



'Blessing our Communities in Jesus name for the transformation of us all.'

# Growing Hope



Durham built Azuma: Using the past to build the future

**COVID-19 and Stage 2 plans:** The work that led to this planning detail was undertaken before the lockdown. Owing to the uncertainty surrounding the next 1 – 5 years we have included potential COVID-19 impact in the risk analysis rather than amend the planning. However, we remain alert to the impact and will regularly revise our strategy to ensure we achieve our anticipated growth targets.

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## Contents

1. Project Summary and Description .....	4
1.1 Context .....	4
1.2 Strategy .....	4
SDF funding .....	4
Phase three .....	5
1.3 Approach .....	5
1.3a Ministry Experience Volunteers (MEVs).....	5
1.3b Strand One Communities of Hope Location Summary .....	6
1.3c Strand Two: Resourcing Churches and Plant Locations:.....	6
1.4 Summary budget .....	6
1.5 Summary Outcomes.....	7
1.5a Strand One:.....	7
1.5b Strand Two: .....	8
2. Stage One Feedback and Changes.....	8
2.1 Our Response: .....	8
2.2 Material Changes since the first stage submission.....	9
2.3 Progress since the first stage submission.....	11
3. Project detail .....	13
3.0 Location Map .....	13
3.1 Strand One: 'Communities of Hope' Strategy and Planning .....	14
3.1a Community Characteristics.....	14
3.1b Ordained Oversight.....	14
3.1c 'Communities of Hope' Management roles in brief.....	15
3.1d The 'bottom up top down' Management Model.....	17
3.1e Theory of Change .....	18
3.1f How They Will Operate and Grow:.....	19
3.1g How They Will Replicate:.....	20
3.1f Sustainability: .....	21
3.2 Strand Two: Resourcing Churches, Plants and Revitalisation .....	23
3.2a Resourcing Church Management roles in brief. ....	23
3.2b Strategy and Planning: .....	23
I. All Saints: .....	23
Ia. Wynyard Plant Context and Detail:.....	24
Ib. St Paul's Newtown Context and Detail .....	24

Ic. St George’s.....	25
Id. Harton and Cleadon Park .....	25
Strand 2 Theory of Change.....	27
4. Project Governance, Management, Planning and Monitoring .....	28
4.1 Governance and Accountability.....	28
4.2 Project Management Structure .....	29
4.3 Project Planning and Outcomes .....	30
4.3a Strand One.....	32
4.3b Strand Two .....	34
4.3 Evaluation and Monitoring.....	36
5. Stakeholders.....	37
5.1 Change and Communication .....	38
6. Risk Assessment.....	41
Appendix.....	44
1. Locations and Detail:.....	44
1.1 Strand One.....	44
1.2 Strand Two.....	46
1.3 Deprivation indices map demonstrating economic decline.....	49
2. First six-month detail .....	50
Strand One ‘Communities of Hope’ .....	50
2.1 Hartlepool.....	50
St. Matthew’s Community Centre .....	50
St Aidan’s.....	53
2.3 Easington Deanery .....	56
Murton .....	56
Seaham.....	59
Thornley plant plan (early draft) .....	61
2.4 Sunderland .....	64
Pennywell.....	64
Beacon Project SR5 .....	68
Strand 2.....	70
2.5 All Saint’s Stockton .....	70
St Paul’s.....	70
Wynyard.....	73
Wynyard Stakeholder Scoping Meeting January 2020 .....	77
2.6 Harton and Cleadon Park (South Tyneside) .....	78

2.7 Saint George's.....	81
3. Sustainability – ‘Communities of Hope’ .....	84
Case studies:.....	84
A. Swindon night shelter .....	85
B. Shildon Alive!.....	85
Summary .....	88
4. Sustainability – Church plants and revitalisations .....	89
5. Example monitoring form: Church plants and resourcing churches .....	92
5.1 Example Monitoring Form: ‘Communities of Hope’ .....	93
5.2 Example survey (Where is the growth coming from) .....	94
6. Job Descriptions.....	99
6.0 Project Director (in post).....	99
6.1 Sustainability Manager.....	102
6.2 Project Manager .....	106
6.3 MEV Lead and budget breakdown.....	110
6.4 ‘Community of Hope’ Leader.....	112
6.5 Wynyard Plant leader.....	115
6.6 Associate Plant Leader .....	119
7. The Training Plan.....	123
7a. Purpose:.....	123
7b. Outcomes: .....	123
7c. Method .....	123
7d. Budget .....	123
8. Financial detail.....	124

# 1. Project Summary and Description

We are proposing a two-strand plan. Strand one will enable the planting of 14 replicable 'Communities of Hope' over 6 years. Strand 2 will establish two new Resource Churches enabling 6 new congregations which will be a mix of revitalisations, a new plant, and a youth congregation.

## 1.1 Context

The diocese has a rich and ancient history with Saxon Churches, a Norman Cathedral, and saints of national importance. It was once the centre of the industrial revolution and in the 20<sup>th</sup> century the focus of much industrial unrest and decline. This decline has also been evident in church attendance which has declined year on year for 70 years. 'Usual Sunday attendance' data for the diocese evidences a drop from 17,400 in 2001 to 11,305 in 2018, a decline of more than 35%. Additionally, by 2018, 40% of worshippers were over 70, with an increase of all the upper ages and a decrease in all lower ages. This is unevenly spread with the 200 churches, with an average Sunday attendance of 36 or less having a much higher percentage in 70+ bracket, compared with the 40 churches with an average congregation above that figure. Of the 40 larger churches, only 15 show an increase in Average Sunday Attendance in 2018 over 2015. Statistics indicate that in many of our post-industrial low-income communities' viability is unlikely to go beyond 2030 without significant investment in growth. Church going is less than 1% of the population in each area targeted, with both communities and clergy having a sense of being 'left behind'. However, occasional offices remain higher than average, indicating good levels of social capital.

Additionally, recent reports point to the fact that deprivation continues to climb throughout the North East, with the only increase in provision in 2018 being foodbanks!

## 1.2 Strategy

The Diocesan strapline 'From the Tyne to the Tees, and the dales to the sea, blessing our community in Jesus' name for the transformation of us all' underpins our agreed priorities:

- Church Growth
- Challenging Poverty
- Children and young people

These priorities have been the framework around which our strategy has been built, enabling common themes to be evident among the breadth of local contexts we work with. The senior team is actively engaged in developing mission strategy with these priorities as the guiding directives. The inclusion of the 'Project Director' as part of the 'Bishop's Leadership Team' (see Appendix 6.0) underlines the Episcopal commitment to integrated planning, shared leadership, and confident senior engagement.

SDF funding has been the cornerstone on which we have developed this missional strategy since 2016. In September 2016 our first Resourcing Church was successfully established in Gateshead, supported by a £150k investment from the Church Commissioners. The initial 16 people who planted the church have now grown to an average Sunday attendance of over 200 and plans to plant a youth congregation in 2020 are part of this bid. Building capacity through culture change in parishes through Missional Leadership for Growth (MLG), funded through a further SDF award has placed missional growth firmly in the centre of Deanery plans, and parish profiles. Sharing the learning with the leadership team, the wider diocese, and alongside reviewing national evidence has given the diocese the tools, and the confidence, to develop its church planting strategy which remains ongoing.

Led by the Rt Revd. Paul Butler (Bishop of Durham) the November 2018 bid was awarded a grant of £3.8m to implement phase one of our three phase ambitious investment in growth plan. In our phase one proposal we wrote: *'Our major strategic initiative and approach is to invest in creating resourcing churches in each centre of population. Each will have a vision for wider mission, be learning communities, develop leaders, resource others and plant churches. Our objective is to establish ten by 2020, with each having a population catchment of around 90,000... ..five of the ten plants (Bishop Auckland, Durham, Stockton, Gateshead, and Washington) were included in the previous application (phase one)'*. **Phase two locations** were stated as South Tyneside, Sunderland, Hartlepool, Easington (East Durham former coalfields), and Stockton South they comprise this application. They are dominated by communities of low income.

This proposal is about the **phase two locations** and is led by the Rt. Revd Sarah Clark (Bishop of Jarrow) who has visited and engaged with each place and being active in shaping our strategic choices. The change (in terms of mission strategy) between the 2018 bid and this one recognises that our economic diversity requires a greater level of creative thinking if growth, *and* sustainability are to be achieved. That different approach is detailed below as strand one, (Communities of Hope) with strand two planned around the learning from our existing Resourcing Churches.

Phase three to be presented in 2021 will be a planting proposal based on our the development of our current strategy.

### 1.3 Approach

In this proposal the areas in which we will be planting include communities of low income. These communities constitute the majority of towns in this diocese. Since 2015 areas of deprivation have spread, so enabling sustainable church growth in these communities is essential if we are to challenge the spiral of decline (appendix 1.3). These places have indices significantly higher than average, including income deprivation at 19.1% against a national figure of 14.6%<sup>1</sup> Our city suburbs contain some of our more prosperous communities, as well as the vibrancy of student life. Culturally they are very different to the post industrial majority and with poor transport links can seem a world apart.

Such distinct communities need distinct approaches which we have described as '**Strand one – Communities of Hope**' and '**Strand two – Resource Churches, plants and revitalisations**'. The strands are linked around the clear replication and planting strategies and non churched people missional focus. This two-strand approach has enabled us to develop context appropriate mission, drawing on local social capital, while enabling the growth of new worshipping communities.

#### 1.3a Ministry Experience Volunteers (MEVs)

Within the 2018 bid we proposed a leadership pipeline involving the placing of MEVs in Resourcing Church locations to enable the discernment of vocation. With three MEVs currently in the discernment process and one just through BAP, we have evidenced this route as one that is already proving fruitful. To develop that leadership pipeline further we have included funding for a further 6 MEVs, and recognise that this will also require a capacity increase if the program is to be appropriately supportive. Therefore, we have also included a part time MEV coordinator to lead on MEV recruitment and support. (Job description appendix 7.3)

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<sup>1</sup> <https://cuf.org.uk/lookup-tool> All deprivation data can be accessed here.

### 1.3b Strand One Communities of Hope Location Summary

Summary Table		
Location	Plant type	Date
Hartlepool: St Matthew's Community Centre	'Community of Hope'	2020
Hartlepool: St. Aidan's Kitchen	'Community of Hope'	2020
Hartlepool: Throston Community Centre	'Community of Hope'	2021
Hartlepool: Holy Trinity West View	'Community of Hope'	2022
Easington: Murton	'Community of Hope'	2020
Easington: Thornley	'Community of Hope'	2021
Easington: Seaham	'Community of Hope'	2020
Easington: Deneside	'Community of Hope'	2022
Easington: Seaham St Mary's	'Community of Hope'	2023
Sunderland: Southwick	'Community of Hope'	2020
Sunderland: Redhouse	'Community of Hope'	2022
Sunderland: Town End Farm	'Community of Hope'	2023
Sunderland: Pennywell (St Thomas)	'Community of Hope'	2020
Sunderland: Pennywell plant	'Community of Hope'	2023

These are all areas that include high levels of population living in communities of low-income. They are 'white British' post-industrial communities and include large social housing estates with little statutory provision.

### 1.3c Strand Two: Resourcing Churches and Plant Locations:

Stockton South: All Saint's.	Resourcing Church	2020
Stockton South: St. Paul's (from All Saint's)	Church plant/revitalisation	2021
Stockton South: Wynyard School (from All Saint's)	Church Plant	2020
Stockton South: 3 (from All Saints)	Church plant/revitalisation	2024
South Tyneside: Harton and Cleadon Park	Resourcing Church	2020
South Tyneside: Rekendyke (from Harton and CP)	Church plant/revitalisation	2022
South Tyneside: Biddick/Whiteleas (from Harton and CP)	Church plant/revitalisation	2024
Gateshead Hope House (Plant from St. George's)	Plant - Youth Congregation	2020

For location map see 2.4 for further location and planning detail see appendix 1 and 2.

### 1.4 Summary budget

The total project cost is £5,832,671. (This does not include curacy placements, or local ordained leaders within strand one whose stipends sit within current allocations.)

The Diocesan contribution is £712,795 including new money totalling £173,000 in capital expenditure to enable mission and £398,039 in stipend contributions at the end of the grant period. The diocesan contributions within the existing diocesan budget are still committed but is not 'new' money so has not been included within this budget (see 2.2 for detail)

**Note:** The degree of decline in the diocese has been well documented and this impacts all areas. A recent paper by Edward Gorrington (Diocesan Secretary) made clear that within three years the annual deficit will be in excess of £1m. This is challenging and unsustainable limiting the capacity of the diocese for investment. The investment agreed underscores the recognition that we are called to a missional people and despite our challenges investing in mission remains our priority.

**We are asking the Strategic Investment Board for £4,024,191 which is £3880 lower than stage one and represents the core project costs (for change detail see 2.2).**

DURHAM DIOCESE 'Grow' phase 2 Financials July 2020												
Context Detail	Base Cost (full year @ 2020 Prices)	2020	2021	2022	2023	2024	2025	Total	Total Local context	Total Diocese	Total SDF	
<b>Annual Totals</b>	<b>1436945</b>	<b>£632,797</b>	<b>£925,273</b>	<b>£1,013,756</b>	<b>£1,046,452</b>	<b>£1,041,113</b>	<b>£1,173,280</b>	<b>£5,832,671</b>	<b>£1,095,684</b>	<b>£712,795</b>	<b>£4,024,191</b>	
Project Total												
SDF Contribution		£379,798	£892,122	£972,760	£1,004,554	£427,837	£347,122				£4,024,191	
Diocesan Contributions		£173,000	£20,887	£28,462	£29,088	£199,557	£261,800			£712,795		
Local Context Contributions		£80,000	£12,264	£12,534	£12,810	£413,720	£564,357		£1,095,684			
		£632,798	£925,273	£1,013,756	£1,046,452	£1,041,114	£1,173,279					
		-£632,798	-£925,273	-£1,013,756	-£1,046,452	-£1,041,114	-£1,173,279					

## 1.5 Summary Outcomes

### 1.5a Strand One:

- 14 replicable and sustainable 'Communities of Hope' established over 6 years, connecting with at least 1,600 people, with 575<sup>2</sup> people having had life changing encounters with Jesus, leading to a committed pattern of discipleship.
- Opportunities for further 'Communities of Hope' discerned in other locations.
- Opportunities for lay training and development through the creation of a sustainable model in areas of high deprivation.
- Opportunities for three placements on the 'Mixed Mode Training Partnership' inaugurated with Cranmer Hall under our 2018/19 bid.
- 160<sup>3</sup> indigenous leaders trained in urban mission, with training going beyond the 'Communities of Hope' and into new contexts. (appendix 8)
- 15 people will have begun exploring ordination as a result of encountering the communities, as part of the Ministry Experience Volunteer (MEV) pipeline.
- 12 local people will have begun training for ordination or other ministries as a result of encountering the communities
- 5 curates trained in urban mission contexts and taking the learning on into other areas<sup>4</sup>
- A growth of hopefulness across a region that has only known decline for more than a generation.
- A growth of aspiration in the wider diocese, as we use the learning to support growth in similar contexts.
- An established program of financially sustainable growth, with funding partnerships and/or sustainable enterprises, embedded into the life and mission of the first seven, with the learning going beyond them into seven new locations.

<sup>2</sup> This is an increase on our stage one proposal discerned through the detailed planning process.

<sup>3</sup> We anticipate 280 attending training (see 4.3a) but recognise that not all of those trained will exercise the visionary leadership required.

<sup>4</sup> Alison Williams is the first of these curates. Placed at Thornley from June 2020 she will develop planting skills that build on her charisma enabling her to go on to church plant, following her curacy.

### 1.5b Strand Two:

1. 1 Church Plant at Wynyard School with a new worshipping community of 70 adults established over 5 years.
2. 4 church revitalisations (St Paul's 2021, South Tyneside 2023 and 2024, Stockton 2. 2024) growing 400 new believers.
3. 1 new youth congregation (Gateshead 2021) of 120 young disciples.
4. 10 people will have begun exploring ordination as a result of encountering the churches as part of the Ministry Experience Volunteer (MEV) pipeline.
5. 4 additional planting locations identified with planting underway by 2026.
6. 3 planting curates trained and ready to lead a plant.
7. 6 individuals moving toward, or in, vocational training contexts.
8. For each plant to be on a clear trajectory to sustainability through teaching a culture of generosity, within communities with disposable income.

## 2. Stage One Feedback and Changes

Our stage one feedback stated: *'The Board asked that the plan should provide greater clarity around the mission theory around the Communities of Hope, including how they will become sustainable, given the deprived areas in which they are located. The Board also had some concerns about the diocese's capacity to manage this project alongside its existing commitments, and whether it was realistic to be able to recruit three strategic area leads of sufficient calibre. It therefore suggested that the diocese consider whether recruiting a high-quality strategic lead and a programme manager might be a stronger mix (and easier to recruit) than the current 3 strategic area leads.'*

### 2.1 Our Response:

We have considered established examples where the development of multiple income streams in support of project outcomes have been well applied. The primary case study we have explored is that of 'Shildon Alive' in Durham diocese which we would describe as 'proto-'Community of Hope'. The detail can be found in appendix 4 and demonstrates what a move to sustainability can look like in similar contexts.

Using the case studies, we have written a theory of change which has been used in the strategic planning in each context. This can be found at 3.1

There were two areas of strength that we anticipated drawing on with the area strategic lead proposal, they were:

1. An increased capacity in project delivery in the local context
2. A wider strategic remit to enable planting.

However, we recognise the boards concerns around the recruitment challenge and have reconfigured the way we have included these strengths. This has been done by:

1. Extending the hours of the project manager role to fulltime, then including a strategic remit around replication of 'Communities of Hope' within the role description. (appendix 6.2)
2. Increasing capacity in the local context with an additional part time lead role to support planting, and further ensure that paid staff create sufficient momentum in achieving the agreed outcomes.
3. Increasing capacity centrally through a capacity bid for a second project manager to support the Resource Church and planting track.

## 2.2 Material Changes since the first stage submission

Whilst the overall plan and focus of 'Grow Durham' remain unchanged three factors have led to several material changes:

1. As the detailed planning was undertaken with teams in each location it became clear that some local variation in posts was essential if we were to deliver a strong sustainable outcome focused project.
2. We were advised our London support team to remove from the spreadsheet those diocesan items that were already included in the diocesan stipend or curacy budgets as they are not 'new' money allocated by the diocese.
3. We have responded to the advice given in our offer letter ensuring clear strategic direction and focused project management.
4. We have introduced realistic start dates and revised roles. (for example Stockton St, Paul's had start dates of Jan 2021 – the project launch is April 2021, Easington 1.13 Youth Leader - original budget had an SDF cost of £76822 but it should have been £56274 a £20548 plus others.)
5. Our stage one spreadsheet mistakenly introduced a 2.2% inflationary uplift from 2020 instead of 2021 compounding every other annual increase. All the line items bar the capital costs were subsequently impacted by the 2.2% inflation taken out of 2020. Once corrected this left a significant underspend against the agreed SDF budget which has been used to further strengthen the project. Therefore, the overall **spend** variance in the table below (when set against this correction) results in the overall **project** variance. The detailed spend can be seen on the attached excel spreadsheet.

