

Strategic Development Funding

Summary of projects funded

Bath and Wells

Pioneer Project

The diocese's strategic priorities are to place mission and evangelism at the heart of all that the diocese does, focus resources on mission; and identify, develop and release the gifts of all its people. The Pioneer project will support these priorities by fostering a wide range of pioneering activity at grass roots level and establishing and embedding a culture of pioneering and innovation.

Nine new pioneer posts will be created for deployment for an initial five years. Their ministry will be focused on areas and communities where the church currently has little impact, principally areas of deprivation, new communities and work with young people. The post holders will pioneer fresh expressions of church, including building up leadership teams to ensure on-going growth and sustainability. They will also act as catalysts of further pioneering activity by championing pioneer values and the importance of cross-cultural, contextual mission.

The project will also identify, train and support voluntary, unpaid pioneers who have a vocation to mission in their own local context.

The diocese anticipates the following key outcomes:

By 2023:

- 9 new full-time pioneer posts will be established
- There will be at least 100 lay and ordained pioneers across the diocese measured as those participating in some form of network, training course or learning hub
- There will be a team of at least 10 experienced pioneers acting as coaches and/or critical friends to newer practitioners.
- There will be at least 5 local learning hubs and at least 5 specialised learning hubs.
- At least 10 new teams will have completed the Mission-Shaped Ministry course
- At least 25 people will have gained the CMS Certificate in Pioneering Mission
- The proportion of people discerning a vocation as potential pioneers through the diocesan vocations process will be around 20%.

By 2025:

- At least 10 new sustainable and growing fresh expressions of Church with an identified leadership team, with a total of 500+ worshippers
- A further 10-20 new fresh expressions of Church, engaging with at least a further 500 people outside the inherited church.

The total cost of the project is £3.1m, towards which Strategic Development Funding of £1.6m was awarded in December 2017.

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.

Transforming Church – Shaping the Future

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

Blackburn

Outer Estates Leadership

Blackburn diocese is seeking to ensure that there is an available supply of lay and ordained leaders who are enthused to bring the good news of Jesus to the poor. The aim of the outer estates leadership programme is to form ordained and other stipendiary leaders who have the skills to discern and develop lay leadership, and to create new resources and approaches to lay formation whilst also making new disciples on the ground.

The project comprises three models of mission and training in highly deprived outer estates:

- In Mereside (Blackpool), a pioneer minister will oversee paid voluntary workers in the diocese's own model of the Ministry Experience Scheme, with participants undertaking mission work on the estate and in local churches.
- The Grange Park (Blackpool) Church Army Centre of Mission will employ a Lead Evangelist and a Pioneer Evangelist to strengthen evangelism on the estate where the local clergy and congregation have already begun to make an impact.
- The creation of a leadership hub located across two centres of urban deprivation on the edge of Blackburn to develop good quality lay and ordained leaders through practical experience-based leadership training delivered by the local incumbent and two Urban Evangelists.

The diocese anticipates that key outcomes achieved by 2023 will include:

- 20 Blackpool Ministry Experience Scheme voluntary workers, with each worker having at least 100 personal connections per year (2,000 in total), focused on children and young people, with the intention of creating at least 50 new disciples.
- Growth from 20 to over 100 regular worshippers in Mereside church and significant progress by the church towards being self-financing.
- 80 (net) new disciples on Grange Park;
- A Deanery Mission Network established across Blackpool, to enable parishes to support one another in mission and evangelism, leading to new congregations being established in other Blackpool parishes with an additional 100 (net) new disciples;
- At least 12 (2 per year) ordinands trained in the estates context and so equipped as urban leaders who can foster leadership in others;
- At least 18 placements (three per year) for those training for ordination or preparing for selection;
- At least 72 (12 per year) formally acknowledged 'urban estate lay leaders';
- Each lay leader to bring 2-3 people to Christ post-training: a total of 180 new disciples;
- 80 new disciples in Lower Darwen parish and 80 in Over Darwen.

The overall cost of the programme is £2.6m towards which £1.5m of Strategic Development Funding was awarded in December 2017.

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.

