspires to welcome 7,000 new disciples by 2023. It is developing 25 resource churches to provide the capacity and gifts (lay and ordained) to establish 75 new worshipping communities reaching into all parts of the diocese: urban centre, outer estates, market towns and smaller rural communities. It is anticipated that around 50% of the new worshipping communities will be grafts or plants into existing parish churches. A pioneer planter will be deployed in each resource church with the expectation that they will establish a new worshipping community within 2-4 years of their arrival.

The diocese is also seeking to reach out to younger people by establishing a Younger City Resource Church in Nottingham city centre and by setting up a 'Younger Leadership College'. An Intern Programme will be established with young people living in community houses with placements in Resource Churches across urban and rural areas.

The diocese has identified a range of outcomes, including:

- 25 larger resource churches with a uSa of 150+ by 2023, including a substantially increased proportion of younger people in leadership (at least 25% under 45).
- 25 larger resource churches to have shared in planting/grafting between 1-3 new worshipping communities each by 2023.
- 25 pioneer planters to have been recruited, trained and sent out with teams to lead and grow new resource churches by 2023.
- Younger City Resource Church to be fully established as one of the primary diocesan resource churches by 2023, with a substantial proportion of the congregation under 40, already engaged in further church planting and grafting.
- Missional 'community homes' for interns established in all 9 deaneries.

The overall cost of the project is £3.98m, towards which Strategic Development Funding of £1.2m over 5 years was awarded in June 2016.

Resource Churches

Southwell and Nottingham diocese has moved to the next phase of implementing its programme of church planting through resource churches, for which SDF was first awarded in June 2016.

The diocese is establishing two new resource churches to grow and nurture new disciples especially amongst younger families, children, youth and younger adults. The distinctive culture and approach of the resource churches will connect with people who do not presently engage regularly with existing models of church.

One resource church will be planted in the middle of the county amongst rural communities. It will be a resource for grafting and planting new worshipping communities into villages and for developing more sustainable forms of mission in rural communities to people under 40. It will also act as a 'filling station' to encourage, nourish and grow disciples who remain engaged in the life and leadership of smaller local churches.

In the market town of Newark, the ministry of the town centre parish church of St Mary Magdalene will be substantially developed to become a larger resourcing church, through establishing a new worshipping community focused on growing and nurturing disciples especially amongst the under 40s and unchurched people in this expanding town. Increased capacity and a more diverse age-profile will enable the church to develop its distinctive role in Newark's civic, community and cultural life. The church will pay particular attention to using its arts, music and heritage connections to introduce people to Christian faith.

The diocese anticipates that the key outcomes will include:

- 150-300 engaged in the rural resource church worshipping community by 2023, including a high proportion of children and younger families;
- By 2023, the rural resource church will have helped establish 7-10 smaller new worshipping communities;
- Within 5 years of its launch, the Newark larger resource church will have grown from the usual Sunday attendance of 68 adults and 9 children to 350+ members (200 adults and 100 children) incorporating two or more worshipping communities, including a new congregation attracting unchurched people and growing new disciples, especially among under 40s;
- Shared experience and learning from the two resource churches with the wider Church at both diocesan and national level.

The overall cost of the project is £2.89m, towards which £1.06m of Strategic Development Funding was awarded in June 2017.

Truro

Transforming Mission

Truro diocese's vision is 'Discovering God's Kingdom, Growing the Church'. It is bringing the vision into reality through initiatives to strengthen parish life by deepening discipleship, developing leadership and concentrating on mission opportunities at parish level.

The diocese seeks to see the churches at the heart of Cornish towns renewed and equipped, engaged with their communities, growing in numbers and in faith and attracting younger generations, beginning with a project focusing on Falmouth. It will establish a new resource church at All Saints Parish Church under the leadership of a newly appointed pioneer priest and team. It will also establish a ministry to students based in the café at King Charles the Martyr church (KCM) and at All Saints Church. The diocese will also provide central capacity to develop the resource church model for a Cornish context and manage the initial implementation in Falmouth and subsequently in other towns.

Key anticipated outcomes include:

- Growth in the weekly all age attendance in five Falmouth parishes to 520 adults and 130 children by 2022;
- Renewal of spiritual vitality and missional focus among Falmouth churches through engagement with, and outreach to, the missing generations;
- Messy Church taking place weekly taking place weekly in different locations attended by 20 adults, 40 children;

- Hub contact with students, serving and supporting at least 10% of the student population through an integrated support network across churches plus all other denominations and the provision of a café;
- Provide baptism and confirmation classes for students;
- Pioneer student minister and other Transforming Mission leaders established as part of the University chaplaincy team;
- Identify and nurture 12 candidates for ordained or licensed ministry by 2022;
- Identify, nurture and train 15-20 future deployable leaders, including children, families and youth and student workers per years, by 2022;
- Recruit two pioneer interns per year for diocesan intern scheme;
- Financial sustainability of locally deployed ministry within 5 years through increased giving, income from café and prioritising deployment of priests;
- Tried and tested model lessons learnt for implementing in other towns in Cornwall and beyond.

The overall cost of the project is £1.87m, towards which £1.20m of Strategic Development Funding was awarded in June 2017.

Worcester

Calling Young Disciples

Work with children and young people has been identified as a key priority in the diocese. Calling Young Disciples seeks a strategic, significant and sustained increase in the capacity of many churches across the diocese to engage with children and young people so that they respond to God's call to be disciples of Jesus.

The project will invest in up to 10 Mission Enablers who will work for a year at a time in a particular church or group of churches, under the leadership of a Project Director. Learning Communities will be created to help deepen and embed learning in the churches hosting a Mission Enabler. This focussed engagement by Mission Enablers will be complemented by a significant programme of support for churches not currently hosting a Mission Enabler. This will offer training, consultancy, networking and informal conversations, all helping church members to review and improve their engagement with children, young people and families.

The ethos and approach taken by the whole project are seen as key. These are to include:

- Being innovative, flexible, and nimble. Modelling and encouraging an attitude always open to learning, from good practice, evolving experience, and local wisdom.
- Including short-term relatively easy steps forward, but also rebuilding or constructing solid foundations for long-term flourishing.
- Owned by, and engaging, the whole diocese. A range of ways of engaging, and connecting with the breadth of church tradition, geography and socio-economics.

Arising from these plans and this approach, the diocese anticipates that outcomes by 2022 will include:

- Many churches will have significantly strengthened their engagement with children, young people and their families, including transformation of both culture and practice – around 40 from hosting a Mission Enabler, and many others from broader aspects of the project;

- There will be a very significant increase in the numbers, confidence, skill and commitment of volunteer children and youth workers in parishes;
- Such changes will lead to a steady growth from new, regular worshippers across many churches. The estimate is that this may total around 700 over the duration of the project.

The overall cost of the project is £1.8m, towards which £750,000 of Strategic Development Funding over 6 years was awarded in January 2017.

September 2017