Change detail		Brief Explanation	Financials		
1. Across the project			SDF +/-	Diocese +/-	Local +/-
a.	Area Strategic Leads and the P/T project support officer have been <b>removed</b> from the project.  The capacity has been reconfigured through:  Project Manager and Sustainability Officer <b>added</b> .  P/T local Support lead x 3 <b>added</b> to support lay leader in planting capacity.	In response to the advice given in the SIB first stage offer letter we have reconfigured the project management to strengthen strategic input/outputs and replicability  For full JDs see appendix 6.1 and 6.2.	-£618,112  +£307,710  +£157,905	  +£117,536	-£194,409   +£60,315
b.	Training curates <b>removed</b> from spreadsheet though <b>remain in the project</b> .	Included in the diocesan curate allocation budgets.		-£917,924	
Variance			-£152,497	-£800,388	-£134,094
Strand Specific: 1: Communities of Hope					
1. Easington					
a.	Ordained Oversight (Murton) <b>removed</b> from spreadsheet budget, <b>though still part of the project</b> .	This stipend has been agreed as a permanent diocesan stipend for Easington deanery.		-£311,349	

b.	Youth Lead <b>added</b> to the project and spreadsheet budget.	Seaham detailed planning made clear the opportunity for youth engagement.	+£52,635		+£20,105
c.	Thornley Plant costs. (Plant one from Murton.)	Budget realised through reducing in Seaham and Murton following detailed budget planning.	+£31,549		+£12,862
Variance			+£84,184	-£311,349	+£32,967
<b>2. Sunderland</b>					
a.	Children and Youth evangelist <b>added</b> to the project and spreadsheet budget.	Local planning has clarified the opportunities for targeted 'Community of Hope' activities to reach this group.	+£52,635		+£20,105
Variance			+£52,635		+£20,105
<b>3. Hartlepool</b>					
a.	Community Evangelist <b>added</b> to the project and spreadsheet budget	This was added through the local planning team engaging in a process of reflecting in greater detail.	+£93,123		+£35,570
Variance			+£93,123		+£35,570
<b>Strand 2: Resourcing Churches, Plants and Revitalisations</b>					
<b>1. South Tyneside</b>					
	The Ops manager, Children's and Families, Em. Gen roles and session work allowance have been <b>removed</b> from the budget and <b>replaced with:</b> Admin & Community Support worker. Families support worker. Seniors support worker. Rent and utility costs	This is in response to local planning with the new roles reflecting community profile and activity for growth planning.	-£252,068		-£96,414
			+£246,977		+£94,338
Variance			-£5,091		-£2,076
<b>2. Stockton St Paul's</b>					
a.	The Creative Director and Children/youth/hospitality lead <b>removed</b> from the project and spreadsheet budget. Children and Youth Outreach Worker, Creative Communities Lead, Admin support, Hospitality Lead and mission fund <b>added</b> .	This is in response to local planning, supported by input from 'The Church Planting Course'	-£209,345		-£85,349
			+£248,805		+£107,948
Variance			+£39,460		+£22,599
<b>3. Wynyard</b>					
a.	Evangelist/Discipleship/Admin Lead, Children and Youth/Worship lead <b>removed</b> from the project. Mission fund adjusted. Associate Leader/Evangelist Lead, Children's Evangelist/Emerging Gen	This is in response to local planning, supported by input from 'The Church Planting Course'	-£216,138		-£82,529

	Lead. Worship Lead and Families Evangelist <b>added.</b>		+£312,826	+£40,210	+£78,854
Variance			+£96,688	+£40,210	-£3,675
<b>4. St. George's Hope House Youth Awaken congregation</b>					
a.	Building upgrade budget <b>reduced</b> and Mission resources budget <b>added.</b>	Accurate costings have now being received, detail planning has made clear the need for high quality digital resources.	-£50,000 +£50,000		
b.	Plant leader <b>removed</b> from spreadsheet and project. Youth Pastor <b>added.</b>	This a job title change and reflects the research done at St. George's around mission focus and recruitment potential.	N/a		N/a
Total Variance			£0.00	£0.00	£0.00
<b>5. Additional and project support</b>					
a.	Recruitment costs and Lay training costs <b>added.</b>	Recruitment costs relate to project management and sustainability roles. There may also be the need to support recruitment costs at Wynyard	+£42,000		
Variance			+£42,000	£0.00	£0.00
Overall variance of the above lines			+£250,502	-£1,071,527	-£28,604
Changes (adjusting salary levels, realistic start dates, adjusting curacies and stipends etc.)			-£149,947	-£200,212	-£222,355
Impact of inflation error			-£96,675	-£26,162	-£27,152
<b>Overall project variance once 2.2a (above) is also taken into account</b>			<b>-£3,880</b>	<b>-£845,153</b>	<b>-£278,111</b>

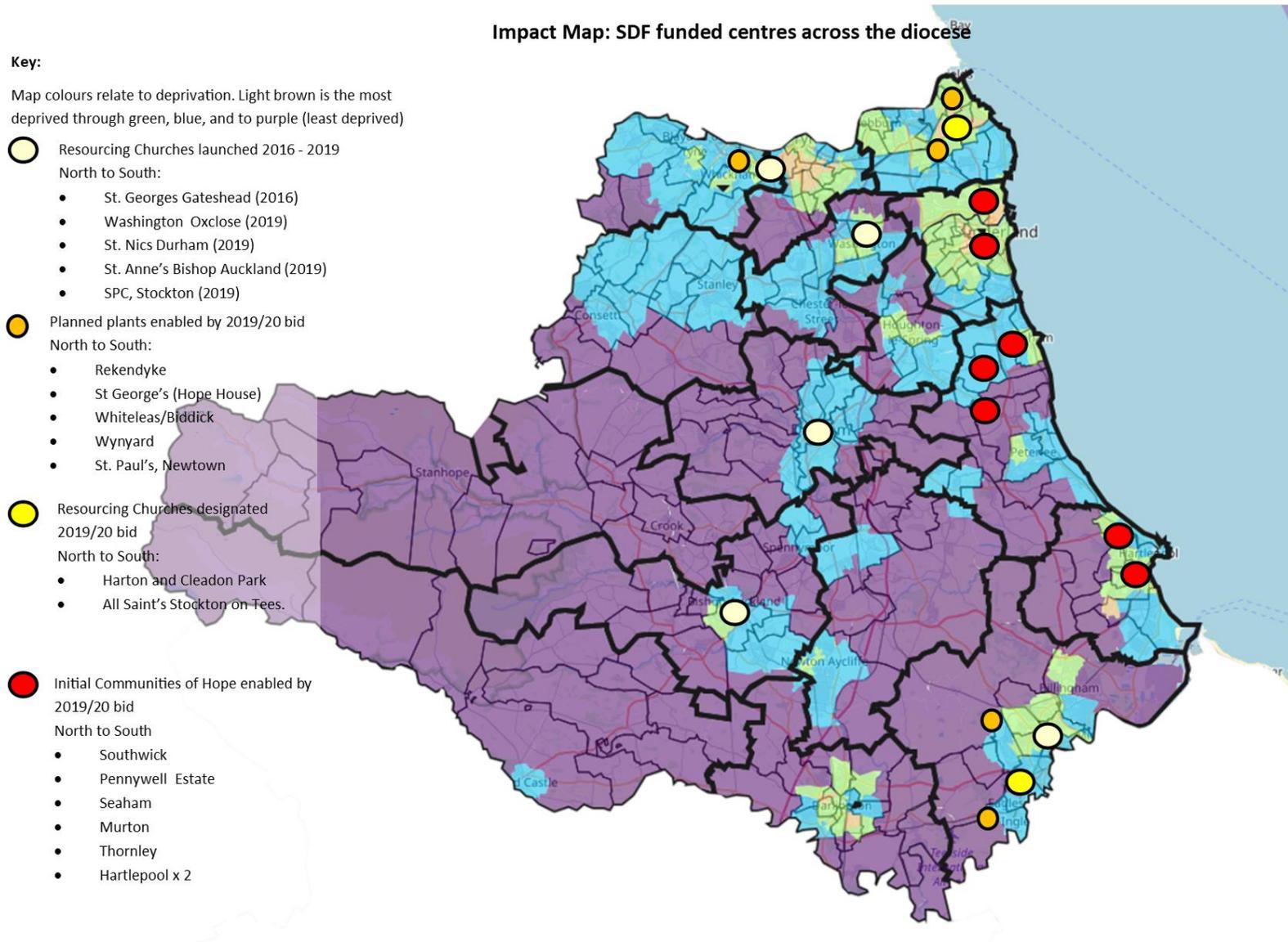
### 2.3 Progress since the first stage submission

Location	Progress
Communities of Hope (including initial planting focus)	
Sunderland: Pennywell	Local church groups engaged Potential future plants identified Local stakeholders consulted. Lay team formed Budgets planned for.
Sunderland: Southwick	Local church groups engaged Potential future plants identified Local stakeholders consulted. Budgets planned for. Potential 'Community of Hope' leaders identified.
Easington: Seaham	Lay team formed. Town centre property has been assessed Planting plans for replication have been considered and locations agreed. Budgets have been planned locally to ensure that maximum capacity is established. A support team has been appointed to enable the treasurer.
Easington: Murton	Lay team formed Local stakeholders engaged Suitable properties explored

	Potential post holders highlighted. Budgets planned for
Easington: Thornley (plant)	Timeline agreed Seed funding has been included in this budget. Early planning done (appendix 3)
Hartlepool: St Aidan's	Stakeholders scoped and informed. Church groups engaged St. Aidan's Kitchen team on board First tasks document agreed Job descriptions agreed Potential post holders highlighted. Budgets planned for.
Hartlepool: St. Matthews	Stakeholders scoped and informed Church groups engaged St. Matthew's community centre rental agreed First tasks document agreed. Job descriptions agreed Budgets planned for.
Hartlepool: Holy Trinity	Timeline agreed (Sept 2022)
Hartlepool: Throston	Timeline agreed (Sept 2021)
Resourcing Churches and plants	
All Saints: Wynyard	A Bishops Mission Order consultation process is underway with the Mission Order expected to be in place by May. A Memorandum of understanding has been agreed with Wynyard school Missional leaders have been identified and approached. Missional leaders have completed the Church Planting course. Housing provision has been agreed and put in place.
All Saints: St. Pauls	Faculty permission for the building changes required are in process with an architect appointed and DAC site visits completed. A missional leader has been identified and approached. Housing provision has been agreed and put in place. The missional leader has completed the Church Planting Course.
Stockton 3.	Deanery planning currently underway.
Harton and Cleadon Park	Ongoing conversations about faith, worship, service Revitalisation plans included in the new Deanery plan Worship leading courses revised/prepared Premises viewed, working with Council, landlord, letting agents Relationships with Rekendyke beginning.
Saint George's	Youth Pastor has been identified Schools work increased to develop relationships Small 'Awaken' gatherings have begun in St. Georges Building work on Hope House has begun, enabling the September Launch.

### 3. Project detail

#### 3.0 Location Map



### 3.1 Strand One: 'Communities of Hope' Strategy and Planning

The diocese is planning to deliver a culturally relevant small to small planting model in low-income communities. These 'Communities of Hope' will raise indigenous leaders, make and grow new disciples, respond to social challenges, and develop a sustainable model of funding. Each "Community of Hope" will put the gospel firmly in the centre of their community by responding strategically to challenges of low church attendance, low aspiration, low confidence, and poor mental and physical health, typically evidenced in these places.

Additionally, 'Communities of Hope' will embrace the strengths of local cultures within these areas: the value placed on relationships beyond meeting points, an 'in the minute' way of living, a drop in approach to events, a confidence in primary education, indigenous community leadership, passion and exuberance in both delight and fury being openly expressed, and so on.

When building a team, the context needs to be accounted for and the IMD stats (2019) for Durham make clear that all the areas we will be working with are in the top 10% most deprived nationally. Our experience indicates that growing 20 – 30 confident local people in such context's location, will take at least 3-4 years. This impacts on initial local capacity, so investment in the team is an essential ingredient if we are to achieve our outcomes.

#### 3.1a Community Characteristics

- They are small (20-50 adults) to maximise the relational potential.
- They are shaped by three key characteristics: faith focused, accessible, and relevant.
- They are locally led with paid key workers supporting growth, planting and sustainability.
- They are active in evangelising through their social networks.
- They nurture discipleship through small groups running on a peer to peer basis, with lay leaders trained locally (appendix 8)
- They foster distinctive, attractive faith communities with a strong sense of place.
- They are open daily and use highly accessible spaces.
- They respond to local stories through constantly developing strategies that build context, appropriate connections.
- They develop social enterprise as part of the life of each place (e.g. faith sharing while nails are polished).
- They are 'safe' places that understand and are attuned to issues of low-income communities.
- They include a strong element of relational hospitality.
- They are established in such a way so that they minimize the need for institutional structures.
- They are set up to replant and share learning with other contexts.

#### 3.1b Ordained Oversight

- Existing clergy in each parish hosting a 'Community of Hope' will:
- Be a theological thinker (they have the theological foundations to undergird and actively support a missional outlook)
- Use their existing social capital to lend start up value
- Line manage the local Community leader.
- Work with the team to set an appropriate strategy for the local context.
- Support the recruitment and team building process.

- Chair the management team of the Community.
- Enable the links into the wider parish and Diocesan structures.
- Ensure that the growth is seen as part of the wider strategy, thus laying the groundwork for future plants in other parishes. (Being ambassadors)
- Link existing relational opportunities such as occasional offices into related activities and events.

### 3.1c 'Communities of Hope' Management roles in brief.

Role	Purpose snapshot
1. Episcopal lead (Rt Revd. Sarah Clark – Bishop of Jarrow)	Confidently inputting vision and energy, developing strong relationships with each location, ensuring accountability, supporting and enabling strategy. Keeping the missional focus active. Telling the story in the wider diocese.
2. Diocesan Project Director (In post)	Encouraging and inspiring each place, stimulating good practice and supporting learning. Delivering accountability to the wider strategy and vision. Line managing 4 & 5. Ensuring outcomes work towards church growth. Sharing good practice, telling the story.
3. Archdeacons	Communicating hope and change based on real possibilities witnessed in these pioneer locations. Supporting and enabling the legal structures to ensure competent project delivery. Telling the stories of lives changed across the wider archdeaconry.
4. Project manager ('Communities of Hope': appendix 7.2)	Delivering local and strategic support to strand one, Developing training, creating opportunities for planting, supporting day to day processes. Sharing good practice, encouraging local people to share hope with local people, maintaining the missional focus.
5. Sustainability manager (appendix 7.1)	Supporting the move to sustainability, working with 1, 2, 4 and 7 to maximise opportunities for funding streams. Supporting strategic replication. Sharing stories to develop strong funding relationships, growing a generous culture, building on the good outcomes.
6. MEV Lead (appendix 7.3)	To work with each location to place and support MEV's enabling the growth of the leadership pipeline to continue. Sharing MEV stories, spotting opportunities for good training, inspiring others.
7. Local ordained lead	Line managing 8, keeping prayer and faith sharing in the centre of the project. Nurturing new believers, growing vocation, establishing local missional strategy, encouraging others to share the difference Jesus has made to their lives. Building a confident open faith community.
8. "Community of Hope" lay leader (appendix 7.4)	Managing the day to day activities, growing the team of volunteers, enabling discipleship, applying process, line managing 9 & 10 supporting strategic replication.
9. Hospitality lead (where applicable)	Supporting community hospitality, developing volunteers, supporting food-based provision and welcome.

10. Other roles	As locally discerned to meet a specific growth opportunity. For example, children and family work at St. Matthews.
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Additionally: for each 'Community of Hope' at least 6 lay volunteers from the area who are members of the local church form a core part of the team. The initial volunteers will offer core activity time, welcome, conversation and prayer to the new people. Appropriate training is already planned.

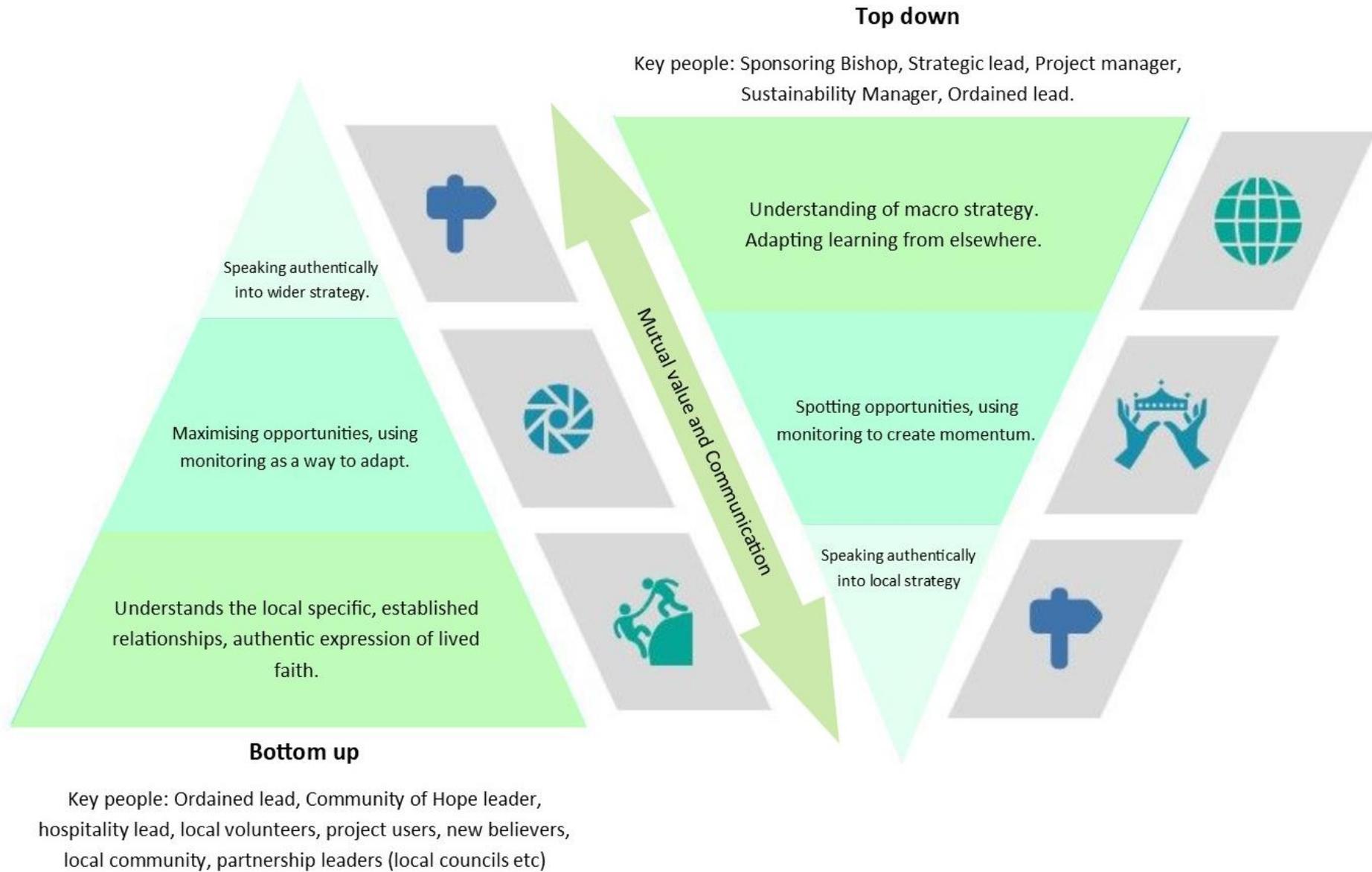
A training Curate will be placed in parishes that contain 'Communities of Hope' and will be an active part of the team. Curates will benefit from the learning around:

- The mission imperative undergirding each place.
- Community relationships.
- The activities and services that serve as vehicles for church growth.
- Developing sustainable models of church in low-income communities.
- How to grow, to plant.