St Nicholas, Bristol Resourcing Church

A key initiative of Bristol Diocese's strategic plan is to develop existing churches into resourcing churches in mission areas and to plant new central resourcing churches. The aim is to establish six to eight resourcing churches and/or mission areas by 2020. The diocese will plant a city centre resourcing church in Bristol to resource mission and growth across the city and diocese. The church will be based in St Nicholas, Bristol, a church at the central cross-roads of Bristol that will be re-developed and re-opened after 65 years.

St Nicholas will play a major part in the diocese's church planting strategy. It will train planting curates and send them with planting teams to plant churches in areas of mission need and opportunity. It will grow leaders from within its membership and help train and equip church leaders and planters in other resource churches in the diocese.

Key outcomes anticipated at St Nicholas after five years are:

- Average attendance of 600, of which 40% are unchurched or de-churched, and 60% will be under the age of 30;
- Three church planting or grafting teams sent out to areas of mission need and opportunity with a further two more teams being trained and gathered to be sent out within years six and seven.
- Members that show indicators of deepening discipleship (e.g. prayer, Bible reading, giving, evangelism, service and leadership);
- Eight to 10 new vocations to ordained ministry;
- Contribution towards a reduction in the incidence or effects of priority social issues such as homelessness, food poverty or youth unemployment;
- St Nicholas will be a net financial contributor to the diocese, giving a minimum of £50,000 p.a. above its share of diocesan ministry costs;
- St Nicholas will have generated significant learning about church planting and become a hub for training church planters.

£1.5m of Strategic Development Funding was awarded in December 2017. The overall cost of the project is £5.6m, of which £3.1m is capital investment by the diocese in housing and buildings.

Pattern Church – A catalyst for mission in Swindon

One of the Diocese's primary strategic initiatives is to establish 6 to 8 new Mission Areas or resourcing churches by 2020. The new church is part of the plan to resource mission and growth not only across Swindon but the Diocese as a whole. It will be based in the Pattern Store, an iconic GWR railway works building, located in a prime location adjacent to the Designer Outlet Village commercial centre. The church will be known as 'Pattern Church' and will be launched in December 2018 with a vision to "Love Jesus, Build family and Serve Swindon".

The Pattern Church will have a vibrant life of prayer, worship, discipleship, evangelism and service, connecting primarily with those under 40 and the unchurched or de-churched. It will:

- help address the challenges identified in the Diocesan priorities of making disciples and engaging younger generations.
- contribute to the common good through its social action and transformation work, both in partnership with others and leading its own work.
- play a major part in the church planting strategy of the Diocese. It will train planting curates and send them with planting teams to church plant in areas of mission need and opportunity. It will grow leaders from within its membership and help train and equip church leaders and planters.

Over a five year period the following key outcomes are sought:

- Significant spiritual, numerical and financial growth will be demonstrated through high indicators of discipleship activity. It is anticipated to become a large worshipping community of which 50% are either de-churched or unchurched and 70% under 40 years of age.
- An income to achieve self-sufficiency which would include a net contribution to the Diocese in Parish Share.
- A notable addition to capacity for training new church leaders. This would be deployed to plant small missional communities across Swindon. It would be expected that these would form into at least two more traditional church plants and that the church will grow four to six vocations to ordination over the reporting period.
- Pattern Church will become a visible and effective sign of Christian witness and service in the heart of Swindon, partnering with others, including the new C of E Secondary Academy opening September 2019.
- Social transformation through ministries in areas of principal need in Swindon such as: deprivation in estate communities, youth unemployment, homelessness and ministry to children, young people and their families, particularly supporting struggling and chaotic families.

Strategic Development Funding of £1.49m was awarded in June 2018. The total cost of the project is £6.45m of which £4.5m is capital investment in housing and the new church building.

Canterbury

Ignite

Canterbury Diocese is seeking to establish nine new worshipping communities throughout the Diocese and the Channel Islands, based on the model of “Ignite”, a fresh expression of Church which aims to reach marginalised and deprived communities.

It was recognised that there was a need to better reach disadvantaged people in those areas through the work to establish the 2017 Diocesan vision “Changed Lives = Changing Lives”. A strategy has been developed to underpin the vision and Ignite falls within one of five interconnected strands of the strategy – “Engaging with disadvantaged people”. It uses established and successful methodology: the intention is to create new disciples by planting nine new worshipping communities in areas of highest deprivation, supported by a new structure at Diocesan level.