Our management approach will be bottom up top down to enable us to:

- Add capacity to the ordained oversight by introducing expertise and support through the project management structure.
- Add capacity to the lay leaders by introducing a skill set and a strategic approach not commonly found in low income communities.
- Increase confidence in the route to sustainability.
- Enable the process of replication to be grown and enabled as part of the initial plants.
- Ensure that monitoring is supportive, and learning applied to enable further growth.

3.1d The 'bottom up top down' Management Model



### 3.1e Theory of Change



### 3.1f How They Will Operate and Grow:

They will be established in an accessible building. This will vary depending on the context and will include redundant shop units (as in Shildon Alive), unused community spaces, or buildings we own.

Growth orientated activities will be locally discerned and appropriate. They include:

- Discipleship related: Safe space times; Church in the hub; Agape Meals; Story sharing and

**Telling the story:** The following is an anonymised account shared through Shildon Alive:

I grew up around here, know the streets, the people, where you could get pretty much anything and at what price. Local primary school life is a good memory of mine though leaving the estate to go to the comp one I would rather forget. I was diagnosed with a personality disorder and needed to self-medicate with a drink just to survive. By the time I was 23 I had five kids, they are all in care though I have opened a Credit Union account for each of them now. I called into the 'project' one Tuesday morning because my friend Leanne had told me I could get food without needing a referral and I needed food. I was sanctioned, I'd missed an appointment. The people in the 'project' were great, from the first visit I felt I belonged, and I had never belonged, not really, not anywhere. I stopped on for the lunchtime eating with the rest like it was my own home and asked if anyone had a coat I could have as it was so cold in my place. I left before story time, one of the women promised to drop me a coat over and did the next morning, I went back the following week, this time I stayed for story time and heard about being religious in a way that was so normal it didn't really feel religious. After three months popping in a couple of times a week now felt normal, I started to help out in the kitchen and did a Jesus course, staying on after the doors shut to learn with eight others (one of whom I hated). The next summer I was baptised and confirmed it was scary, but I did it and was so happy! My kids are still care, I guess they always will be now, but I feel like I am now part of a family of my own and have hope for my future.

telling; Alpha; Pilgrim; Recovery program, Restore Course, Mass; 'Time to Pray' etc.

- Hospitality related: A 'food for all' programme. (Typically, this involves the sharing of surplus food from major supermarkets); Cooking and eating together; Guerrilla gardening (growing and eating edibles on public land). A men's Cree; Drop ins; Pizza clubs, and more.
- Planned Activities: A pop up parlour (parlour activities are usually games varying between the active (table tennis etc.) to the sedentary (dominoes, scrabble, chess etc.); Litter picking; Family fun days; Sports organising (watching and playing); Engaging community activism; Art groups; Blessed beginnings (baby clubs);
- Social Enterprise related: 'You can' programme; money course; skills-based learning.
- Advocacy and Support: A 'coats for all' programme; Credit Union; Advocacy; Job search facilities; Confidence clubs; Bereavement groups; Recovery time.
- Hosting: partnership organisations including Housing Associations, the local MP, AA, GA, and more.

All activities conform to three key principles:

1. They enable relationships as vehicles for faith sharing.
2. They empower participants through giving opportunities for volunteering and discovery thus growing disciples.
3. They build community and so develop faith sharing networks

These key principles enable:

1. Daily expressions of Christian faith being normalised (for example agape meals each lunchtime)
2. Prayer.
3. Story sharing opens hearts and minds to the way authentic faith transforms.
4. More 'formal' faith encounter groups.
5. Worshipping communities growing together.

### 3.1g How They Will Replicate:

Our experience of working in low income communities makes clear that the sense of place is so strong that most people won't relocate. However, people will engage through sharing and are proud of their achievements, proud enough to share the learning. People will also 'support' others as it gives value to their own life experiences. This strategy is mindful of these characteristics but **does not preclude** people moving if that becomes a possibility. We also note that planting opportunities have already been identified in Sunderland, Easington Deanery and Hartlepool as the second seven<sup>5</sup>. A number of communities may exist with the same parish, but each will have its own focus and shape. For example, in Wearmouth there are three large housing estates in the same team parish, we anticipate a community planted in each one.

*Table illustrating replication process.*

Year	Strategy	Key people	Outcome
1 - 2	<b>Community 1</b> Recruit and build team. Grow community. engagement activities. Develop local leaders. Develop discipleship program. Grow volunteer numbers.	<b>Community 1</b> Ordained Oversight. Project Manager. Sustainability Officer. Local "Community of Hope" leader. Lay start up team. Community volunteers.	<b>Community 1</b> Team established. Community engagement activities underway. Daily faith sharing. Discipleship program established. Lay leadership training program (Action Course) underway. Weekly worshipping community begins.
2 – 3	<b>Community 1</b> Review the learning. Consider the financial sustainability model. <b>Identify planting opportunity (Community 2)</b> Grow lay team in new location. Establish social enterprise.	<b>Community 1</b> Ordained Oversight. Project manager. Local "Community of Hope" Leader (shares learning, spends up to 1 day in new community). Trained lay leaders working in existing project. Sustainability Officer.	<b>Community 2</b> Financial viability model established. New lay team begins to coalesce. Prayer and planning undertaken. Community volunteers from community 1 come and share their stories and learning. Social enterprise grows ministry and develops funding stream.
3 - 4	<b>Community 2</b> Recruit and build team. Grow community engagement activities.	<b>Community 2</b> Ordained Oversight. Local "Community of Hope" Leader from context 1, 3 days a week.	<b>Community 2</b> Team established. Community engagement activities underway. Daily informal faith sharing.

<sup>5</sup> In Easington Deanery the plan to plant into Thornley supported by Murton has been included in appendix 3. This is an early draft but indicates the level of engagement present. We anticipate revisions as the learning is applied.

	Develop discipleship program. Grow volunteer numbers.	Trained lay leaders share learning. Lay start up team established. Community volunteers supported by Sustainability Officer and Project Support Officer	Discipleship program established with and through volunteers. Weekly worshipping community begins.
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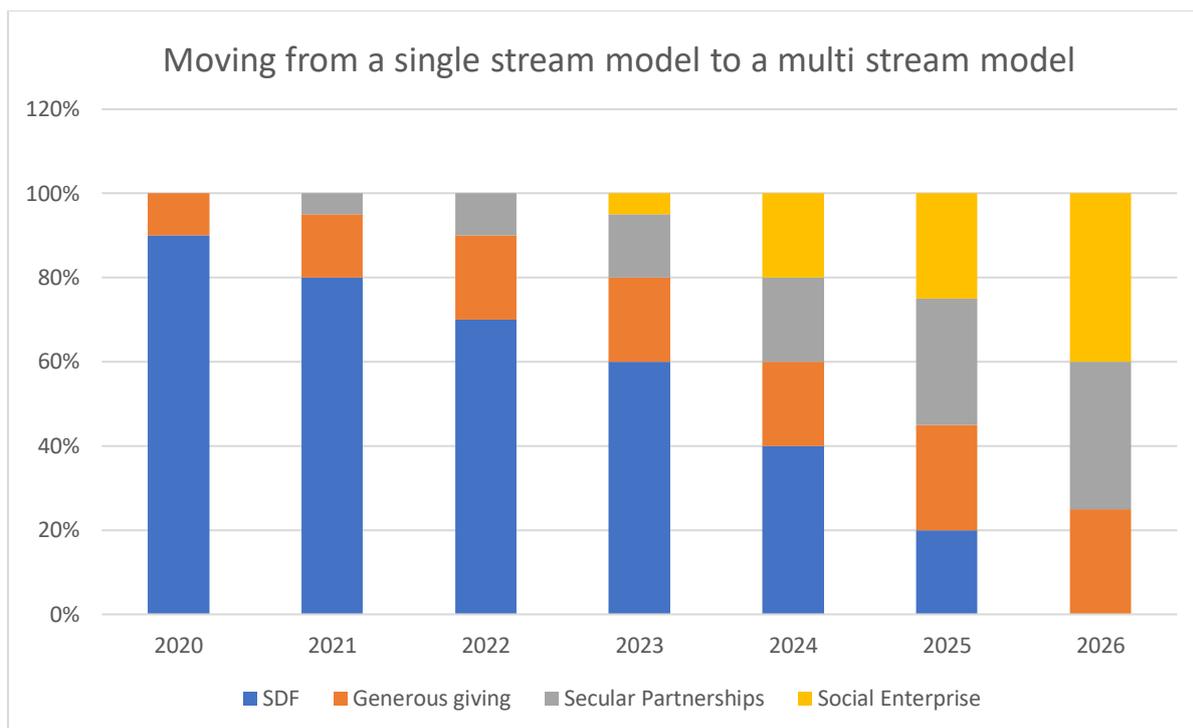
### 3.1f Sustainability:

For planting and growth to become realistic in the long-term, sustainability will be achieved in the short term (3 – 5yrs). In areas of low-income we recognise that sustainability through giving is unlikely to be achieved. Therefore, we are planning a model with multiple income streams. (For further detail see appendix 4). **A dedicated sustainability manager** will be employed *‘To develop and implement the multiple funding stream strategy which will include prospect research, developing social enterprise opportunities, developing cases for support for identified projects, matching them with relevant trust prospects and building and maintaining strong relationships with charitable foundations’*. (appendix 6.1)

This multiple income stream strategy is summarised in the table below.

Income stream	For example,	Notes
1. Developing a generous culture	Applying discipleship principles: Personal giving. Giving of time. Locally organised fund-raising events.	Supporting the Sustainability officer the diocese has employed a ‘generous giving officer’ who will share his expertise and learning in developing such a culture from day one. A generous culture goes beyond personal giving into lifestyle choices rooted in discipleship. This includes the giving of time to mission and outreach, alongside community maintenance.
2. Secular partnerships	Grant making bodies. Local councils. Local businesses. Corporate Partnerships. National businesses (e.g. supermarkets). Crowd Funding. Charities Aid Foundation.	The sustainability manager will be tasked to <i>‘develop strong relationships with targeted trusts, foundations, and corporate partners that help deliver both single, and multi-year grants.’</i> (Appendix 6.1) This has already been achieved in the diocese at Shildon Alive where funders confidence in the quality of community support offered now approach the project to place funds. We are already aware of trusts whose preferred outcomes match aspects of the work. For example, a group regularly eating together in a “Community of Hope” are challenging social isolation, growing wellbeing, and learning about healthy eating. Three simple outcomes that attract funding without compromising the Christian mission inherent in each community. Our experience and research <sup>6</sup> indicate that once a funding partner experiences outcomes well met they are keen to refund.
3. Social Enterprise	Gardening. Nail bars. Community Supermarket’s. Healthy take-aways. Keep fit groups. Training events. Hosting.	The sustainability manager will <i>‘work collaboratively with ‘Communities of Hope’ key leaders to identify and develop social enterprise opportunities, embedding processes, developing realistic goals, developing appropriate business plans and supporting their enactment.’</i> Appendix 6.1 The important factor is to ensure that the social enterprises link with the outcomes for each community. For example, gardening would help enable the identification of socially isolated elderly people. Nail bars enable pastoral conversations and so on, a community supermarket would draw people together. Therefore, <b>this is not ‘funding for funding’s sake’</b> but funding that enhances the ministry opportunities.

<sup>6</sup> Shildon Alive as our key focus was approach by five trusts looking to place funds to support the church response to Corvid-19. It went with two equipping the project to further place Christian relevance and response at the centre of people’s lives at a difficult time.



This financial assumption underlying this model will be monitored throughout by the sustainability manager.

**Longer term planning:** While there is an element of risk in this strategy (see the risk assessment) our research looking at other organisations in the voluntary sector indicate that a multiple income stream approach, well-shaped, can generate long term sustainable community initiatives. Other faith projects we looked at included a homelessness project in Swindon, run by a free church it funds itself through a bike workshop, offering training at the same time as generating an income. ‘Shine nail bar’ in Leeds funded a project supporting abused women and girls. ‘The Second Combing’ helps fund a free church in Bristol. All the enterprises linked into the missional goals of the projects. This three-strand approach is one that has evidenced success and the Sustainability Manager (appendix 6.1) properly supported and equipped is a very important part of this picture. We anticipate that as the shape of financial sustainability becomes settled that momentum will take the ‘Communities of Hope’ forward as relevant worshipping communities transforming their communities as they go.

**Exit planning:** Should sustainability not be realised the location and activities will be reshaped to respond appropriately. This will include recognising what is already present (new believers, volunteers, community goodwill) and building a strategy for the future around the new capacity established by the ‘Community of Hope’. This capacity could look like worship in homes alongside community transformation energised by local new believers. It will in effect be a low-cost model with an emphasis about building on the legacy to shape the future, not closing down and pulling out.

**Note:** Since shaping this bid Covid-19 has begun to impact our communities. The ‘Communities of Hope’ offer a unique opportunity to practically speak into the themes of vulnerability and connectedness the pandemic has brought to the surface. The economic impact on our low income communities is expected to last for two to five years, this offering of hope in the midst of disaster is timely!

### 3.2 Strand Two: Resourcing Churches, Plants and Revitalisation

We are planning to designate two further resourcing parishes: Stockton All Saints, and Cleadon Park with St Peter's Harton.

Both the new resourcing parishes have planting and revitalisation plans which will be resourced by this proposal enabling one plant (Wynyard) and three revitalisations (St. Paul's 2021, Rekendyke 2022, Biddick 2023). St. George's Gateshead will be supported in planting a new youth congregation into Hope House (2020).

#### 3.2a Resourcing Church Management roles in brief.

Role	Purpose snapshot
1. Episcopal lead (Rt. Revd Sarah Clark Bishop of Jarrow)	Confidently inputting vision and energy, developing strong relationships with each location, ensuring accountability, supporting and enabling strategy. Keeping the missional focus active and alive. Telling the story in the wider diocese.
2. Diocesan Project Director (In post)	Encouraging and inspiring each place, stimulating good practice and supporting learning. Delivering accountability to the wider strategy and vision. Line managing 4 & 5. Ensuring outcomes work towards church growth. Sharing good practice, telling the story.
3. Archdeacons	Supporting and enabling the legal structures to ensure competent project delivery. Telling the stories of lives changed across the wider archdeaconry, communicating hope and change based on real possibilities witnessed in these pioneer locations.
4. Project manager (Resourcing Churches and plants)	This role is included in an additional capacity bid. We recognise that the delivery and support of our resourcing churches planting strategy will require a dedicated role, if we are to achieve our goals. The role will deliver local and strategic support to strand two alongside the existing resourcing churches in the diocese. Developing training, negotiating strategic opportunities for planting, supporting day to day processes.
5. MEV Lead (appendix 3.2)	To work with each location to place and support MEVs enabling the growth of our leadership pipeline to continue.
6. Local ordained lead	Line managing 7, keeping missional imperative, prayer and faith sharing in the centre of the project. Nurturing new believers, growing vocation, leading the local vision with enthusiasm and consistency.
7. Local team	As locally discerned to meet the specific growth opportunity.

#### 3.2b Strategy and Planning:

I. All Saints: The church has a thirty-year history of being an engine for planting, revitalisation and mission in the Deanery of Stockton and the diocese with four historic plants, along with resourcing mission and church planting in Sunderland. This proposal recognises that missional DNA, and we have worked with the leadership of All Saints to prepare planting plans and missional leaders in two key locations, Wynyard and Newtown. Both areas are comparatively wealthy, aspirational, offer

opportunities for growth, and have the potential to become engines for sustainable church planting themselves. Stockton Deanery are in the process of identifying further planting opportunities (Stockton 3) as part of the Deanery planning process.

**1a. Wynyard Plant Context and Detail:** Wynyard is a new town in the process of being built between Stockton and Billingham. It currently sits in Stockton Country Parish there are no churches of any denomination sited there. The Diocese of Durham was successful in bidding for a free school as the first primary school in the new town. This is a two-form entry school with the building planned to include a worship centre. The building opened in September 2019 and currently has 384 children attending and is rated outstanding. The diocese is currently bidding for a second primary school in the town with a secondary school on the horizon.

The plant will be based within the current school, operating through a BMO and managing the relationship with the school through a memorandum of understanding agreed between the school's directors, and the DBF.

Missional leaders have been identified and the expectation is that they will move into the community in the summer of 2020 with weekly activities beginning in September 2020 and regular Sunday worship in December 2020. A detailed plan can be found in appendix 2.5 and a KPI summary at 4.3.

All Saints will support the plant through the provision of musicians, people to share testimony, volunteers in other areas. They will also offer prayer and advice as the team is recruited.

Mission theory: Based on the experience of the V3 movement that has planted over 200 churches without large planting teams they describe their strategy thus:

*Rather than starting with a big launch approach to church planting we must start with discipleship. This discipleship must be a concrete pathway for others to join that shapes them into Communion with the Father, Son, and Spirit, Community with others in shared-life, and Co-mission into their places of witness. Without discipleship we are merely creating an audience of consumers. Discipleship is not an extra-curricular activity of the church it is the engine of the church.*

This emphasis on discipleship will characterise the relationship building plans currently being shaped by the missional leaders. (appendix 2.5)



**1b. St Paul's Newtown Context and Detail:** St Paul's was an LEP and sits in an area of Stockton that includes established suburban houses both detached and semis along with some pockets of deprivation. The congregation are positive about the change, missional in heart and proud of their heritage. Numbers are however in steep decline and this would be best attributed to an aging congregation who struggle to find the energy required to grow again.

Table illustrating the current trajectory to closure at St. Paul's.

Church	Population % in church	Sunday Ave 2015	Sunday Average 2018	Decline Trajectory
Stockton St. Paul's Newtown	0.36%	84	32	-62%

Without a revitalisation strategy this church could close within 3 years losing missional opportunities that could not easily be recovered. All Saint's is supporting the plan with a team of enthusiastic lay people prepared to volunteer with a missional leader, and two paid posts planned for within the SDF budget. A planting curate is currently in training and will be ready to plant by Easter 2021. A detailed planting plan can be found in appendix 2.5.

lc. St George's has grown exponentially since being planted and while we have longer term (2021) planting plans, an opportunity has arisen to plant a youth congregation in 2020. This opportunity is primarily due to an innovative partnership with Emmanuel College, coupled with a decline in University students attending due to the establishment of a second resourcing church closer to the university residences, by Newcastle Diocese.

A change in strategy was therefore required and with many local young people not attending university, working to engage with this group has become a key part of the growth strategy. A youth congregation will therefore be planted into 'Hope House' a building owned by St George's and not under faculty jurisdiction. Other facilities across the city may be used in addition as the growth is evidenced. To establish an effective youth congregation is a week round endeavour building a 'go to' place that becomes a hub of engagement at all levels. The existing team will support the plant with a single additional post planned. A detailed planting plan can be found in appendix 2.7 and a KPI summary at 4.3.

Id. Harton and Cleadon Park (South Tyneside) The diocese has discerned the opportunity under the ordained lead (Kate Boardman) to develop a revitalisation programme that builds on Kate's missional leadership evidenced through local growth. The longer-term aim is around impacting the whole Deanery within which decline has averaged at 14% between 2015 and 2018.