These communities will be based in existing churches and each host church will be given embedded paid Enablers to lead the work locally with the assistance of volunteer support for three years. There will be an experienced overall project lead to whom the Enablers can look for guidance and support.

Canterbury will seek to use the Ignite methodology and DNA in other contexts and localities within the Diocese, the Channel Islands and further afield with the view to Ignite becoming a nationally recognised model.

The Diocese anticipates the following outcomes by 2022:

- 50 new adults through the door in the first year for each of the nine plants. Thereafter, 25 additional adults per year in areas with a high degree of churn and 10 where communities are more stable. This will amount to at least 780 people over the three years of funding for the plants. These will be drawn from the most marginalised in the Diocese.
- Some of these new adults will become disciples because of the input of teaching, worship and challenge to their existing lifestyle provided by Ignite. All will have been touched by the Church in some way.
- Nine self-sustaining worshipping communities established by 2021, each embedded in its local church and engaged with the hardest to reach in their locality;
- By 2022, Ignite will be recognised in the Canterbury Diocese and beyond as a model for building church within communities which the Church of England has traditionally found hard to reach. Other Dioceses will be exploring the possibility of planting Ignite communities.
- The Church will have greater strength and confidence in reaching out to the disadvantaged.

The total cost of the project is £1.42m towards which £887,015 of Strategic Development Funding was awarded in June 2018.

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

Turnaround Project

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.

Ely

Changing Market Towns

The Changing Market Towns project will focus on enabling and sustaining church growth in small and medium-sized towns across the Diocese of Ely, increasing engagement with the wider community and working to transform the life of whole towns. The total cost of the project is £4.36m, towards which £2.13m of Strategic Development Funding was awarded in June 2018.

The project will significantly enhance the Diocese of Ely's ability to realise its Ely2025 ambition to:

- engage fully and courageously with the needs of our communities, locally and globally
- grow God's church by finding disciples and nurturing leaders
- deepen our commitment to God through word, worship and prayer

The project will change market towns from areas of relative church weakness to relative strength and is focussed initially on seven towns; Wisbech, March, Chatteris, Littleport, Ramsey, Huntingdon and Downham Market. The project will be funded over five years and planned strategic milestones will enable effective project governance and oversight.

It is envisaged that both the process and the outcome will involve significant growth in lay training and participation in the life of the church and significantly increased church involvement in the wider life of each town.

Work strands of the strategy to deliver the Changing Market Towns project include:

- Restructuring – Creating whole-town mission
- Identifying one strategic leader per town, supported by an operations manager
- Appointing ordained and lay ministers, children/youth workers and others with skills relevant to each town
- Working effectively with occasional offices to grow 'inherited-mode church'
- Creating multiple Fresh Expressions of Church through community engagement and co-ordinated action to enable people to make a journey of faith
- Planting new congregations in market towns to enable fresh growth in addition to existing parish churches
- Establishing the Wisbech Learning Community established to deliver culturally relevant and geographically accessible lay training and to develop local ordination training

Targeting support from Diocesan officers to reinforce all the above

The Diocese of Ely aspires to realise the following outcomes by 2025.

- 3.25% of the population across market towns committed to involvement in the life of the church (involving both inherited-mode church and Fresh Expressions of church as part of a blended economy)
- Doubling the Diocesan blended target of 50/50 inherited mode and Fresh Expressions
- 1.5% increase in attendance at inherited-mode churches across the towns
- Reinforcing commitment to improving the quality of inherited mode church
- 780 new church attenders across the towns involved over a three-year period (2018-2021). (310 in inherited mode church, including church plants, and 470 across a range of Fresh Expressions - representing 73% growth from current levels of church involvement)
- 25% increase in planned giving through implementation of the Parish Giving Scheme.

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.

Plymouth – Reshaping the life of the Church in the city

The Diocesan mission strategy flows from three visionary principles: growing in prayer; making new disciples and serving the people of Devon with joy. The next stage of their plan focuses on the deprived urban estates of Plymouth. The city is the largest conurbation in the South-West but suffers from the lowest proportion of community participation and Church resources.

This project aims to reach the 19,000 people who live in the outlying older estates of west Plymouth, focusing on planting new vibrant mission churches in these estates, initially developing three new plants as well as providing additional support to the existing parishes. They also aim to plant 5 further churches over the five-year project period, resulting in a total of 8 plants.