Initially there are two revitalisations planned with a third under discussion. These are within the parishes of Rekendyke, and Whiteleas, with further plans currently being discussed within the Deanery.

The strategy will be to grow capacity further in Harton and Cleadon Park as two congregations working together, before revitalising in 2022 and 2023. Rekendyke is currently in vacancy with a good building well positioned, the congregation is small and without a plant is unlikely to continue. Revd. Kate Boardman has already begun to build relationships with Rekendyke and as the vacancy parish profile is developed it will be with this key strategy. This will be the first revitalisation undertaken by Harton and Cleadon once capacity is established.

Biddick/Whiteleas is a society parish with the plant expected to be alongside existing parish ministry. The location is yet to be identified. Both parishes have very elderly congregations

Within the budget we are planning to recruit an ordained missional lead to work with Kate, alongside two fulltime lay workers and a planting curate, who will be trained to lead a revitalisation programme. A detailed planting plan can be found in appendix 2.6 and a KPI summary at 4.3.

*Table illustrating the current trajectory to closure in each revitalisation parish*

Church	Population % in church	Population	Sunday Ave 2015	Sunday Average 2018	Decline Trajectory
Rekedyke	0.31%	8000 (note: the wider area is urban)	38	23	-39%
Biddick/Whiteleas	0.16%	7300 (note: the wider area is urban)	44	36	-18%

DRAFT

## Strand 2 Theory of Change



## 4. Project Governance, Management, Planning and Monitoring

### 4.1 Governance and Accountability

This sits with Bishops Council and the Bishop's Leadership Team (BLT). There will be a bi-monthly meeting for the first year, moving to quarterly thereafter. The agenda will review progress and monitor outcome variance. This review will be based on the reporting to the program board.

**The program board will comprise:**

Chair: The Rt. Revd. Sarah Clark (Bishop of Jarrow).

Rev. Canon David Tomlinson (Project Director).

Director of Mission, Discipleship & Ministry (to be appointed)

Edward Gorringe (Diocesan Secretary).

The Ven. Bob Cooper Archdeacon of Sunderland

Project Manager 1. (to be appointed)

Project Manager 2. (To be appointed)

Sustainability Manager (to be appointed)

Beth Miller (Diocesan Safeguarding Officer) will be an ex-officio member.

Additionally, the project manager will invite two local leaders to each meeting to share their learning and experience.

A full progress report will go to Bishops Council at month 6 and month 12 to include monitoring forms, and a summary of the meeting minutes. Each local context will complete the agreed monitoring form for each meeting (appendix 6 and 6.1) with detailed reporting focusing on the areas highlighted as amber or red. Interventions and support will be predicated on these indicators.

The monitoring agenda will include:

- Outcomes against targets.
- Good news stories.
- Unexpected outcomes.
- Risk register review.
- Planning revisions.
- Planting progress.
- Partnership working.
- Training and recruitment.
- Progress towards sustainability.
- Safeguarding.
- Finance.
- AOB.

The board will be supported in the following particular specialisms, as the need arises:

1. **Budgets and fiscal support:** Members – Rt. Revd. Sarah Clark (Bishop of Jarrow), Revd. Edward Gorringe (Diocesan Secretary), Revd. Canon David Tomlinson (Project Director), Revd. Frances Cooper (Finance support officer), Project Manager, Sustainability Manager.
2. **Personnel, recruitment and training:** Members - Rt. Revd. Sarah Clark (Bishop of Jarrow), Revd. Jennifer Cooper (IME 4 – 7), Revd. Canon Dr. Alan Bartlett (CMD Officer), Revd. Canon David Tomlinson (Project Director), Revd. Dr. Alastair Prince (Vocations) The Director of Mission, Discipleship & Ministry, Project Manager, Sustainability Manager.

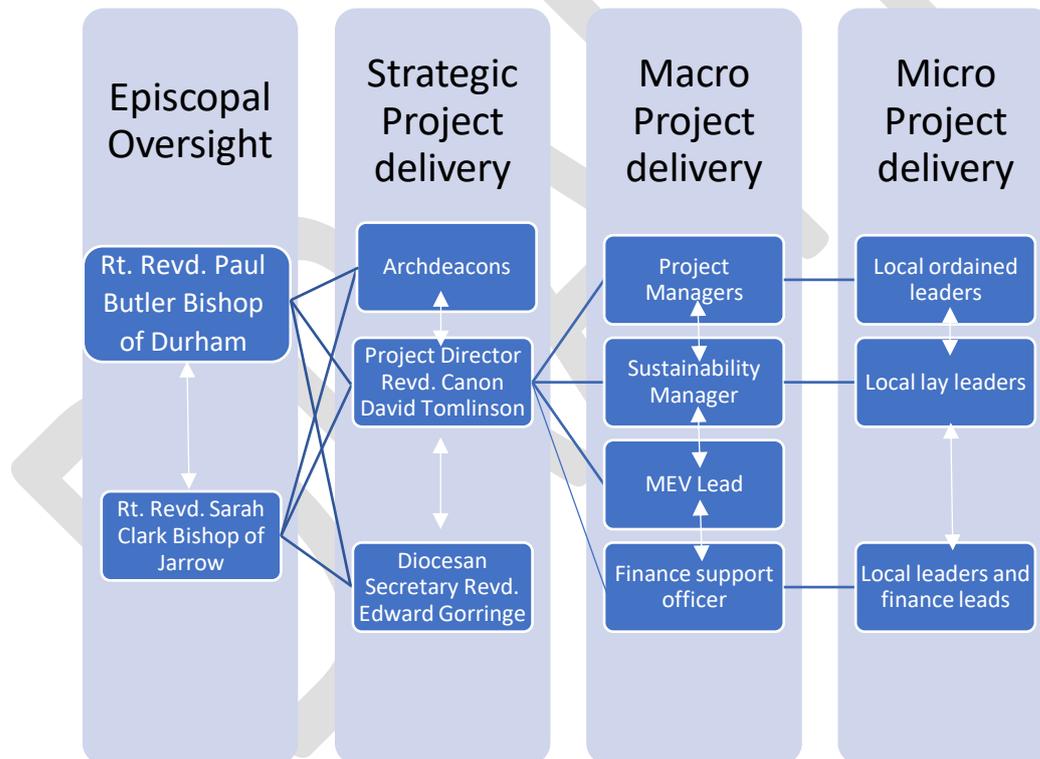
3. **Monitoring and Evaluation:** Members: Revd. Canon David Tomlinson, Project Manager, Sustainability Manager, Revd. Frances Cooper (Finance support officer).
4. **Planting strategy:** Members – Project Manager, relevant Archdeacon, relevant local leaders, Revd. Canon David Tomlinson.

**Additionally:** Spirituality and relationships will be nurtured among the leaders through a targeted learning community and a lay leadership development programme beginning in January 2021 (appendix 8)

#### 4.2 Project Management Structure

Management responsibilities are as detailed below, the sponsoring bishop for the project is the Bishop of Jarrow, with the Project Director line managing the macro project delivery team. The Project Director role sits within the BLT, liaising with other key team members whose role impacts project delivery. The Macro project delivery team will be line managed by the Project Director, each of which will work with the local contexts to support and monitor micro project delivery.

The Mission and Ministry team (vocations, training, and events) will work closely with the SDF Macro team, with both based in Cuthbert House and utilising each other's gifts and skills.



Lines of collaboration and conversation:  
 Lines of accountability and support:  
 Note: The above is indicative not definitive.



### 4.3 Project Planning and Outcomes

The high-level summary plan for each strand and location is shown in the tables below. Detailed six-month plans, strategy and KPIs have been prepared for each location and can be found in appendix 3. These will be reviewed and updated with each project team by the project manager on a bimonthly basis with a three-month detailed rolling plan maintained.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
			July 1st - 16th	July 17th - 31st	August 1st - 16th	August 17th - 31st	September 1st - 16th	September 17th - 30th	October 1st - 16th	October 17th - 31st	November 1st - 16th	November 17th - 30th	December 1st - 16th	December 17th - 31st	January 1st - 16th	January 17th - 31st
1	<b>Growing Hope Planning Overview Months 1 - 7</b>															
2	Diocese of Durham															
3	Rev. Canon David Tomlinson Project Start Date: 01/07/2020															
4	Milestone Description		Assigned To													
5	<b>Diocesan:</b>															
6	Project Manager in post (CoH)	David Tomlinson														
7	Sustainability Manager in post	David Tomlinson														
8	Project Manager in post (RC and planting)	David Tomlinson														
9	MEV Lead in post	David Tomlinson														
10	Treasurers training completed	Frances Cooper														
11	Program Board Meetings	David Tomlinson														
12	Lay leadership training programme begins	David Tomlinson														
13	<b>Strand One 'Communities of Hope'</b>															
14	<b>Hartlepool (St Matthew's and St. Aidan's)</b>															
15	Whats App Prayer group launched	Gemma Sampson														
16	Steering group in place	Gemma Sampson														
17	Building secured and equipped(Office base)	Gemma Sampson														
18	'Community of Hope' lay leader in post	Gemma Sampson														
19	Children and Families Outreach Worker in post	CoH Lay lead														
20	Policies embedded, inductions complete	CoH Lay lead														
21	MEVs in post	MEV lead														
22	Project Launch (Both locations - worship begins)	CoH Lay lead														
23	<b>Easington Deanery: Murton</b>															
24	Premises identified and secured	Kathy McAvoy + team														
25	'Community of Hope' lay leader in post	Kathy McAvoy + team														
26	Premises renovated and equipped	CoH Lay lead														
27	Volunteer team recruited and trained	CoH Lay lead														
28	Part time support lead in post	CoH Lay lead														
29	MEVs in post	MEV lead														
30	Project Launch (Worship begins)	Kathy McAvoy + team														
31	<b>Seaham</b>															
32	Daily prayer established	Paul Kennedy														
33	'Community of Hope' lay leader in post	Paul Kennedy														
34	Premises identified and secured	Paul Kennedy														
35	Youth lead in post	CoH Lay lead														
36	Renovations Complete	CoH Lay lead														
37	MEVs in post	MEV lead														
38	Premises equipped, stakeholders drawn in	CoH Lay lead														
39	Project launch	CoH Lay lead														

1 Growing Hope Planning Overview Months 1 - 7		July 1st - 16th	July 17th - 31st	August 1st - 16th	August 17th - 31st	September 1st - 16th	September 17th - 30th	October 1st - 16th	October 17th - 31st	November 1st - 16th	November 17th - 30th	December 1st - 16th	December 17th - 31st	January 1st - 16th	January 17th - 31st
40	<b>Sunderland (Pennywell)</b>														
41	'Community of Hope' lay leader in post														
42	Part time support lead in post														
43	Building equipped														
44	initial Volunteers recruited and trained														
45	MEVs in post														
46	Project launch (Worship begins)														
47	Children's worker funding identified														
48	Children's worker in post														
49	<b>Sunderland (Beacon Project SR5)</b>														
50	Community of Hope' lay leader in post														
51	Youth Worker in post														
52	Anna Chaplains in post														
53	Building equipped														
54	Project Launch														
55	<b>Strand Two Resourcing Churches + Plants</b>														
56	<b>All Saints: St. Paul's</b>														
57	Faculty agreed														
58	Building works completed														
59	Planting team confirmed														
60	Paul Arnold placement as preparation for plant														
61	<b>Wynyard</b>														
62	BMO in place														
63	Memorandum of agreement in place														
64	BMO board meets														
65	Missional leaders in post														
66	Staff team recruited														
67	School activities begin														
68	Church launch														
69	Regular gatherings begin														
70	<b>Harton and Cleadon Park</b>														
71	Staff team recruited														
72	Staff team in post														
73	Premises identified and leased														
74	Toddler Group established														
75	New Gatherings/Services underway														
76	Seniors programme														
77	<b>St George's</b>														
78	Youth Pastor in Post														
79	Programme Launch														
80															

#### 4.3a Strand One

##### To be supported by:

People: Bishop of Jarrow, Archdeacon of Sunderland, Diocesan Project Director, The Project Manager, Sustainability Manager, Communities Together Durham, Finance Support Officer, Ordained local lead, Lay Community Leader, other context specific roles.

##### Lead and Lag measures:

The tables below indicate the basic forms of measurement that will be followed. Within this format the regular faith gatherings and daily faith engagement in prayer are lag measures with small group activities, short term missional projects and children and youth outreach lead measures.

##### Detailed Analysis and discipleship:

The focus of the 'Communities of Hope' is engaging with the unchurched and building a faith community among them. To that end our target in all the regular faith gatherings will be 70% unchurched, 10% back to church, 20% currently active in the local church attending to provide faith exemplars. To help our mission focus we will be using an annual survey (see appendix 5.2) based on the 'Big Church Survey'. This survey will also help us understand the numbers of disciples being 'made' the evidence of which will be such things as commitment to regular attendance, homegroups, lifestyle and engagement in personal prayer. We would anticipate discernment by the local leaders of the giftings of those coming to faith enabling local leadership to come to the fore. This will also shape project development seeing the giftings quickened by the Holy Spirit as indicative of missional direction.

##### Structures and processes:

- Recruitment support (Mission and Ministry Team)
- Poverty engagement (Poverty team – in post and funded by external grant funding)
- Training:
  - a. Initial training of volunteers will be led by the project manager and focus on volunteer awareness and development (safeguarding, wider policy awareness including volunteer contracts, expectations and agreed standards to enable outcomes)
  - b. Lay leader training will be coordinated by the project manager and developed in consultation with other diocese (for example M:Power Blackburn). Known as 'The Action Course', the first cohort will start in January 2021. (appendix 8 for more detail).

Annual KPI's for each location							
Lag measures shaded peach				Lead measures shaded yellow			
St. Matthews Community Centre: 'Community of Hope' (Hartlepool)							
Year End	Adult			Child (under 16)		Teen	
	Faith Gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Centre Based Activities	Other Activities	Centre Based Activities	Other Activities
2021	15	6	3	30	30	2	12
2022	20	15	5	40	35	8	15
2023	25	20	5	45	40	8	17
2024	30	20	5	50	45	10	19
2025	30	25	6	55	45	12	20

<b>St. Aidan's: 'Community of Hope' (Hartlepool)</b>					
Year End	Adult			Child (under 16)	Teen
	Faith Gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Events and Activities	Other Activities
2021	15	10	5	30	5
2022	20	15	10	35	10
2023	25	20	15	40	17
2024	30	20	15	45	19
2025	30	25	15	45	20
2021: By September 2021 plans for the Throston Community Centre plant will be in place with the learning from St. Matthews Community Centre exported.					
2022: By September 2022 Plans for Holy Trinity West View will be in place with plant delivery in process					

<b>Murton: 'Community of Hope' (Easington Deanery)</b>							
Year End	Adult			Child (under 16)		Teen	
	Faith gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Centre based activities	Other Activities	Centre Based activities	Other Activities
2021	15	10		5	30	2	12
2022	20	15	2	15	35	8	15
2023	25	20	3	18	40	8	17
2024	30	20	5	20	45	10	19
2025	30	25	6	25	45	12	20

<b>Seaham: 'Community of Hope' (Easington Deanery)</b>							
Year End	Adult			Child (under 16)		Teen	
	Faith (Mass) gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Centre based activities	Other Activities	Centre Based activities	Other Activities
2021	15	10	5	5	10	2	12
2022	20	15	8	15	10	8	15
All Saint's plant begins with holiday club, weekly faith gathering and planned activities.							
2023 (across all locations)	35	25	8	18	40	8	17
St. Mary's plant begins with estate-based activities.							
2024 (across all locations)	45	35	9	20	65	10	19
2025 (across all locations)	50	35	9	25	65	12	20

Pennywell: 'Community of Hope'							
Year End	Adult			4 All Programme		Children and Teen	
	Faith Gathering	Start Course/Alpha	Lay leaders trained	Small Groups (Food, beauty etc.)	Other Activities (Shop, uniform etc.)	Centre Based activities (Art etc)	Other Activities (school etc.)
2021	16	12	10	30	60	15	30
2022	20	18	15	35	200	25	45
2023	25	24	15	40	350	25	50
2024	30	24	15	45	400	30	55
2025	30	24	20	50	400	35	60

Planting opportunities have been identified at Farrington and Lakeside with an additional focus on East Herrington (estate). The intention is to move this forward in 2022/2023.

Beacon Project SR5: 'Community of Hope'								
	Attendance At faith/worship gatherings		Engagement (discipleship focused)			Training to develop local leaders	Extraordinary Contact opportunities & outreach activities through the year	
Year end	Adults	Young People	Courses/ activities run	Attendees (Adult)	Attendees (YP)	Number	Activities	New Contacts
2021	62	7	5	18	2	7	4	200
2022	72	12	6	24	6	9	4	300
Plant into St. Cuthbert's, Redhouse								
2023	87	18	8	22	6	12	6	360
Plant into St. Bede's Community Centre, Town End Farm								
2024	100	24	8	28	8	16	6	360
2025	120	30	9	30	8	20	6	360

#### 4.3b Strand Two

##### To be supported by:

People: Bishop of Jarrow, Archdeacon of Auckland, Missional leader, Planting Church Leadership, Diocesan Project Director, Project Manager, Finance Support Officer, Area Deans, Generous Giving Officer, Ordained Local Lead, Lay Community Leader, context specific roles.

##### Support Structures and Processes:

- Recruitment Support (Mission and Ministry Team)
- BMO board and planting churches
- Deanery planning process

### Lead and Lag measures:

The tables below indicate the basic forms of measurement that will be followed. Within this format the main gatherings and daily faith engagement in prayer are lag measures with small group activities, short term missional projects and school, children and youth outreach lead measures.

### Detailed Analysis and discipleship:

The focus of the 'Plants and Revitalisations' is primarily engaging with the unchurched and building a faith community among them. However we recognise that **Wynyard** as a plant in a new town that currently has no churches will experience some transfer growth as people currently travelling out of the community to worship will prefer to engage locally. We also anticipate higher numbers of 'back to church' at Rekendyke as the planning recognises the high age profile of the area many of whom will have attended church in their youth.

To that missional expectations are detailed in the charts below.

To help our understanding of growth we will be using an annual survey (see appendix 5.2) based on the 'Big Church Survey'. This will evidence the numbers of disciples being 'made' (demonstrated by such things as commitment to regular attendance, homegroups, lifestyle and engagement in personal prayer) alongside where they have 'come from'.

KPIs for each location (all figures are per session)								
Lag measures shaded peach				Lead measures shaded yellow				
<b>St. Paul's Stockton: Revitalisation</b>								
Year End	Adult			Child (under 16)			Teen	
	Main gathering	Small/Connect Groups	Alpha	Main Gathering	Schools Gatherings	Other Activities	Main gathering	Other Activities
2021	50	30	20	10	200	50	5	15
2022	60	40	30	15	200	60	10	20
2023	75	60	45	20	200	75	15	30
2024	100	80	60	25	200	100	25	40
2025	120	110	75	30	200	100	30	50
<b>Where the initial growth comes from:</b> Unchurched 40% Back to Church 35% Transfer Growth 25%								
<b>Wynyard: Church Plant</b>								
Year End	Adult		Child (under 16)		Teen			
	Main gathering	Small Groups	Main Gathering	Other Activities	Main gathering	Other Activities		
2021	25	25	5	40	2	12		
2022	35	30	15	50	8	15		
2023	50	35	25	80	8	17		
2024	55	40	35	80	10	19		
2025	70	50	35	90	15	25		
<b>Where the initial growth comes from:</b> Transfer Growth 40% Unchurched 30% Back to Church 30%								

<b>Harton and Cleadon Park: Resourcing Church</b>					
Year End	Adult (general)		Seniors (specific)	Child engaged (under 16)	Teen

	New and Attending services	Numbers engaged in Small Groups (Alpha, Parenting Course, Lent, etc.)	Baptised and confirmed	Engaged and attending.	Special events (seasonal camps and clubs)	Weekly activities (toddlers, children's clubs, services)	Small group (youth Alpha etc)	Baptised and confirmed
2021	10	20	5	10	120	30	5	3
2022	12	25	8	12	130	35	7	4
Rekendyke revitalisation programme planned and delivery begins (figures below now include both locations)								
2023	15	35	12	20	135	40	9	6
2024	25	40	15	30	150	50	15	8
Biddick/Whiteleas revitalisation programme planned and delivery begins (figures below include all locations)								
2025	30	45	20	45	160	60	22	9
<b>Where the growth comes from:</b> Back to Church 45% Unchurched 35% Transfer Growth 20%								

St. Georges: Youth Congregation (Hope House)			
Year End	Awaken Youth Gathering	Youth Alpha	Awaken Thursdays
2021	60 weekly	40	70 Weekly
2022	65 weekly	45	75 Weekly
2023	70 weekly	50	85 Weekly
2024	80 weekly	55	90 Weekly
2025	100 weekly	60	120 Weekly
<b>Where the growth comes from:</b> Unchurched 80% Back to Church 10% Transfer Growth 10%			

#### 4.3 Evaluation and Monitoring

Measures are being developed for each location as part of the ongoing planning, overseen by the project manager.

In house monitoring and evaluation will be carried out by a subgroup of the programme board, who will compile and deliver an annual report to Bishop's Council. An in-house in-depth evaluation will begin in year 2 and run until the end of the period.

**Particular note will be made of new growth exploring the question of origins: transfer growth, back to church, or new to faith (see appendix 5.2).**

In the final year an external evaluation will be carried out at the end of the period and Revd. Dr. David Goodhew has been invited to oversee this. Revd. Dr. Goodhew has published a wide range of research on the subject, notably as the editor of *Church Growth in Britain: 1980 to the Present* (Ashgate 2012), *Towards a Theology of Church Growth* (Ashgate 2015) and *Growth and Decline in the Anglican Communion, 1980 to the Present* (Routledge 2017). With Anthony-Paul Cooper he is editor of *The Desecularisation of the City: London's Churches, 1980 to the Present* (Routledge 2018). He also acted as Project Leader for one strand of the 'Church Growth Research Programme', commissioned by the Archbishops' Council and the Church Commissioners of the Church of England which produced the study *From Anecdote to Evidence* in 2014. He held a Leech Fellowship in 2014-15, whilst leading the New Churches in the North East research project.

## 5. Stakeholders

**Summary:** The diocesan communications officer (Keith Blundy) has worked alongside the Project Director and the BLT to produce and then enact the coms plan below. The plan has shaped policy since April 2018 when Keith and team undertook an initial analysis to arrive at the stakeholder analysis (figure 2). Subsequently communication has happened strategically at every level.

This has included diocesan and deanery synods, deanery chapters, diocesan events, one to one intentional conversations. The diocese considers the SDF missional agenda as **the** central strategy within the growth priority. Therefore, every effort is being made to communicate, clearly, effectively, and inspirationally to see leaders and congregations of every tradition feel they have an important part in this process.

**Stakeholders:** Our key stakeholders ‘inhouse’ include parishes, area deans, clergy and diocesan officers, the DBF, Diocesan Synod, Bishop’s Leadership Team. Externally they include civic authorities, schools, other denominations and care providers.

**Local detail:** Apart from Wynyard (which was proposed by the Bishop of Durham as part of a wider planting strategy), all the proposed interventions in the specific places were initially identified and proposed by the relevant Deanery. Each then engaged in significant conversations and planning with local teams and stakeholders. Deanery plans were produced that included these interventions as the core ingredients of the Deanery’s growth strategy.

Each Deanery undertook to consult with Chapter, Synod, and other stakeholders as part of the planning process. In Wynyard a stakeholder scoping exercise was led by the Bishop of Jarrow and used as the basis for the BMO consultation. A stakeholder analysis (see below) has also been considered by the BLT and shared with the Bishop’s Council using an influence/interest axis. Local stakeholder scoping exercises have been undertaken. This analysis has then informed our strategy around communication planning (see 5.1) at every level, along with project delivery and further planting. It is important to note that Diocesan communication delivery is currently undergoing a reshaping (see risk register). This could include the development of an ‘in house’ joint communications team working with both the Durham and Newcastle diocese.

Table illustrating Stakeholder analysis

 High Stakeholder Interest Low	<b>Inform and Consult</b>	<b>Inform, Consult and Collaborate</b>
	BLT Bishop’s Council	Bishop Paul (Durham) Bishop Sarah (Jarrow) Diocesan Secretary Archdeacons Mission and Ministry Team Poverty Team Diocesan Board of Finance.
	<b>Inform</b>	<b>Inform and Collaborate</b>
	Diocesan Synod Deanery Synods and Chapters. Diocesan Board of Education All parishes included in the bid process	Area Deans and Lay Chairs Deanery Leadership teams (where they exist) Adjoining parishes to those receiving investment Everyday Faith Group IME 4 – 7 Officer CMD Officer
	 Low Stakeholder Interest High	

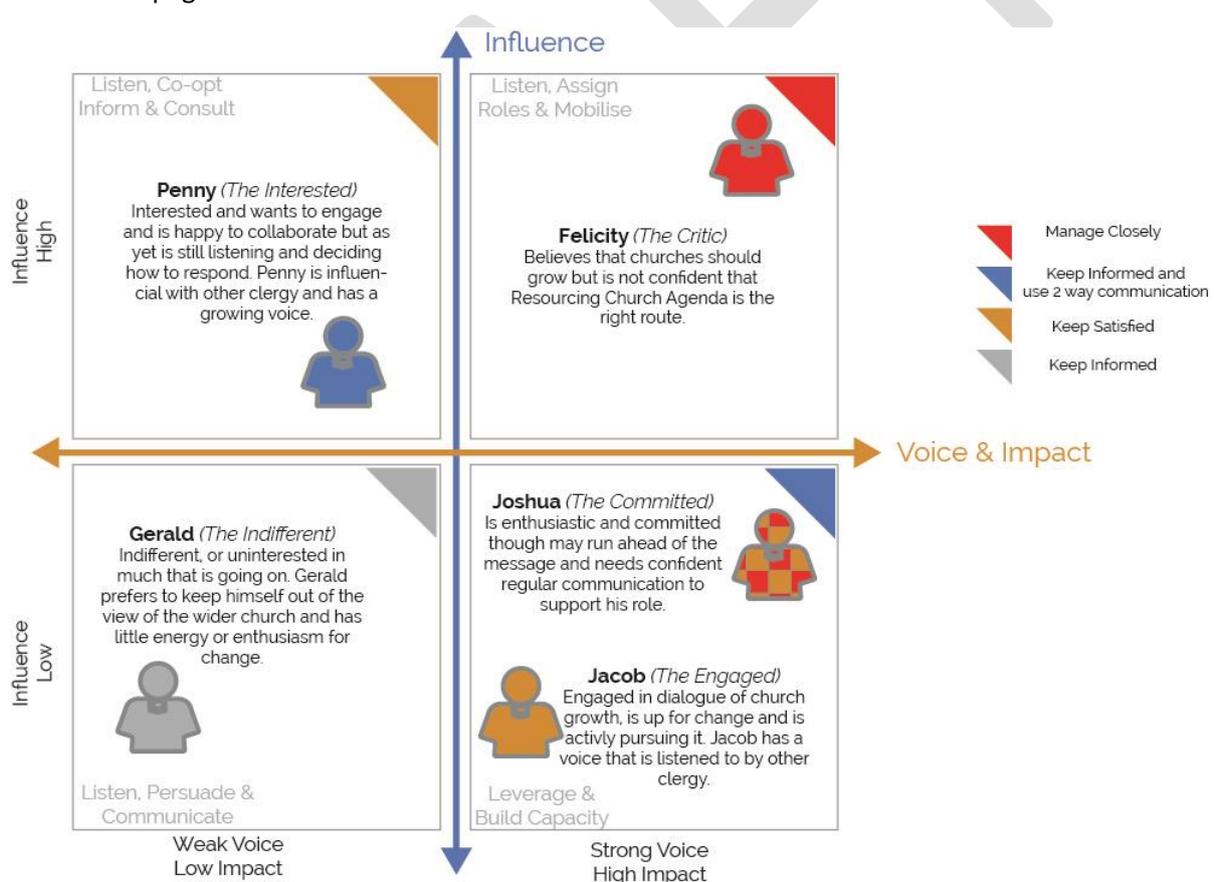
## 5.1 Change and Communication

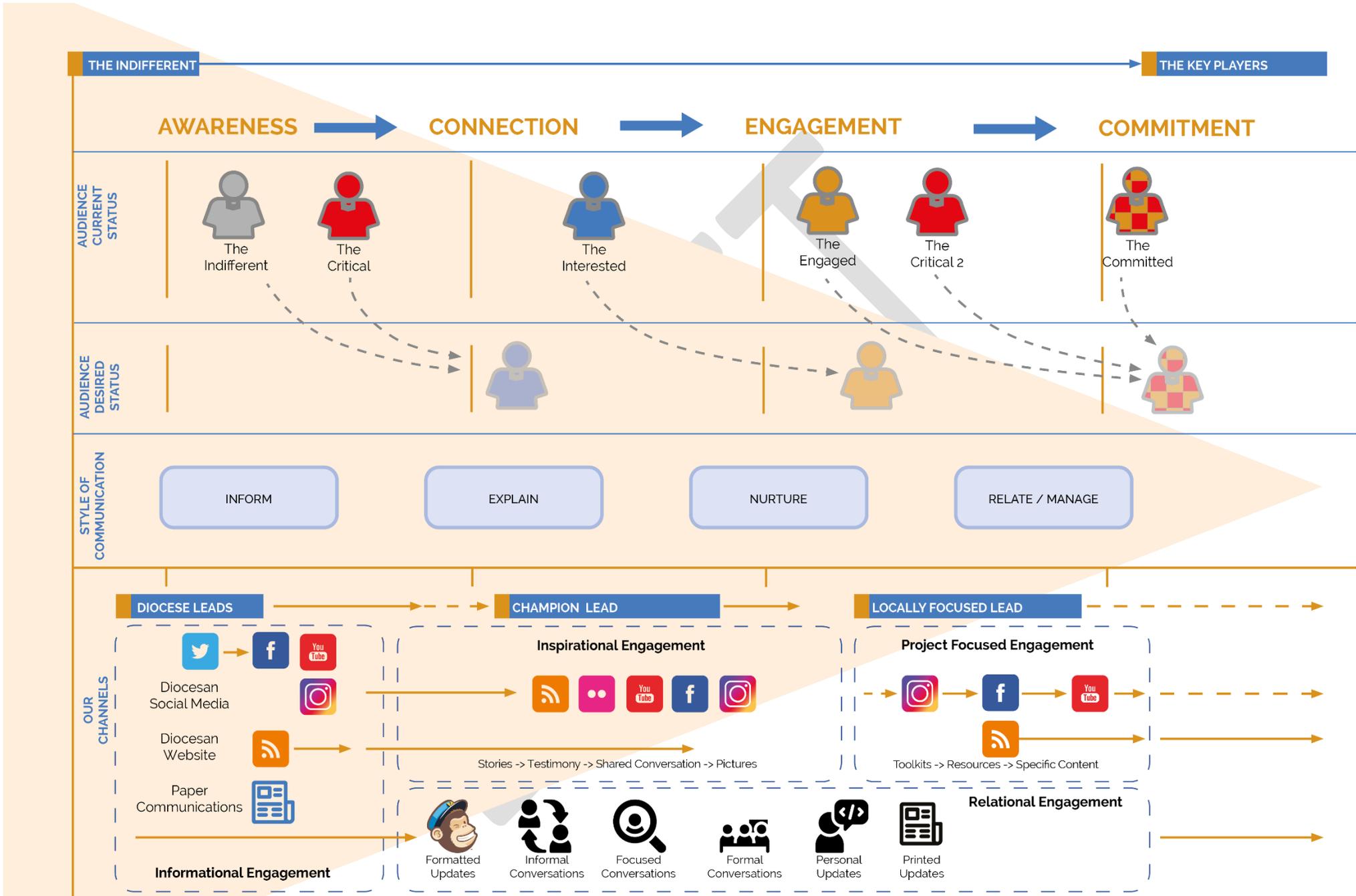
Since 2016 culture change has been intentionally inspired by the senior team with ‘Missional Leadership for Growth’ as one of the key vehicles for delivering that change. In the autumn of 2019 this willingness to gather with mission and growth at the centre of the agenda, culminated with the ‘Waymark conference.’

This drew together clergy and laity from across the diocese and was described in the outcome analysis report thus: ‘*The Waymark Process has shone a torch into priority areas and concluded that they (Church growth, Children and youth, challenging poverty) are all still at the heart of what our churches are engaged with...*’ The key pieces of feedback subsequently received in response to Waymark, indicate the degree of change already welcomed and willingness for that change to continue as we move forward.

### Future planning and strategy:

While managing change is now on the Diocesan agenda at all levels, we are not complacent around the need for ongoing communication. To that end the diocese is committed to a communication strategy that will build on the strength of our current position. This includes the use of mail chimp, blogging, and detail on the diocesan website, alongside on-going communication in all the forums noted above. This strategy will be guided by the general analysis below and use the platforms as detailed on page 37.





Additionally, Diocesan leadership in each context, and at every level, is wholly committed to these projects, and incumbents have been asked about their medium ministry term plans (staying or going). In two cases (All Saint's and Hartlepool) retirements will take place during the project with plans being shaped accordingly.

The senior team are fully committed with documents and plans contributed to, amendments discussed, local leaders being directly supported by the Bishop of Jarrow, and Archdeacons engaging strategically with planning in adjoining or impacted parishes.

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## 6. Risk Assessment

The risk analysis has been undertaken. The high-level risks are charted below and have been considered in the light of the Diocesan Risk Register which is reviewed by Bishop's Council. The project risk assessment will be reviewed by the program board.

Risks at both levels have been rated according to the table below.

Likelihood		Impact	
High	>70%	High	Jeopardises achievement of outcomes
Medium	30 – 70%	Medium	Significant delays to achievement of outcomes
Low	<30%	Low	Minor delay to achieving outcomes

Impact	Priority	Likelihood		
		High	Med	Low
High	High	1	1	2
Medium	Medium	2	3	3
Low	Low	3	4	4

Risk	Cause	Impact	Likelihood	Priority	Mitigation	Owner
Failure to recruit key leaders	Failure to shape the roles in a way that takes into account the jobs market. Failure to maximise networks, advertise, or activate effective process.	H	L	2	Recruitment process designed to maximise interest through 'tapping' into existing markets. Local contexts already in the process of identifying local leaders.	Senior team and incumbents.
Current incumbent leaves post.	Relocation, illness, death, retirement.	M	L	3	Appropriate support is put in place. Well-being (days off, relational activities, engagement in the wider picture) is embedded.	Senior team SDF project team and local leaders.
'Communities of Hope' don't become sustainable	Failure to build strong relationships with corporate partners. Failure to develop grant funded initiatives. Failure to identify and actualize social enterprise opportunities	M	L	3	Sustainability manager will be recruited and supported to work with each context. Relationships with key funders will be supported at every level (Bishops, Archdeacons, Project team). Relationships will be established with wider expertise, including Social Enterprise consultancy.	DBF SDF Project team BLT Bishop's Council. Local leaders.

Small to small planting not achieved	Failure to identify realistic opportunities. Failure to generate sufficient funding. Failure to share the learning.	M	M	3	4 locations are already in consultancy and early planning phase. A further SDF bid is in process to support the financial implications around planting. Regular reviews of outcomes and learning will be part of the standard program.	Senior team SDF Project team. BLT Local leaders.
Church plants fail to grow	Failure to implement agreed evangelistic strategy. Failure to then communicate well at every level. Failure to inspire the local communities.	H	L	2	Strategies are carefully planned with high levels of support and accountability included in the planning. A capacity bid is in the process to employ a dedicated project manager for this area. Communication strategies will be wholly supported by the Diocesan communications team. Reviews of community engagement and impact assessment will be undertaken quarterly, with the learning applied.	SDF Project team. Communications team BLT Bishop's Council
Resourcing churches fail to plant/revitalise	Failure by senior team to proactively support planting strategy. Failure of Resourcing church to focus beyond itself. Failure of deaneries to proactively support planting strategy. Failure to fund planting strategy.	H	L	2	Senior team engaged in planting strategy. Resourcing churches supported in capacity to plant growth. Planting strategy communicated clearly to deaneries. A capacity bid is in the process to add project support. A further SDF bid is planned to support the financial implications of planting.	Senior team. SDF Project team. Communications team. Resource Church Leaders.
Communication breakdown as new team takes over the strategy.	Failure of senior team to communicate and prioritise strategy well	M	L	3	The Diocesan secretary has already included strategy across the diocese as a high priority. This includes SDF funded projects, church planting, and plan on a page.	Diocesan Secretary. SDF Project Director. Communications team. Church leaders
Sufficient capacity at senior levels not in place.	Failure to grow strategy effectively. Failure to maximise the opportunities afforded by the bids to date.	H	L	2	We have included a project manager role in the bid with a "Community of Hope" focus. In recognising this we have made an additional	Senior team. SDF Project Director.

	Failure to plant well or prioritise a planting agenda at Deanery level. Failure to offer appropriate support at local levels.				capacity bid for a project manager to support resource churches and planting/revitalisation strategy.	
Impact of Corona virus - Communities of Hope initiative.	Failure to establish 'Communities of Hope' to agreed schedule. Failure to recruit due to restrictions around interviews. Failure to 'gather' people due to ongoing restrictions. Failure to grow volunteer base due to reluctance to meet with random strangers.	M	M	3	We will reconfigure the launch date in line with government restrictions. We will train all volunteers in high levels of personal hygiene, handwashing, and cleaning of premises. We will recruit slowly with limited opening times to ensure that people feel safe, and grow used to socialising activities in a smaller space with confidence.	Senior team SDF Project team. BLT Local leaders
Impact of Corona virus) - resource churches and plants.	Failure to grow due to government restrictions on gathering. Failure to grow due to reluctance in people to gather. Failure to plant owing to school closures (Wynyard) Failure to recruit due to restrictions around interviews.	M	M	3	We will hold back resource investment, especially in posts, until gathering restrictions are lifted. We will create a digital presence in each area. We will work with Wynyard School to ensure the launch dates fit with government easing.	Senior team SDF Project team. BLT Local leaders

## Appendix

### 1. Locations and Detail:

#### 1.1 Strand One

##### a. Easington Deanery

Ordained Lead: Revd. Canon Jane Grieve (Area Dean)

**Missional Energy:** Lay teams of local people have been formed under the direction of the Area Dean (Jane Grieve) in Murton and the Parish Priest (Father Paul Kennedy SSC) in Seaham. Paul Kennedy has been in post since 2016 and comes from a previous post marked by missional engagement. Including the development of Heart- building house groups, work with Homeless, Pram Service, Toddlers, Children's Groups, Holiday Clubs, Christmas Day Hospitality and building on stewardship to restore financial stability to enable mission. As part of the current learning process the leaders in Seaham and Murton have visited Shildon Alive and explored through contacts and online what is happening in Wigan. The teams are described thus 'all share a vision, are committed to growth, mission and evangelism. Lay teams will become part of a learning community to train, support, and develop the missional focus of their aspirations.