The Diocese anticipates the following outcomes by 2023:

- Create vibrant, active parishes with 425 plus new, fully engaged parishioners between the new plants and the Anglo-Catholic parishes in the area within five years.
- Train 5 ordinands and lay ministers over 5 years to plant elsewhere in the city.
- Development of a replicable planting model which can be utilised elsewhere in the city and wider diocese.
- Each plant should aim to resource a further plant in Year 3 and 5, resulting in 5 subsequent plants in the city over the 5-year project period and one more in year 6 resulting in a total of 8 plants.
- Bring the message of Christ's love to the largely unchurched children and young families in each community through work with the local schools and two local children's charities.
- Engagement with the youth in each community. Bring hope, where little hope exists, both through Christ's message of service and through practical support in training, education and mission career choices to the secondary school children living in these communities.
- Provide guidance and assistance with church mission choices in ordained and lay ministries.
- Assist over 15 people each week with their debt management, housing or other poverty related problems through our work with CAP.
- Engage with the elderly and lonely through 5 home visits and 2 church community events each week in each plant.

The total cost of the project is £2.24m towards which £1.69m of Strategic Development Funding was awarded in June 2018.

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.

Leeds

Church Planting to Strengthen Mission Across the City of Leeds

The diocese is focusing on spiritual and numerical growth based on the diocesan vision of confident Christians, growing churches and transforming communities. To support its strategy, the diocese has identified the city of Leeds as one of its priorities for investment. Over a quarter of the diocese's population lives in the Leeds episcopal area but it has a very low Church attendance. Leeds is the third largest city in England and is the economic and social hub of West Yorkshire. Its population increases by 10% during the daytime compared to the resident population and it has 60,000 students.

The project seeks to address the particular challenges of the city of Leeds and the issue of Church attendance, through a strategy of Resource Churches and church planting.

This is a pilot project which the Diocese intends to develop across the other episcopal areas in ways appropriate to their needs.

The aim is to establish 5 resource churches between 2017-19, from which to establish 9 plants between 2018-2024. Key outcomes anticipated by the diocese include:

By 2021:

- Church attendance in Leeds will increase by 675
- An increase in the number of younger people in Ireland Wood from 10 to 50
- Three of the resource churches will have planted one church each (and each resource church will aim to replant every three years)
- The intern programme at St George's, Leeds will be expanded from 10 to 30 interns a year. All the resource churches will have at least two interns each.

By 2024:

- The three church plants will have grown by a total of 450;
- The three planting churches will have attracted new members to replace those who were part of the sending teams and grown further through the presence of a new trainee planting curate;
- The two resource churches due to plant in this phase will have done so and the other three will have planted again;
- At least 20 new ordinands will have been generated through the intern programme and 20 others in some form of full time Christian ministry (for example, youth and children's workers; outreach workers).

The overall cost of the programme is £5.3m, towards which Strategic Development Funding of £3.1m was awarded in December 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.

Strengthening mission and growing discipleship.

The Diocese is seeking to better serve and reach those who are not yet part of any Christian community. As part of this goal, they aim to create a network of 6 Resourcing Churches in key city centre and market town locations. These Churches will look to connect with the whole breadth of their communities, especially those most in need. As they become better resourced and envisioned to serve their community, the Diocese expects their overall worshipping community to double in size.

Dependant on the vision of each Resourcing Church, this additional resource will enable them to gain a new Associate post to help grow discipleship capacity and vision alongside an additional, stipendiary 'Resourcing Church/Planting' curate. Additional support will be available for both context-based ordinands and to enable Resourcing Churches to participate in the diocesan mission apprentice scheme. The funding will also allow a 'start up' contribution to be made towards 'pump priming' key strategic aims, for example, the first plant.

The Diocese will establish a Resourcing Church Learning Community to be able to facilitate shared learning across the churches as well as from a wider, national context. It will provide coaching expertise which will support the Resourcing Church Leadership Teams. There will be increased capacity for research and measurement and through storytelling, the learning gained from the project will be shared with the wider Diocese.

The Diocese anticipates the following outcomes by 2024:

Increase the size of the worshipping communities within the 6 Churches by 1400.

Establish 20-50 New Worshipping Communities

1 new fresh expression of Church every 2 years and further "plants" every 4 years

The total cost of the project is £16.176m towards which £5.344m of Strategic Development Funding was awarded in June 2018.

Liverpool

Transforming Wigan

The diocese has had a growth agenda for some years and has recently witnessed a turnaround 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.

Resource Church Network for the North West

The project focuses on three strategic towns in the north west where the diocese needs more capacity to apply learning from its two existing projects supported by Strategic Development Funding: Transforming Wigan and Multiplying Congregations.

The diocese will create a Resource Church Network: one church with locations in three of the most strategic towns in the diocese – Warrington, Widnes and St Helens - which currently lack the presence of a resource church and where there is a crisis in respect of youth and young adult engagement. Parts of these towns have areas with significant deprivation and low levels of education and expectation and the diocese will seek to learn how a resource church can flourish in this context.

The diocese will develop a church-planting culture so that each resource church centre starts a new church plant within three years, and a second within five years.

The diocese anticipates the following key outcomes by 2022:

- Develop a church planting culture so that each resource church centre starts a new church plant within three years, and a second within 5 years;
- Develop a discipling culture with 800 new disciples and 1,200 worshippers across the three resource church centres and their first two church plants;
- Develop a leadership culture with at least one new ordinand or missional leader a year;
- A focus on social justice, with social action being an integral part of the offering, working in partnership with statutory agencies as appropriate.

The overall cost of the programme is £4.9m towards which Strategic Development Funding of £1.9m was awarded in December 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 ministers 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.

Church Growth Learning Communities and Resource Churches

The project includes three distinct elements, one of which focuses on benefiting other dioceses in the Church:

- Church growth learning communities will be established for 120 churches to help churches which have stabilised at a certain attendance number to grow through this plateau. The learning communities will last for three years and will help leaders and teams, from every church tradition, size and urban context, to grow in depth of discipleship, community, impact and numerical membership. The diocese anticipates that 50% of participating churches will grow through their 'glass ceiling' with overall growth in the electoral roll of 5,000.
- 15 resource churches will be designated or planted in the diocese over the next 3-5 years, building on the national vision of city centre resource churches. These resource churches will revitalise smaller parishes, plant churches, develop leaders and promote further mission.

- Up to 15 national church planting curates will be trained and deployed nationally after an invitation from a diocesan bishop. London diocese is partnering with Holy Trinity Brompton (HTB) to train ten of the curates and a further five will be available to HTB or other existing London-based resource churches who are ready to enable this work.

The diocese anticipates that key outcomes will include:

- 50% of churches participating in the church growth learning communities to grow through their glass ceiling, adding 4,400 to the diocese's electoral roll, equating to 6% growth.
- Churches participating in the church growth learning communities will be healthier, clearer and more purposeful in their vision and mission and will influence their deaneries, areas and the whole diocese.
- 15 new resource churches will lead to a total of 3,000 new disciples and up to 75 new ordinands and 30 struggling or weaker churches will benefit from church plants.
- 5 vibrant and growing city centre resource churches will be planted in the most strategic cities across the Church of England in terms of size and student population every year from 2020 to 2022, resulting in a total of 15 new city centre resource churches.
- Each of the 15 national city centre resource churches will grow and plant within 3 years and then plant again every three years, leading to 15 new churches by year 3, 30 by year 6 and 45 by year nine.
- Each of the 15 national city centre resource churches to grow their congregation to 1,000 and each second generation church plant to grow to 500, resulting in around 30,000 new churchgoers by 2025.

The overall cost of the programme is £16.4m towards which Strategic Development Funding of £8.7m (comprising £4.8m for the two London-focused projects and £3.9m for the work to support the national Church through training planting curates to be deployed across the Church) over 5 years was awarded in December 2017.

Manchester

Children Changing Places and Small to Small Community Church Plants

The project includes two distinct elements, the first plans to address one of the main challenges that the church faces in creating, nurturing and growing disciples in the younger age ranges, specifically at two points of transition from pre-school to primary school then, from CE primary school to CE secondary academy and the second, to engage with estates and communities of deprivation, some ethnically diverse and others mainly White British, seeking to roll out proven models of church planting.