##### b. Hartlepool

Ordained Lead: Revd. Gemma Sampson

**Missional Energy:** Revd. Gemma Sampson is overall missional lead, (supported by Revd. Norman Shave). Gemma has formed a lay team around a food-based initiative 'St. Aidan's kitchen' as a way of developing a confident missional focus. The learning from that team will form part of our wider contextual understanding around building social capital, and how to engage well with faith telling. A lay team will engage with the learning community to train, support, and

**The Context:** Murton ranks 1,642<sup>nd</sup> out of 12,508, where 1 is the most deprived parish, this ranking is skewed by a new commuter estate on the edge of the town. The major part of the town is post-industrial terraced streets, with all the associated issues. Seaham ranks 569<sup>th</sup>, Thornley ranks 931<sup>st</sup>, Peterlee 652<sup>nd</sup>.

**The Plan:** To plant an initial two 'Communities of Hope' into Seaham and Murton with three further communities planned over six years to include Thornley and Peterlee.

**The Strategy:** To work to lease on two high streets (Seaham and Murton) a disused retail unit to establish in each a 'Communities of Hope'. To plant on into Dawdon (The Parish Church of Dawdon was closed about 12 years ago – the stats are not available as the parish is now part of Seaham) and Thornley. To then identify opportunity and subsequently establish two social enterprises that further enable growth.

**Murton:** To establish in each an active worshipping community with daily discipleship alongside meeting at least twice weekly for prayer, storytelling and worship. To put within the centre, key services to support 'points of intervention', using creativity and good listening to discern what these look like. To establish a culture of sustainability with new Christians being shaped in leadership, through confidence building and training.

**Seaham:** To establish a "Community of Hope" in the heart of the town. To put within the centre, key services to support 'points of intervention', using creativity and good listening to discern what these look like. To include a prayer space, safe conversations in groups and with individuals, Catholic spirituality and practice, with informal Eucharist celebrations daily. Using the centre in the evening to engage with youths and groups that gather in the town centre, then to replicate this in planting a further community into the Deneside estates, and then onto the Parkside estate.

**The Context:** The Parish of St. Aidan's with St. Columba, ranks 782<sup>nd</sup> Stranton (including St Matthew's Community Centre) ranks 437<sup>th</sup> Holy Trinity 1278<sup>th</sup> with significant pockets of deprivation. All rankings are out of 12,508 where 1 is the most deprived.

**The Plan:** To plant an initial three 'Communities of Hope' With two further communities planned over six years. Including a specific, children and families community. To put within the centre's, key services to support 'points of intervention', using prayer, creativity and good listening to discern what these look like. To grow the communities as new congregations alongside existing churches.

**The Strategy:** To work to plant a "Community of Hope" into St. Aidan's, growing Christian community around daily discipleship, shared meals, Eucharist, Catholic spirituality and practice, storytelling, and responding to community pain, through challenging poverty in all its forms. To further plant a children and families

develop the missional focus of their aspirations.

### c. Sunderland Estates

Ordained Lead: Revd. Chantal Noppen (Beacon Project SR5) and Revd. Katherine Bagnall (Pennywell)

**Missional Energy:** Revd. Chantal Noppen applied to work on the estates because of her passion for deprived places. She has already begun the work of team building and supported by other colleagues, engaged in some accessible activities to evidence growth opportunities. Around 20 families have engaged relationally through Holy Trinity (Southwick) and St Bede's building (Townend). A part time 'Unlock' worker has recently been externally re-funded and continues to create mission opportunities and is seeking ways to train local leaders up. Revd. Katherine Bagnall has begun to build a lay team in, and around St. Thomas's, along with some practical steps around removing razor wire, and holding initial meetings on site to explore the vision with others and talking to community leaders. MEV's are currently in place and are supporting the 'building capacity' phase.

congregation into the St. Aidan's building on the relationships forged through the kitchen, and school engagement. To plant a family and children's community into St. Matthew's Community Centre. To take the learning from St. Aidan's and St. Matthew's Community Centre and plant a "Community of Hope" in Holy Trinity West View (2022) To plant into Throston Community centre (2021). To identify and establish one social enterprise.

**The Context:** Town End Farm Estate<sup>7</sup> ranking 451<sup>st</sup> Pennywell Estate ranking 528<sup>th</sup> with two further sites under exploration on neighbouring estates. All rankings are out of 12,508 where 1 is the most deprived.

**The Plan:** To plant an initial two 'Communities of Hope' with a further three communities planned over six years. To put within the centre's, key services to support 'points of intervention', using prayer, creativity and good listening to discern what these look like. To apply the learning and replicate elsewhere on the estates of Sunderland.

**The Strategy:** To build on Winter Warmer and develop existing mid-week groups with increased opportunities for discipleship. Also a focussed programme of developing pastoral ministry of the congregation is planned and establishing a structured creative engagement with the community through prayer, food and chat. To establish a "Community of Hope" on the Pennywell Estate using St. Thomas's building, opening the building physically as well as spiritually. To put within each centre, key responses to local need, using prayer, creativity and good listening skills. To have a food-based emphasis, cooking, eating together, sharing around gospel stories as simple liturgical engagement at least five days a week, growing disciples and establishing in each an active worshipping community.

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<sup>7</sup> There is currently no active Anglican church located on this estate.

## 1.2 Strand Two

### a. All Saint's

Ordained Lead Revd. John Lambert

#### **Missional Energy:**

In 2018 All Saint's received Revd. Paul Arnold as a designated planting curate with St. Paul's, Newtown, as the target for planting. Some work has already been done with the PCC and congregation of St. Paul's and likewise at All Saints. Explorations with the DAC around faculty are underway. We anticipate a team of 20 - 30 people, along with key paid staff, will support the new plant as the 'core group'.

The structures around Wynyard have yet to be confirmed though a lead (from our previously designated resourcing curates) have been identified. Core team support being provided by the Stockton Country Parishes and All Saints, with BMO setting the legal structures in place.

### All Saint's

**The Context:** Ranking 9366<sup>th</sup> 'All Saint's' Preston on Tees, Stockton has been designated as a Resourcing church with a clear planting plan. All Saints has historically been an engine for planting, revitalisation and mission in the Deanery and the diocese with historic plants in the Eaglescliffe Orchard Estate, Stockton Parish Church, revitalisation in St Mary's Long Newtown, and Egglecliffe, along with resourcing mission and church planting in Sunderland.

**The Plan:** To plant into two initial locations in 2020, with a third currently being discerned. To build capacity at All Saint's through investing in key staff for each planting location. To grow and support local teams and designated planting curates, creating the momentum for growth in each place.

**The Strategy:** To Revitalise St. Paul's Newtown, Stockton, and plant into Wynyard CofE Free School.

St. Paul's is a former LEP with a large building, substantial restricted reserves and an open-hearted missional congregation, proud of their heritage. Its location lends itself to the opportunity to plant with an age demographic in the surrounding area that favours the 25 – 40 age, with only 18% over 60, and a mix of significant pockets of deprivation and leafy suburbs. One third of the parish has a life expectancy 18 years lower than the most affluent third! Church attendance is statistically low, with the most recently available figures rating attendance (as a percentage of the population) as among the lowest in the country demonstrating real potential for growth.

### Wynyard Plant

Wynyard CofE Free School was built with a strategic view taken by the diocese that this would become a worship centre. The building opened in May 2019, with the school having grown from an initial input of 19 children in 2015, to 160 in 2018. As a two-form entry school, this will grow to around 420 over the next three years. Wynyard is a new, upmarket housing development. There are three areas of housing development - Wynyard Village, Wynyard Woods and Wynyard Park, all south of the A689 road, population is currently 10,796 with growth projections indicating over 20,000 by 2030. In the immediate future, plans have been approved to build a further 2000 houses, a 3\* hotel, and a 5\* modern business hotel. There is a successful golf club on Wellington Drive. Social grading indicates that two thirds of residents are either AB or C1<sup>8</sup>. A second Primary school is currently under consideration. The age profile in the area is dominated by 25 – 40-year olds with children. There are no churches or other gathering places in this community. The third potential plant is currently being discerned within the Deanery.

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<sup>8</sup> AB - Higher and intermediate managerial, administrative, or professional positions, C1 - Supervisory, clerical, and junior managerial/administrative/professional position

## b. South Tyneside

Ordained Lead: Revd. Kate Boardman

### **Missional Energy:**

Revd. Kate Boardman came to two parishes in South Tyneside as Interim Minister in 2015, establishing a vision and moving permanently in February 2016. In an area of substantial poverty, the churches have developed inwardly and outwardly. New baptism and marriage preparation has been established. The communities have also responded to their context by opening a monthly café for the lonely, developing and supporting a toddler and play group and, building on Kate's previous experience, offering substantial holiday provision, delivering activities and lunch for the whole family during the summer holidays, and establishing a youth group on the request of the police and council to provide safe space for tweens and teens on Saturday evenings. A recent £30K refurbishment of heating systems and asbestos removal is the beginning of a vision to re-order the Cleadon Park church, in preparation for a plant.

## c. St George's Gateshead

Ordained Lead: Revd. Rich Grant

### **Missional Energy:**

Planted in 2016 with a team led by Revd. Rich Grant St. George's have demonstrated that they have both vision, and the capacity to grow. With around 200 now gathering across a Sunday, the church has a large number of young families and students. The initial planting team has grown with new staff, improved resources, and a generosity of approach.

**The Context:** Harton (5931<sup>st</sup>) and Cleadon Park (1189<sup>th</sup>) (are designated resourcing churches) to plant in Rekendyke (276<sup>th</sup>) and Whiteleas/Biddick (581<sup>st</sup>).

**The Plan:** To further grow capacity building on the existing growth trajectory, to then plant out in Rekendyke and Whiteleas/Biddick.

**The Strategy:** To grow capacity in Harton and Cleadon Park, through the development of youth, children's and family ministry. To plant out an initial two new congregations with target growth of 60 – 80 in each location. To provide a springboard for resourcing other local opportunities in neighbouring parishes.

**The Context:** The Parish ranks 955<sup>th</sup> out of 12,508 though as a gathered congregation these figures do not reflect those attending. The population of the parish is low (under 5000). Large numbers of students attend regularly, and the church has begun to see steady growth from secondary age children. In 2019 it became clear the opportunity to plant a youth congregation in a building owned by the church (Hope House) was possible and the following strategy enacted.

**The Plan:** To plant a new youth congregation of 120 worshipping regularly alongside activities that grow what it means to 'belong.'

### **The Strategy:**

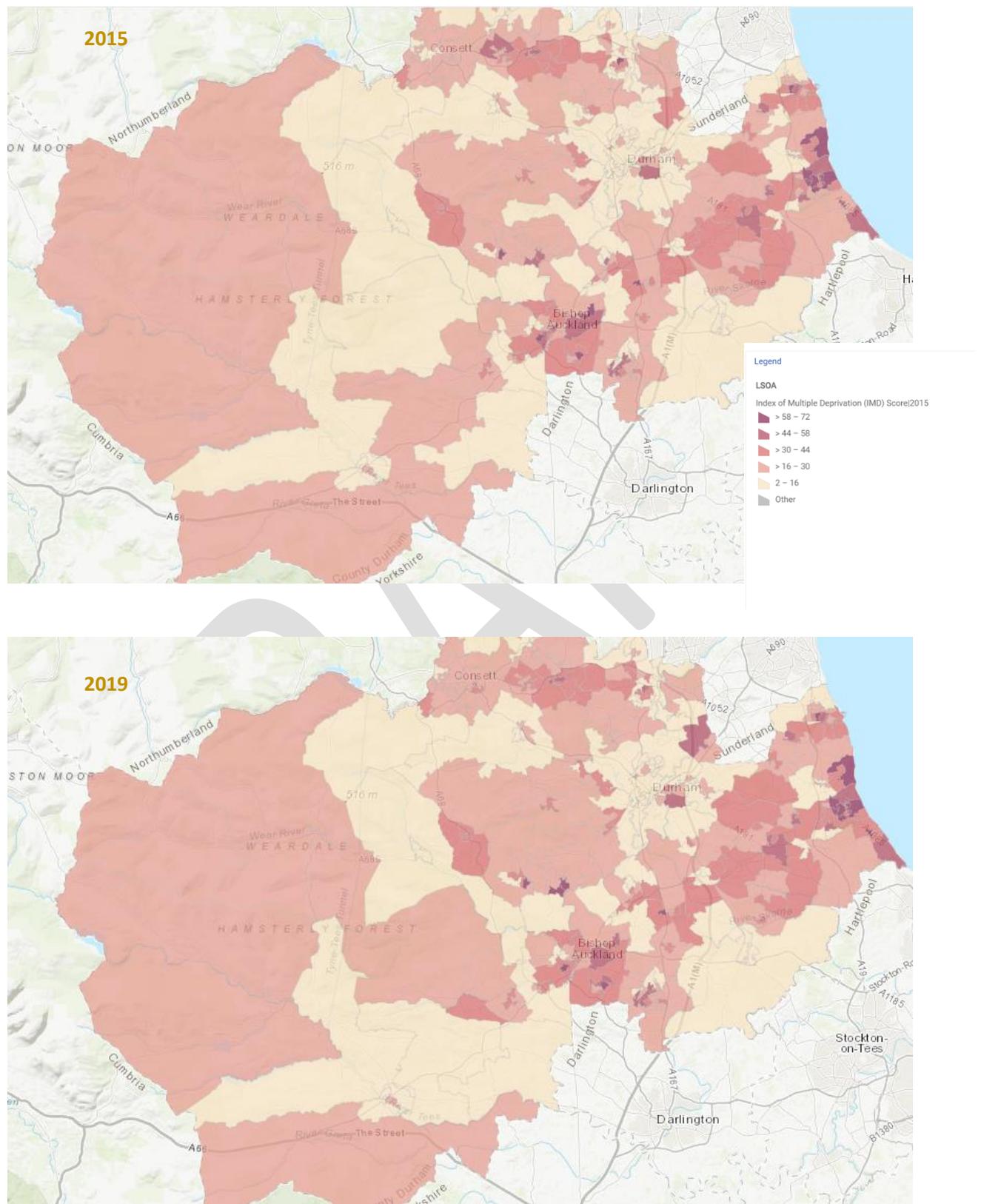
- **Contact:** Make new contact with teenagers.
- **Connect:** Make a connection so that they know who we are, and what we are about.
- **Community:** Would call themselves a part of the youth community.
- **Commit:** Make a commitment to Jesus Commission: Be commissioned as a missional disciple

The main points of contact with young people are Alpha in two secondary schools, which follow assemblies. There are also regular 'Awaken in the Park' weeks during school holidays.

These feed into the Friday night 'Awaken Youth Café'. This is also a place for connection for the first time for those brought by friends, or who connect from other schools. Sunday afternoon Hope Group and Collective, are a place of discipleship for those who have made a commitment to Jesus and have monthly times of worship which would become weekly, alongside the above, once the plant is established.

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### 1.3 Deprivation indices map demonstrating economic decline



## 2. First six-month detail

### Strand One 'Communities of Hope'

*Planned outcomes applicable to all projects.*

- People will become disciples, joining new replicable faith communities.
- People will discover a narrative of aspiration and hope, challenging the narrative of decline.
- People will feel more connected with one another.
- People will have a greater sense of wellbeing, engaging in new activities and learning.
- People will be better equipped to engage in activities that transform their community.
- People will feel supported in overcoming life controlling problems.
- Young people will have a greater sense of what it means to be a valued part of the community.

### 2.1 Hartlepool

#### St. Matthew's Community Centre

*Initial strategy:*

- To establish St. Matthew's Community Centre (please note this isn't a church) as a place which builds Christian community, with an emphasis (though not exclusively), on families and children.
- To engage with the deeper needs around isolation and low levels of aspiration, offering a faith filled route, to a different way of living.
- To develop significant links with 2 additional primary schools, alongside deepening relationships with 6 primary schools with well-established links.
- To establish 'base' gathering for worship, with a Jan 2021 launch.
- To invite 8 primary schools to participate in 'Experience Christmas', December 2020
- To identify and equip lay leaders within the project to lead future initiatives.
- To develop a small group discipleship culture.
- To work with colleagues across the town to identify opportunities for project replication and new worshipping communities.
- To work to identify opportunities for social enterprise, and other funding streams.

*Planned outcomes specific to Hartlepool*

- Members of 8 schools invited to 'Experience Christmas' (the activity is reviewed and evaluated, with necessary alterations made for 'Experience Easter' in 2021)
- New congregation established at St. Matthew's in January 2021 with 20 participants
- Increased awareness and engagement in St. Matthew's community centre and its community focused activities.

**Note:** The Following abbreviations are used below: NS: Rev'd. Norman Shave, GS: Rev'd. Gemma Sampson, PL: Project Leader, CWE: Community Worker (Evangelist), CFM: Children and Families Minister

Week one assumes 1<sup>st</sup> July 2020 start

Progress already made: Key Stakeholders identified, job descriptions written, aims, and first tasks clearly identified.

Week 1	Steering group appointed and meets to discuss adverts, job descriptions, legal requirements policies and benefits (e.g. phone/car expenses)
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	Adverts approved and circulated – as early as possible (01.07.2020)/colleges/job centres etc asked to notify students/potential candidates of advert due to short closing date.
	'Community of Hope' leader recruitment process completed.
	WhatsApp prayer team in place, and prayer requests circulated
	Potential team office identified.
	Group congregations informed of progress.
Week 2	Steering group and current clergy seek openings with stakeholders (schools) to share vision.
	Planning for St. Aidan's Holiday club finalised.
	Key staff (NS, GS, Steering Chair) available for enquiries regarding roles.
	Closing date for applications for other posts.
	Agree interview process for other posts.
	Shortlisting completed from initial adverts – by 18.07.2020
Week 3 GS on annual leave	Steering group and current clergy seek openings with stakeholders to share vision (schools).
	WhatsApp prayer update.
	Steering group to begin creating 'Welcome Pack' for candidates.
	NS & Steering Chair available for informal conversations.
Week 4 GS on annual leave	Steering group and current clergy seek openings with stakeholders to share vision (community groups).
	Prayer support encouraged from group and Deanery.
	Steering group to continue creating 'Welcome Pack' for candidates.
	Appoint interviewing panel.
Month 1 KPIs	
	Short Listing Process complete, and interviews arranged - check any special needs, requests, and make appropriate amendments to arrangements.
	'Community of Hope' Leader appointed.
	Steering group to begin creating 'Induction Program' for appointed staff.
	Key Stakeholders aware of project (Eskdale, Rossmere, St Matthew's Committee, Burn Valley Neighbourhood Residents -BVNR).
	Ensure safeguarding procedures, re-enhanced DBS known to those on interview panel.
	Ensure interview panel aware of agreed questioning procedure.
Week 5 NS at New Wine	WhatsApp Prayer Update.
	St. Aidan's Holiday club final details clarified, and resources collated.
	Steering group and current clergy seek openings with stakeholders (community groups).
	Review interview process, ensure accessible premises/specific requests from candidates.
	Steering group continue creating 'Induction Program' for appointed staff.
Week 6	Planning and detail for project roles confirmed.
	Holiday club admin completed.
	Interviews for Children and Families Outreach worker.
	MEV interviews undertaken.
	Confirm Office in St. Matthew's, order furniture, buy IT etc.
	Review targets and plan accordingly.
Week 7	St. Aidan's Holiday Club.
	Steering group continue creating 'Induction Program' for appointed staff.
	Community listening programme launched.
Week 8	WhatsApp prayer update.
	Steering group and current clergy seek openings with stakeholders (community groups).
	Church Congregations informed of current progress.
	Steering group continue creating 'Induction Program' for appointed staff.
Month 2 KPIs	
	Team Appointed.
	Steering Group reviewed timelines and priorities.
	Office base agreed, procured and equipped.