The **Children Changing Places project** aims to create a 'Christian discipleship pathway' for children in the town of Bolton. This pathway will be constructed through existing Church of England strengths – Parish Churches, Toddler Groups, CE primary schools and a CE secondary multi academy trust – with children and young people and their families. The pathway will stretch from pre-school to the end of school, from 4 – 19, and special focus will be given to points of transition.

The **Small to Small Community Church Plants project** incorporates two different and linked church planting networks. In both cases the focus is on planting small churches,

predominantly using people from small churches, in the areas of the Diocese that are poorest, and have the lowest church attendance.

The first network is focused on planting churches in areas where there is a high diversity of language and ethnicity, and the second network focuses on estates with high levels of deprivation but lower levels of ethnic diversity. Both networks aim to ensure that lay people are key vision holders in the project from the outset and will use the size of the congregations to simplify key tasks so that they are accessible to lay people. Both networks will focus on younger cohorts.

The Diocese anticipates adding more than 1200 new attenders at worship through these projects. The detailed outcomes are as follows:

- 378 children attending distinctively Christian intentionally missional Toddler Groups
- 490 people attending fresh expressions of church aimed at pre-school/primary aged children
- 100 pupils on primary schools' discipleship pathway in the Y6 cohort
- 135 Y7 students on secondary academy discipleship
- 16 new lay led church plants
- An increase in church attendance of 720 (480 adults and 240 children) of whom half will be new Christians or those returning to church
- 26 trained church plant leadership teams (16 within the project and 10 outside the project)
- 3 people exploring ordination

The total cost of the project is £3.477m towards which £2.14m of Strategic Development Funding was awarded in June 2018.

Newcastle

Revitalising ministry in the heart of the city.

The current vision for the diocese is summarized in four words: “growing church bringing hope”. This vision is to address the overall decline in congregational numbers over several decades. As part of this vision, the Diocese will develop a Resource Church in the heart of Newcastle revitalising mission by engaging primarily with students and city workers.

The approach takes into account the fact that Newcastle has over 67,000 students, many of them living in the city centre, combined with a thriving business community attracting young professionals, many with families; and a proportion of 15 - 44 year olds that is significantly higher than the national average.

The Diocese anticipates the following outcomes within 5 years of launching:

- an average attendance of 400, of which 40% were un-churched or de-churched, and 75% under 45
- generated 8 to 10 new vocations to ordained ministry, in part through a new intern scheme
- become a visible and effective sign of Christian witness and service in the heart of Newcastle

- members with a high degree of commitment to discipleship, stewardship and evangelism
- become not only financially self-sufficient but a net financial contributor to the Diocese
- become a hub for training church planters (ordinands, Resource Curates, lay leaders)
- revitalised Christian life in Newcastle by resourcing other worshipping communities through three further church plants
- a vibrant, welcoming, growing modern church community with Sunday gatherings known for their high quality and contemporary music
- powerful preaching and prayer ministry supporting the midweek activities and missional communities
- become a visible and effective sign of Christian witness and service through growth in partnership with the local community and increased social outreach
- a culture of giving from day one, sharing both human and physical resources, information, experience, and learning
- The total cost of the project is £4.659m towards which £2.557m of Strategic Development Funding was awarded in June 2018.

Peterborough

Generation to Generation

The aim of the Generation to Generation project is to invest in the training and employment of high quality children and youth missionaries to develop patterns of innovative and effective outreach and discipleship amongst young people with a view to replicating this elsewhere. The project will develop the Diocese's successful Youth Ministry Apprenticeship from 1 year into a 5-year training and employment programme. Apprentices will progress into an undergraduate training course lasting up to 3 years and then be employed full-time for at least a further year. The scope of the programme will be expanded to include ministry with children and families and an emphasis on intergenerational ministry. The Diocese will work with a Theological Education Institution to provide the training as part of Common Awards. The project will enable the Diocese to identify and support parishes to develop and demonstrate new patterns of children, youth and intergenerational ministry and to act as resource centres for the deanery. Selection of parishes in the first stage will be those who already show potential to grow in this area and will then expand to target specific parishes in need of children and youth ministry support.

The Diocese anticipates the following outcomes:

- 700 new children and young people involved in new youth and children's outreach projects leading to new discipleship groups in 40 churches involving 250 of these children and young people.
- A minimum 50% increase in numbers of children & young people in regular attendance at church/school/community groups in each placement parish and 30% in supported churches within the deanery after 3 years for each post. An increase of 50% retention of young people post 14 yrs.
- A minimum 75% increase in numbers of volunteers working with children & young people in each placement parish after 3 years for each post. All volunteers attending

regular training or coaching sessions. Neighbouring parishes inspired to develop their work with children and young people.

- 3 qualified and employed missioners in year 4, 5 in year 5 and 8 by Year 6 leading to potentially one worker for each of 8 deaneries.
- A team of Deanery Children and Youth Missioners supported by diocesan apprentices and interns. 5 Missioners in place after 5 years, 8 after 6 years (i.e. role of new employed workers).
- Each post fully funded by a parish or deanery after 6 years with other parishes/deaneries able to develop the model.
- The development of a workable model for training and employing children and youth workers that will generate a tangible interest and commitment to youth ministry amongst young adults and within parishes.

The total cost of the project is £1.895m towards which £1.134m of Strategic Development Funding was awarded in June 2018.

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.

Transforming Children's, Youth and Families' Work

Sheffield diocese is called to grow a sustainable network of Christ-like, lively and diverse Christian communities in every place which are effective in making disciples and in seeking to transform our society and God's world. The diocese's vision is firmly focused on growth and it is seeking to grow younger.

The Transforming Children's, Youth and Families project will expand and build on the diocese's Centenary Project which equips the local church to effectively engage, nurture and disciple a new generation of young people, children and families. The Project already centrally employs and locally deploys 14 Centenary Project Workers who build teams of local volunteers to support the ministry and work in local schools and across parish boundaries as they develop new expression of ministry for young people and children.

The project will mainstream the Centenary Project approach for all children, youth and families work in deprived areas. In parallel, it will develop youth hubs in Doncaster and Rotherham to facilitate larger events and gathering, develop an interns programme to provide a pipeline of future Centenary Project Workers, and leverage the strength of the church of St Thomas Crookes in West Sheffield to develop the SHINE programme of schools-based evangelistic events.

The diocese anticipates that key outcomes will include:

- Active engagement with at least another 2,000 children and young people on a regular basis through relationship building, nurturing, training and discipleship by 2023.
- 300 new proactive young disciples by 2023
- Development of a further 30 new expressions of ministry with children, young people and families (25-35 per group), to produce overall engagement with an additional 750-1050 people, predominantly unchurched, by 2023.
- 2 new Hubs in Doncaster by the end of 2018 to support local youth groups and provide infrastructure for SHINE events
- Engagement through SHINE with eight schools reaching 7,000 teenagers in 2018, 10 schools reaching 10,000 teenagers in 2019 and 15 schools reaching 15,000 teenagers in 2020.
- SHINE Live (Sheffield Hub) to welcome up to 150 young people monthly.
- 1,000 gospel responses through SHINE over 3 years, with 650 sustained as mature disciples.
- A growing pool of interns to fulfil recruitment needs for Centenary Project Workers.

The overall cost of the project is £2.4m, towards which £1.8m of Strategic Development Funding over 5 years was awarded in December 2017.

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.

Resourcing Churches, Capacity Building, New Worshipping Communities and School of Discipleship

Over the last two years a refreshed Diocesan vision has been disseminated throughout the diocese recognising the imperative for 'Growing Disciples: Wider, Younger and Deeper. A series of priorities have been developed that will facilitate growing new disciples in every parish across the Diocese. Already, high levels of engagement are being seen in a broad range of parishes and early numerical growth is emerging in areas previously experiencing decline.

This project builds on the previous awards of SDF implementing the Diocese's strategy of investing in leadership in younger people, alongside developing church-planting churches. It looks to develop a further 4 Resourcing Churches; invest in capacity building appointments to support the creation of future plants; a fund to support the development of 75 new worshipping communities by 2023; and develop a School of Discipleship which will focus on the spiritual formation and training of lay disciples and leaders in mission. This will incorporate new Licensed Lay Ministry/Reader courses training people for a wider range of ministries, including children, youth, worship leading, preaching, nurture groups, pastoral, evangelists and church planting.