	Answers to prayer & requests shared.
	Appointed candidates familiarised with local stakeholders.
Week 9	Steering group meet: Induction details finalised.
	MEV team in place.
	Office decorated and furniture procured.
	Prayer walk, Burn Valley Area.
	Steering group, project leader and current clergy seek openings with stakeholders (uninformed organisations).
Week 10	WhatsApp prayer update.
	Prayer walk Oxford Road Area.
	Steering group, project leader and current clergy seek openings with stakeholders (schools).
	Invitations to Project Launch distributed.
	Prayer meetings with appointed staff arranged on monthly basis.
Week 11	Family & Children's outreach worker in post: induction including safeguarding, health and safety, meeting existing staff.
	Project Leader in post: induction – set up admin systems, begin to meet with key stakeholders – BVNR, SMCC Community Groups (also see St. Aidan's).
	Attend Stranton Toddlers (Tues, Friday) Attend messy Church Stranton.
	Meet head and key staff, Eskdale school.
	Develop Social media presence for project (Facebook) + local Mail.
Week 12	Build relationships at St. Aidan's School (use existing Open the Book initiative as lever)
	Meet head and key staff Rossmere School.
	Build relationships with Uniform Organisations St. Matthew's.
	Confirm project launch detail.
	Official Project Launch with commissioning of team and steering Group.
Month 3 KPIs	
	Team in place and commissioned.
	Prayer support encouraged from group and Deanery.
	Social media presence agreed and in place.
	Relationships with schools opened up.
	Prayer walking pattern established.
Month 4	Prayer meetings with appointed staff arranged on monthly basis.
	First community listening activities planned (possibilities include: Carer's gathering. Play and praise event for pre-school families, 4 All programme).
	15 volunteers recruited.
	Restore course training and Alpha training undertaken.
	After school club launched with family friendly focus, 30 children attending.
	October half term full week of relational activities for families.
	'Base' gathering for worship launched in the Community centre with 10 people.
	Key stakeholders engaged.
	Steering group feedback on emerging priorities and review plan.
Month 5	Develop Volunteer Base and link with Diocesan training (Action Course).
	Visit after school club families and plan Christmas event.
	Develop family support program over the Christmas period.
	Key staff/volunteers to deliver assemblies (8) as part of the wider community awareness and relationship strategy.
	Base group Gathering for worship in the community centre with 15 people (all age).
	Plan Alpha delivery.
Month 6	Recruit 5 more volunteers to support the 'Experience Christmas' programme.
	'Experience Christmas' offered to 8 primary Schools.
	Kids in the Community Christmas events, 30 children.
	Gather to worship running weekly with Christmas link drawing in families.
	Link with school Christmas services to highlight project opportunities.

	Launch plan for St. Matthews new congregation building on base group to launch Jan 2021.
	Launch Alpha publicity through relational invitations.
	Review other small group possibilities for the new year.
2021: By September 2021 plans for the Throston Community Centre plant will be in place with the learning from St. Matthews Community Centre exported.	
2022: By September 2022 Plans for Holy Trinity West View, will be in place with plant delivery in process.	

Annual KPI's							
St Matthews Community Centre: 'Community of Hope'							
Year End	Adult			Child (under 16)		Teen	
	Faith Gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Centre Based Activities	Other Activities	Centre Based Activities	Other Activities
2021	15	10	3	30	30	2	12
To plant into Throston Community Centre 2021/2022 supported by St. Aidan's							
2022	20	15	5	40	35	8	15
To plant into Holy Trinity West View 2022/2023 supported by St. Aidan's							
2023	25	20	8	45	40	8	17
2024	30	20	10	50	45	10	19
2025	30	25	12	55	45	12	20

## St Aidan's

### Initial strategy:

- To maximise opportunities to disciple volunteers at St Aidan's Kitchen.<sup>9</sup>
- To encourage the faith journey of guests and volunteers at St Aidan's Kitchen.
- To establish systems whereby the physical, emotional, psychological and spiritual needs of those who are most vulnerable in our town, are effectively met.
- To increase and develop the volunteers working with the most vulnerable members of the town, (particularly those who are homeless/in vulnerable living conditions, addicts, unemployed...)
- Establish opportunities to celebrate the church year at The Kitchen, (building on Christmas and beginning an Easter initiative).
- Work with Children and Families worker to best meet the needs of children during school holidays, particularly around Holiday Hunger and social isolation

### Planned outcomes

- Increased numbers of occasional offices happening through St Aidan's Kitchen.
- Discipleship courses for volunteers established.
- Discipleship courses established for guests from the Kitchen.
- Faith element is introduced, trialed, adapted, developed at the Kitchen.
- Volunteers know how to refer people in need and who can best help.
- New worshipping community established among the most vulnerable.

<sup>9</sup> St. Aidan's Kitchen is a feeding project launched in 2017 with 130 weekly users currently engaged. It is through this group we anticipate the first congregation growing.

Week 1	Steering group appointed and meets to discuss adverts, job descriptions, legal requirements and benefits (e.g. phone/car expenses)
	Adverts approved and circulated – as early as possible (01.07.2020)/colleges/job centres etc asked to notify students/potential candidates of advert due to short closing date.
	WhatsApp prayer team in place and prayer requests circulated.
	Potential team office identified.
	'Community of Hope' leader recruitment process completed.
Week 2	Group congregations informed of progress.
	Steering group and current clergy seek openings with stakeholders (Joseph Rowntree, Foodbank, Babybank) to share vision.
	Key staff (NS, GS, Steering Chair) available for enquiries regarding roles.
	Closing date for applications.
	Agree interview process.
Week 3	Shortlisting completed from initial adverts – by 18.07.2020
	Steering group and current clergy seek openings with stakeholders to share vision (St. Aidan's Kitchen).
	WhatsApp prayer update.
	Steering group to begin creating 'Welcome Pack' for candidates.
Week 4	NS & Steering Chair available for informal conversations.
	Steering group and current clergy seek openings with stakeholders to share vision (Foodbank, Step Up).
	Prayer support encouraged from group and Deanery.
	Steering group to continue creating 'Welcome Pack' for candidates.
Month 1	Appoint interviewing panel.
	Short Listing Process complete and interviews arranged - check any special needs, requests and make appropriate amendments to arrangements.
	Prayer support established.
	'Community of Hope' leader recruitment process completed.
	Safeguarding procedures re-enhanced DBS known to those on interview panel. Ensure interview panel are aware of agreed questioning procedure.
Week 5	Key Stakeholders aware of project.
	WhatsApp Prayer Update.
	"Community of Hope" leader begins work.
	Steering group and current clergy seek openings with stakeholders (PSO's/police).
Week 6	Review interview process, ensure accessible premises/specific requests from candidates.
	Steering group continue creating 'Induction Program' for appointed staff.
	Interviews for Community Worker, Evangelist (CWE).
Week 7	Steering Group Meet, enhanced DBS sought for Project Lead (PL), CWE.
	Review targets and plan to date.
Week 8	St. Aidan's Holiday Club.
Month 2	WhatsApp prayer update.
	Steering group and current clergy seek openings with stakeholders (community groups).
	Church congregations informed of current progress.
Week 9	Team appointed.
	Steering Group review timelines and priorities.
	Office base procured and equipped.
	Appointed candidates familiarize themselves with the project aims.
Week 9	Answers to prayer & requests shared.
	Steering group meet: Induction process underway.
	MEV team in place.

	Prayer walk - Burn Valley Area.
	Base worship strategy agreed.
	Relationship building with St. Aidan's kitchen users.
Week 10	WhatsApp prayer update.
	Prayer walk - Oxford Road Area.
	Invitations to Project Launch distributed.
	Volunteers recruitment underway.
	Weekly Prayer meetings with team.
Week 11	Induction including safeguarding, health and safety, meeting existing staff.
	Set up administration systems, begin to meet with key stake holders – St. Aidan's kitchen, Foodbank, Joseph Rowntree (See also St. Matthew's).
	Attend St. Aidan's Kitchen – build relationships with project users.
	5 volunteers engaged.
	Potential support programmes (Restore etc.) explored with strategy agreed.
	Develop Social media presence for project (Facebook?) + local Mail?
Week 12	Attend St. Aidan's Kitchen, build relationships with project users.
	Review Adult Provision at St. Matthew's CC.
	Attend Breakfast Club – St. Joseph's.
	Volunteer induction process.
	Meet with Foodbank Staff.
	Project Launch with commissioning of team and Steering Group.
Month 3	
	Team in place and commissioned.
	Outline plan for next 3 months in place.
	Prayer support grown from group and Deanery.
	Weekly prayer meetings with team underway.
	Team members aware of management structure, Church safeguarding officers etc.
	5 volunteers recruited.
	St. Aidan's Kitchen drawn into the project with volunteers and team, engaging project users.
Month 4	Work with volunteers, donors, key partners and funders to open the Kitchen on Christmas Day, to include carol singing and worship.
	Oversee distribution of gifts to those unable to attend the Kitchen.
	support individuals with identified specific needs at St. Aidan's kitchen.
	Team members to develop 'base' congregation.
	Steering Group feedback on emerging priorities and review plan.
Month 5	Develop Volunteer Base, recruiting 15 further volunteers and ensuring a basic induction is in place for all.
	Identify discipleship course for volunteers.
	Link volunteer leaders with 'Action course'.
	Steering Group review initial phase of project with team.
	Base gathering begins.
	Continue prayer support and social media presence.
	Identify volunteers who might help provide a 'Kitchen Chaplain' role – offering prayer and listening ear during sessions.
	Identify other training needs of volunteers, (e.g. health and safety, food hygiene, basic counselling, mental health first aid...).
Month 6	Pilot discipleship programme with volunteers.
	Pilot practical skills training with volunteers.
	Begin to identify volunteers who might co-deliver a discipleship programme for guests at the Kitchen.
	Begin to identify volunteers who might co-deliver a discipleship programme for guests at the Kitchen.
	St. Matthew's Fayre – volunteering opportunities information stall.

	Begin planning Easter at the Kitchen – a new initiative.
	Identify best days/times/timescales for running discipleship course with guests at the Kitchen.
	Sign up 5 volunteers for the Action Course.
2022 We plan to plant an additional worshipping community into St. Aidan’s building, alongside the St. Aidan’s kitchen plant. We anticipate the launch in September 2022	

Annual KPI's					
St. Aidan’s: ‘Community of Hope’					
Year End	Adult			Child (under 16)	Teen
	Faith Gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Events and Activities	Other Activities
2021	15	10	5	30	5
2022	20	15	10	35	10
2023	25	20	15	40	17
2024	30	20	15	45	19
2025	30	25	15	45	20

## 2.3 Easington Deanery

### Murton

#### Initial strategy

- To establish a new worshipping community in the centre of the town.
- To establish in the centre of the town a space for engaging with the issues that negatively impact people lives.
- To engage with their deeper needs around isolation, and low levels of aspiration, offering a faith filled route to a different way of living.

#### Planting Plans

We have identified an opportunity in Thornley and are factoring this into the longer-term planning.

Week 1	Day 1: Meet with Tim Ferguson (Poverty Team) – community listening.
	Day 2: Investigate and view suitable premises, (we anticipate this being completed by this stage). Scope local stakeholders.
	Day 3: Join ACTS 435. Meet for prayer.
	Day 4: Meet with project manager. “Community of Hope” Leader advert discussed/agreed and written, (we anticipate this being completed by this stage).
	Day 5: Open standalone bank account, (we anticipate this being completed by this stage). Negotiate rent, (we anticipate this being completed by this stage).
Week 2	Day 1: Advise on cost of renovation/alteration (Have conversations with Handcrafted, <sup>10</sup> to advise).
	Day 2: Engage with community groups to develop volunteer networks.
	Day 3: Tenders invited.
	Day 4: Meet with project manager: review tenders and costs.
	Day 5: Contact Utility companies and apply for Council tax rebate.
Week 3	Day 1: Timescale to opening agreed, volunteers gathered.

<sup>10</sup> Handcrafted is a Christian charity born out of a desire to see people who are disadvantaged due to crime, alcohol or substance abuse, unemployment, ill health or old age making a positive step and becoming active members of the community again. They have strong Murton links with key worker Henry Silva being a part of the local congregation.

	<i>Day 2:</i> Begin to source furniture and purchase.
	<i>Day 3:</i> Meet with project manager: review interview strategy.
	<i>Day 4:</i> “Community of Hope” leader interviews take place.
	<i>Day 5:</i> Open Facebook page for “Community of Hope” – link to church Facebook page and Murton Have Your Say.
Week 4	<i>Day 1:</i> Take possession of the property. Engage the local community in what is happening at this property.
	<i>Day 2:</i> Consider Handcrafted advise on renovation and make decisions.
	<i>Day 3:</i> Plan decoration and renovation schedule.
	<i>Day 4:</i> Meet with project manager: confirm renovation schedule.
	<i>Day 5:</i> Install broadband.
Month 1	Key Milestones achieved
	Premises secured.
	Community leader appointed.
	5 Volunteers recruited.
	Facebook page up and running.
Week 5	<i>Day 1:</i> Meet with local stakeholders. Community listening assessed and activity plans agreed.
	<i>Day 2:</i> Update Facebook page. Furniture delivery and installation.
	<i>Day 3:</i> Write and agree Volunteer job descriptions. Decoration and renovation begin.
	<i>Day 4:</i> Meet with project manager: assess and review progress.
	<i>Day 5:</i> Contact and provide information about the initiative to other agencies – CAP, drug support, family support, Job Centre (CV writing, literacy support) Credit Union (budgeting) etc. Register for Recovery Course with HTB.
Week 6	<i>Day 1:</i> Decoration and renovation begins.
	<i>Day 2:</i> Decoration and renovation.
	<i>Day 3:</i> Decoration and renovation.
	<i>Day 4:</i> Meet with project manager: Plan community leader induction and assess progress. Decoration and renovation.
	<i>Day 5:</i> BIG CLEAN UP!
Week 7	<i>Day 1:</i> Begin Volunteer training.
	<i>Day 2:</i> Update Facebook page. Explore other courses that may be locally relevant (Restore Course, Marriage Course).
	<i>Day 3:</i> Invite local stakeholders to view developing centre.
	<i>Day 4:</i> Meet with project manager: agree launch date and associated publicity.
	<i>Day 5:</i> Worship and Wait – invite Deanery and Diocesan leaders to come and pray in the centre.
Week 8	<i>Day 1:</i> Community leader starts work – induction delivered.
	<i>Day 2:</i> Update Facebook page establish website. Agree key partners in achieving outcomes. Agree timescale for Recovery Course start.
	<i>Day 3:</i> Detail planning of launch, (local leader and team). Plan regular activity/ support activities and special activities for the launch.
	<i>Day 4:</i> Meet with project manager: iron out any challenges/problems regarding launch and volunteers.
	<i>Day 5:</i> Worship and Wait – Invite all volunteers and local leaders to join for prayer. Final clean ready for launch.
Month 2	Key Milestones achieved
	Premises ready to move in (or part of).
	Community leader in post.
	8 volunteers recruited and trained.
	Broadband installed.

Week 9	Day 1: Meet with local stakeholders: update on progress and hear any concerns.
	Day 2: Update Facebook page. Final prelaunch volunteer training sessions.
	Day 3: Community awareness day (flyers delivered, press interviews etc.)
	Day 4: Operational foodbank resources installed. Faith gathering planned.
	Day 5: PROJECT LAUNCH!
Week 10	Day 1: Meet with project manager: review project launch, community questionnaires and other feedback with local leader and volunteers.
	Day 2: Update Facebook page – with ongoing activities, pictures and information.
	Day 3: Faith gathering begins – 8 people attending.
	Day 4: MEV inducted.
	Day 5: Meet with school to plan Credit Union based savings club.
Week 11	Day 1: Meet with project manager: agree hospitality lead, job description and timescale. Review progress to date.
	Day 2: Update Facebook page. Volunteer meeting to take feedback and improvements.
	Day 3: Faith gathering – 8 people attending.
	Day 4: New volunteers inducted and trained.
	Day 5: Youth and children's strategy planning begins.
Week 12	Day 1: Local Leader meets the business community to look at shared support (Dalton Park).
	Day 2: Update Facebook page.
	Day 3: Faith gathering – 10 people attending.
	Day 4: Meet with project manager: assess possible opportunities for business support (e.g. M&S food, Thornton's, Greggs – stocks supplied).
	Day 5: Volunteers review meeting.
Month 3	Key Milestones achieved
	Launch day completed with 50 people visiting on launch day.
	30 people a week engaging in the centre activities.
	13 volunteers in place and trained.
	Christian gathering agreed.
	1 MEV inducted.
	Regular opening times and activities. Project operating x number of hours.
Month 4	Key Milestones achieved
	Increased opening times and engagement.
	Additional agencies involved and delivering support.
	33 people a week engaging with activities.
	18 volunteers in place and trained.
	MEV engaged three days a week.
	Christian gathering begins with 5 people.
	Recovery course programme in place and underway with 5 people.
	Children's half term activities planned and delivered with 20 children.
Begin developing Thornley planting team. Begin considering appropriate discipleship courses.	
Month 5	Key Milestones achieved
	40 people a week calling in to use services.
	20 volunteers in place and trained.
	Recruit session and train workers.
	Christian gathering - 10 average.
	Community Christmas activities planned alongside the local school.
	Impact review undertaken by project manager. 5 Family follow up activities for children who attended half term. 5 Thornley planting team working in Murton.

	Plan youth strategy.
Month 6	Key Milestones achieved
	Launch youth activities with 10 teens once a week (session workers and 'Community of Hope' Leader).
	Launch Christmas projects and deliver with 40 children engaged.
	60 people calling into the centre.
	Christian gathering 15 people.
	Reflect back on Christmas activities.
	Plan Thornley launch.

Annual KPI's							
Murton: 'Community of Hope'							
Year End	Adult			Child (under 16)		Teen	
	Faith Gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Centre Based Activities	Other Activities	Centre Based Activities	Other Activities
2021	15	10		5	30	2	12
2022	20	15	2	15	35	8	15
2023	25	20	3	18	40	8	17
2024	30	20	5	20	45	10	19
2025	30	25	6	25	45	12	20

## Seaham

### Initial strategy

- To establish a new worshipping community in the centre of the town within the Catholic tradition by making disciples.
- To establish in the centre of the town a space for engaging with the issues that negatively impact people lives and bring hope through a confident sharing of the gospel.
- To engage with their deeper needs around isolation, and low levels of aspiration, offering a faith filled route to a different way of living.

### Planting Plans

We have identified three possible areas for planting with conversations with the local church communities already underway.

They are within the Parish of All Saint's, St. Mary's and Dawdon.

### Planning assumptions

Owing to holidays of key leaders in July, week one will be the first week of August.