The Diocese anticipates the following outcomes by 2023:

- Welcome 7000 new disciples into the fellowship of Christ and his Church
- Commission 1000 younger leaders (especially 15-30-year olds) equipped and inspired to serve the purposes of God in the Church and society.
- Plant or graft 75 New Worshipping Communities (NWCs) across the diocese to increase their reach in telling the story of Jesus to all.
- Grow 25 larger Resourcing Churches with clear commitment to develop leaders, plant New Worshipping Communities (NWC), and disciple the young.
- Serve and pray together as 1 Church contending for the gospel in every community and sphere of public life in the city, county and region.

The total cost of the project is £9.389m towards which £4.67m of Strategic Development Funding was awarded in June 2018.

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.

Winchester

Mission Action

The project has four major elements which support the diocese's growth strategy:

The Benefice of the Future aims to serve the ministry and mission of the diocese's rural parishes more effectively and to renew and revitalise their distinctive mission. Three pilot multi-parish benefices will be created of sufficient size to provide enough internal resource, produce efficiency of scale and permit diversity and differentiation.

Invest for Growth will establish and grow 2 new resource churches in Southampton and North Hampshire, five church plants and two pioneer hubs to grow fresh expressions of Church.

Major Development Areas will shape planning of new housing developments, grow sustainable ministry teams and create worshipping communities in six strategic MDAs.

Student Evangelism will explore new models for student evangelism in Further and Higher Education, with particular emphasis on incremental growth models in Further Education.

The diocese anticipates that key outcomes by the end of 2020 will include:

Benefice of the Future

- 15% growth in membership across 3 pilot benefices, including 160 new and returning disciples and 40 retained through reversing decline; 60% from missing generations.
- Five new fresh expressions of Church launched, including a total of 100 participants, with 35% of all attenders previously not engaged in church and 60% under 30 years of age. 70% of fresh expressions of Church to be lay led.
- 30 new lay leaders and four new vocations to ordained or LLM ministry.

Invest for Growth

- 2 resource churches with 650 new church members. 20% to be unchurched or dechurched; 15-25% of total membership to be students and average age of total to be under 40. Total membership to increase to 800 by end 2021 and 1000 by 2022.
- Five church plants with 380 new church members; 20-40% to be unchurched or dechurched and 25-50% of total membership to be missing generations. Total membership to increase to 1,250 by end 2024.
- 30 new fresh expressions of Church developed, with total of 600 participants; 35% of participants unchurched; 25% of participants under 30; 70% lay led.

Major Development Areas

- One new Christian community with 100 members: 40% unchurched; 50% missing generations.
- Five new fresh expressions of Church, totalling 150 participants, with 40% of attenders unchurched; 50% under 30 years of age; 70% lay led
- One new Church of England Free School.

Student Evangelism

- Increase in number of students coming to Christ to 1,400 per year.
- Increase of 200% (to c. 2,000) in Higher Education students attending church.
- 30 trained student evangelism workers deployed across the diocese.

The overall cost of the project is £8.5m towards which Strategic Development Funding of £4.2m over three years was awarded in December 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.

Developing mission and generating growth in Worcester and Dudley

Dudley and Worcester are two principal urban centres in the Diocese, which are key to the aim of advancing mission and generating growth across the diocese. The diocese plans to develop two resourcing churches, one in each centre.

In Dudley, this will be planted into 'Top Church', an iconic building at the top of the high street. It will have a major impact in an area where high levels of deprivation are being tackled and illustrate the Church's commitment to people living in the poorest communities. In Worcester, All Saints is already a significant two centre church at the heart of the next biggest urban area in the Diocese. It has developed over the last fifteen years into a lively and outgoing congregation of over 300 with active engagement in evangelism, student and youth work and service across the city as well as active work with the Foodbank and CAP debt centre.

The Diocese anticipates the following outcomes:

- Invigorate 8 churches including the 2 resourcing churches, 2 additional plants and the renewal of at least 4 further churches in priority areas within the diocese
- Create 2 hubs for training leaders and generate 23 new vocations for ordained ministry
- Stimulate growth by 2024 of at least 970 disciples, of whom over 600 are under 40
- Provide chaplaincy to students in both areas
- Sustain the growth and ministry of all these churches beyond the life of the project and across the diocese

The total cost of the project is £11.93m towards which £5.005m of Strategic Development Funding was awarded in June 2018.

July 2018