Week 1	Daily Mass with prayers and sharing about the project.
	Mission team meet to agree roles within the recruitment process.
	Job description agreed for the "Community of Hope" lead.
	Interview dates agreed and advert placed.
	Interview panel appointed.
	Timeline reviewed and ratified.
Week 2	Daily Mass with prayers and sharing about the project.
	Mission team to review community listening process.
	Key stakeholder scoping exercise.
	Meet with Tim Ferguson to reflect on the progress to date.
	Mission team nominated person to investigate joining ACTS 435.

Week 3	Daily Mass with prayers and sharing about the project.
	Job applications received.
	Applicants invited to interview.
	Stakeholders visiting agreed.
	Mission priorities reviewed by mission team.
Week 4	Daily Mass with prayers and sharing about the project.
	Interviews taking place and appointment made.
	Training package agreed.
	Launch date announced.
	Volunteers talked about in local church and ecumenically.
Month 1	Key Milestones achieved
	Interviews taken place and appointment made.
	Timeline confirmed.
	Program of prayer embedded.
Week 5	Daily Mass with prayers and sharing about the project.
	Mission team begin to scope building potential.
	Stakeholder engagement continues.
	Mission team explore potential courses (Restore, freedom course etc.).
	Discipleship courses explored and agreement made.
Week 6	Daily Mass with prayers and sharing about the project.
	Mission team to meet and review progress with Tim Ferguson.
	Project manager met and shown project.
	Prepare an induction for the new local "Community of Hope" Lead.
Week 7	Daily Mass with prayers and sharing about the project.
	Review holiday provision as part of planning for 2021.
	Properties viewed in Church street.
	Mission team meets to confirm induction details.
	Prayer walk around the town centre (Ecumenical partners to join in).
Week 8	"Community of Hope" Lead starts.
	Induction of 'Community of Hope' Lead.
	Induction of 'Community of Hope' Lead.
	Induction of 'Community of Hope' Lead.
	Daily Mass with prayers and sharing about the project.
Month 2	Key Milestones achieved
	'Community of Hope' leader in post.
	Properties scoped.
	Prayer walks undertaken.
Week 9	'Community of Hope' Lead accompanies mission team leads to view property.
	Lease agreed with Diocesan project manager consulted.
	Renovation costs scoped.
	Community engagement in renovation agreed.
	Volunteer recruitment plan agreed.
Week 10	Volunteer training strategy agreed.
	Renovation costings.
	Daily Mass with prayers and sharing about the project.
	Policies reviewed and agreed.
	Insurance agreed and planned.
	'Community of Hope' Lead visits other projects.
Week 11	Daily Mass with prayers and sharing about the project.
	Furnishings and IT scoped and agreed.
	Renovations begin.
	Renovations.
	Renovations.
Week 12	Daily Mass with prayers and sharing about the project.

	Renovations.
	Renovations.
	Renovations.
	Renovations progress reviewed.
Month 3	Key Milestones achieved
	Property leased and renovations underway.
	Volunteer recruitment underway.
	Stakeholders engaged in renovation.
Month 4	Renovation complete and furniture installed.
	Recruitment of other posts undertaken.
	Initial volunteers recruited and inducted.
	Christmas meal 4 All planned for Christmas Day.
	Project launch planned.
Month 5	Month 6 – 9 planning completed.
	Daily program agreed.
	Website completed, publicity undertaken, stakeholders invited.
	General public awareness rolled out.
	Project launch with folk mass.
	Christmas meal 4 All (Christmas Day) celebrated.
Month 6	Daily program enacted.
	Tim Ferguson invited along with Diocesan project manager to review progress and support planning.
	Youth program planned.
	Key volunteers begin the action course.
	Alpha course planned and diaried.
	Folk Mass weekly (possible daily) reviewed.
2022	Plant into All Saints (on the back of 2021-Holiday clubs and similar).
2023	Plant into St. Mary's.
2024	Plant into Dawdon.

Annual KPI's							
Seaham: 'Community of Hope'							
Year End	Adult			Child (under 16)		Teen	
	Faith (Mass) Gathering	Small Group (Recovery course/Alpha/Start)	Lay Leaders trained	Centre Based Activities	Other Activities	Centre Based Activities	Other Activities
2021	15	10		5	10	2	12
2022	20	15	2	15	10	8	15
All Saint's plant begins with holiday club, weekly faith gathering and planned activities.							
2023 (across all locations)	35	20	3	18	40	8	17
St. Mary's plant begins with estate-based activities.							
2024 (across all locations)	45	25	5	20	65	10	19
2025 (across all locations)	50	25	6	25	65	12	20

Thornley plant plan (early draft)

We anticipate the plant being launched in the autumn of 2021.

Week 1	Day 1: Meet with local supporters for prayer and vision day; representatives from Murton 'Community of Hope'.
	Day 2: Meet with Tim Ferguson (Poverty Team) – community listening .
	Day 3: Meet with existing stakeholders (Parish Council, Village Centre, County Councillor, Surgery, School. Confirm details for rent of Youll House.
	Day 4: Meet with project manager. 'Community of Hope' Leader Advert discussed/agreed and written (we anticipate this being completed by this stage).
	Day 5: Open stand-alone bank account (we anticipate this being completed by this stage).
Week 2	Day 1: Advice on cost of renovation/redecoration, creation of internal office space.
	Day 2: Engage with community groups to develop volunteer networks.
	Day 3: Tenders invited.
	Day 4: Meet with project manager: review tenders and costs.
	Day 5: Contact Utility companies and apply for Council tax rebate.
Week 3	Day 1: Timescale to opening agreed.
	Day 2: Begin to source furniture and purchase.
	Day 3: Meet with project manager: review interview strategy.
	Day 4: 'Community of Hope' leader interviews take place.
	Day 5: Open Facebook page for 'Community of Hope' – link to church Facebook pages for Wheatley Hill and Wingate.
Week 4	Day 1: Take possession of the property.
	Day 2: Engage the local community in what is happening at this property.
	Day 3: Plan decoration and renovation schedule.
	Day 4: Meet with project manager: confirm renovation schedule.
	Day 5: Install broadband.
Month 1	Key Milestones achieved
	Premises secured.
	Community leader appointed.
	4 Volunteers recruited; MEV begins one day a week.
	Facebook page up and running.
Week 5	Day 1: Meet with local stakeholders. Community listening assessed and activity plans agreed.
	Day 2: Update Facebook page. Furniture delivery and installation.
	Day 3: Write and agree Volunteer job descriptions. Decoration and renovations begin.
	Day 4: Meet with project manager: assess and review progress.
	Day 5: Contact and provide information about the initiative to other agencies – Durham Christian Partnership, drug support, family support, Job Centre (CV writing, literacy support) Credit Union (budgeting) etc.
Week 6	Day 1: Decoration and renovation begins.
	Day 2: Decoration and renovation.
	Day 3: Decoration and renovation.
	Day 4: Meet with project manager: Plan community leader induction and assess progress. Decoration and renovation.
	Day 5: BIG CLEAN UP!
Week 7	Day 1: Begin Volunteer training.
	Day 2: Update Facebook page
	Day 3: Invite local stakeholders to view developing centre.
	Day 4: Meet with project manager: agree launch date and associated publicity.
	Day 5: Worship and Wait – invite Deanery and Diocesan leaders to come and pray in the centre.
Week 8	Day 1: Community leader starts work – induction delivered.

	Day 2: Update Facebook page establish website. Agree key partners in achieving outcomes.
	Day 3: Detail planning of launch (local leader and team). Plan regular activity/ support activities and special activities for the launch.
	Day 4: Meet with project manager: iron out any challenges/problems regarding launch and volunteers.
	Day 5: Worship and Wait – Invite all volunteers and local leaders to join for prayer. Final clean ready for launch.
Month 2	Key Milestones achieved
	Premises ready to move in (or part of).
	Person appointed to oversee.
	6 volunteers recruited and trained.
	Broadband installed.
Week 9	Day 1: Meet with local stakeholders: update on progress and hear any concerns.
	Day 2: Update Facebook page. Final prelaunch volunteer training sessions.
	Day 3: Community awareness day (flyers delivered, press interviews etc.).
	Day 4: Operational foodbank resources installed. Faith gathering planned.
	Day 5: PROJECT LAUNCH!
Week 10	Day 1: Meet with project manager: review project launch, community questionnaires and other feedback with local leader and volunteers.
	Day 2: Update Facebook page – with ongoing activities, pictures and information.
	Day 3: Faith gathering begins – 8 people attending.
	Day 4: Meet with Wellfield (secondary) school to plan Credit Union based savings club.
	Day 5: Meet with Thornley Primary School to plan Credit Union based savings club.
Week 11	Day 1: Meet with project manager: agree hospitality lead job description and timescale. Review progress to date.
	Day 2: Update Facebook page. Volunteer meeting to take feedback and improvements.
	Day 3: Faith gathering – 8 people attending.
	Day 4: New volunteers inducted and trained.
	Day 5: Youth and children's strategy planning begins.
Week 12	Day 1: Local Leader meets the business community to look at shared support.
	Day 2: Update Facebook page.
	Day 3: Faith gathering – 10 people attending.
	Day 4: Meet with project manager: assess possible opportunities for business support (eg. M&S food, Thornton's, Greggs – stocks supplied).
	Day 5: Volunteers review meeting.
Month 3	Key Milestones achieved
	Launch day completed with 50 people visiting on launch day.
	25 people a week engaging in the centre activities.
	12 volunteers in place and trained.
	Christian gathering agreed.
	Foodbank and Place of Welcome open.
	Regular opening times and activities .
	Project operating x number of hours.
Month 4	Key Milestones achieved
	Increased opening times and engagement.
	Additional agencies involved and delivering support.
	30 people a week engaging with activities.
	15 volunteers in place and trained.
	MEV engaged in activities two days a week.
	Christian gathering begun with 5 people.
	Community Garden vision meeting.

	Community Café opens two days a week.
	Begin considering appropriate discipleship courses .
Month 5	Key Milestones achieved
	35 people a week calling in to use services.
	18 volunteers in place and trained.
	Recruit session and train workers.
	Christian gathering 15 average.
	Community Garden sessions begin.
	Impact review undertaken by project manager.
	Monthly Christian family meetings (Messy Church?) begun.
	First discipleship course delivered.
Plan youth strategy.	
Month 6	Key Milestones achieved
	Taster youth activities with 6 teens once a week (session workers and 'Community of Hope' leader).
	Community Café open 5 weekdays.
	50 people calling into centre.
	Christian gathering 15 people.
	Reflect back on past six-month activities.
	Plan future activities, Community Garden, Credit Union outlet.

## 2.4 Sunderland

### Pennywell

#### *initial strategic aims*

- To grow a faith community, ensuring all people are working together towards the common goal of serving Jesus, through loving each other.
- To enable members of the community to develop their aspirations.
- To enable members of the community to grow and develop their lives, to be more sustainable through healthier and safer choices.
- To enable all to feel part of a community and knowing themselves as an integral part of the work, and worship of the Church there.

#### *Planning Assumptions*

We will continue to work out of St Thomas' Church while using other community spaces such as Pennywell Youth project (PYP), to deliver services and build access to faith points. We will build on our Foodbank and drop in, and weekly children's work experience. We anticipate agreeing job descriptions in July, and having advertised and interviewed in August/September, look to commence appointments from 1<sup>st</sup> October. We anticipate building works to be completed prior to October, relevant faculty permission having been granted. We will have liaised with the Diocesan Poverty team and drawn down relevant learning and engaged with the financial management support offered.

#### *Planting plans*

We have already begun to identify potential planting opportunities once the initial community is established.

Week 1	Day 1: Meet with new team to establish the Community of Prayer we want to underpin all daily work and set routines.
	Day 2: Meet with new 'Community of Hope' Leader and New Community Advocate Leader. Join ACTS 435.

	<p><i>Day 3:</i> Advertise to agencies and professionals in the area upcoming Community Hub meeting. (This information gathering will have been done in advance). Meet for midweek Eucharist of all staff and volunteers.</p> <p><i>Day 4:</i> Establish with staff and volunteers the expected ethos and awareness of all policies and procedures, lines of communications etc.</p> <p><i>Day 5:</i> Working group involved in ensuring all furniture, equipment etc is in place and ready to open the following week.</p>
Week 2	<p><i>Day 1:</i> Mailshot all local housing of upcoming activities and taster session days and opportunities to come and see the new facilities by way of an open day.</p> <p><i>Day 2:</i> Host Community Hub meeting to enable other stakeholders to see new facilities.</p> <p><i>Day 3:</i> Midweek Eucharist open to all community and stakeholders. Collation of community stakeholder offers.</p> <p><i>Day 4:</i> Planning first 6 months of stakeholder delivery and sourcing sessional workers where necessary. Meet with project manager for reflection and support.</p> <p><i>Day 5:</i> Develop and open Website and Facebook page for 'Community of Hope' and Hub, linking to other local pages where possible.</p>
Week 3	<p><i>Day 1:</i> Visit Academy 360 for assemblies to tell pupils and students of 'Community of Hope' and set scene for needing their help with community artwork through school.</p> <p><i>Day 2:</i> Awareness raising of open day and idea gathering in local shops.</p> <p><i>Day 3:</i> Host open day for all the community with community worship offered.</p> <p><i>Day 4:</i> Visit local shops and supermarkets in Sunderland to assess collation and collection/delivery of food for launch of Food 4 All Shop (Community shop to combat waste and provide cheap food, which would otherwise have wasted, initially open 2 days per week.)</p> <p><i>Day 5:</i> Team to meet and review ideas and suggestions from community.</p>
Week 4	<p><i>Day 1:</i> Host taster sessions of beauty and self-care.</p> <p><i>Day 2:</i> Host taster sessions of food and healthy cooking and eating.</p> <p><i>Day 3:</i> Host taster sessions of baby massage and baby development – <b>Worship 4 All launched.</b> Community Worship offered</p> <p><i>Day 4:</i> Host taster sessions of self-development and training opportunities.</p> <p><i>Day 5:</i> Assess and collate responses to training and taster sessions. Meet with project manager for reflection and support.</p>
Month 1	<p>Key Milestones achieved</p> <p>2 Staff and 6 Volunteer team developed.</p> <p>Good level of advertising completed.</p> <p>Daily staff and weekly Worship 4 All with 5 people established.</p> <p>Community and Stakeholders consulted who assisted in the development of services offered initially.</p> <p>Website and Facebook pages established and running.</p> <p>ACTS 435 joined.</p>
Week 5	<p><i>Day 1:</i> Meet with staff team to assess footfall and contacts made and plans for the rollout of services. Any necessary training for staff and volunteers sourced and booked.</p> <p><i>Day 2:</i> Plan and prepare advertising for sessions and opening dates for various services</p> <p><i>Day 3:</i> Advertise by posters, flyers at shops, handouts to schools, Facebook and website of services with dates. Worship 4 All</p> <p><i>Day 4:</i> Volunteers recruited and trained for delivery of services. Meet with project manager for reflection and support.</p> <p><i>Day 5:</i> Sessional workers booked for first round of sessions.</p>
Week 6	<p><i>Day 1:</i> Launch of Welcome 4 All – (Project open for drop in and coffee, chat with staff and volunteers, basic play for pre-schoolers each day).</p> <p><i>Day 2:</i> Planning and preparation of space for Food 4 All shop. Community Hub meeting.</p> <p><i>Day 3:</i> Create Food 4 All shop area. Worship 4 All.</p>

	Day 4: Staff and volunteers to undergo Basic food hygiene Certificate training.
	Day 5: Preparation and planning for launch of Lunch 4 All (Basic lunch from our own kitchen each week).
Week 7	Day 1: Ongoing services and advertising of Lunch 4 All Launch.
	Day 2: Launch of Lunch 4 All Project and advertising Cooking on a Budget training.
	Day 3: Meeting with Academy 360 to assess community art ideas and set dates. Worship 4 All.
	Day 4: Stocking and preparing Food 4 All shop for opening.
	Day 5: Meet with staff and volunteers to assess/adjust new services. Meet with project manager for reflection and support.
Week 8	Day 1: Ongoing services and <b>launch of Food 4 all Shop.</b>
	Day 2: Sign up of Cooking on a Budget (weekly session for 6 weeks), Lunch 4 All Project
	Day 3: Advertise upcoming sessions for Beauty 4 All (sessions detailing how to use make-up, nail art, beauty products and hair and skincare well, with a view to training and developing community workers).
	Day 4: Source local shops for children's uniform and coats on free or sale or return basis to prepare for appropriate winter clothing. Link with Academy and local parents for good quality pre used clothing for swapping/giving – Uniform 4 All Kids.
	Day 5: Organise and create working area for Uniform 4 All Kids. Food 4 All shop open.
Month 2	Key Milestones achieved
	Welcome 4 All Project, operating on 15 days with 20 people attending each week, Lunch 4 All on 2 days with 10 people attending each week, Food 4 All shop on 2 days with 10 people attending each week. Weekly Worship 4 All with 7 people attending.
	30 people engaged and 20 signed up for upcoming sessions.
	Art Project underway in school.
Week 9	Day 1: Ongoing services and <b>Beauty 4 All Sessions begin</b> (each week for 4 weeks).
	Day 2: Begin to stock and prepare clothing (washing, ironing etc) for Uniform for All Kids.
	Day 3: <b>Begin Cooking on a Budget sessions (PYP).</b>
	Day 4: Assess Food 4 All shop and check stock for dates, replenishing etc.
	Day 5: Begin to build stock of simple, healthy recipe cards for Food 4 All shop.
Week 10	Day 1: Ongoing services and staff and volunteer meeting to assess/adjust services so far.
	Day 2: <b>Launch of Uniform 4 All Kids</b> (New and exchange) alongside Lunch 4 All.
	Day 3: Begin advertising for all good quality second-hand clothing for Wardrobe 4 All.
	Day 4: Advertise and recruit for Support 4 All sessions with Community Advocate and volunteer helpers. Meet with project manager for reflection and support.
	Day 5: Begin to arrange and organise storage and space for Wardrobe 4 All Project.
Week 11	Day 1: Ongoing services and staff meeting to assess/adjust services.
	Day 2: Continue with recipe cards for shop.
	Day 3: Worship 4 All. Begin to assess whether some development re Start Course etc may be appropriate to be run on the same day as Worship 4 All.
	Day 4: Advertise and recruit for Crafts 4 All.
	Day 5: Continue gathering and collecting/sorting/washing for Wardrobe 4 All launch.
Week 12	Day 1: <b>Launch Support 4 All sessions</b> and ongoing sessions.
	Day 2: Assess support identified previous day and make connections with appropriate agencies securing offers of time (Citizen's advice, benefits agency, Jobcentre plus etc).
	Day 3: <b>Launch Wardrobe 4 All sessions.</b>
	Day 4: Advertise and recruit for Baby Massage and development sessions.
	Day 5: Review use of building and services as staff and volunteer team look for gaps and under/overuse of space. Meet with project manager for reflection and support.

Month 3	Key Milestones achieved
	Beauty 4 All sessions with 6 people attending and Cooking on a Budget with 5 people attending begin.
	Uniform and Wardrobe 4 All launched with 5 people accessing services.
	Support 4 All launched and external organisation connections made with 3 people accessing services.
	Building and Projects reviewed and adjusted as appropriate.
	Weekly Worship 4 All with 10 people attending. Pre-Alpha Start Course established with 6 people.
Month 4	Beauty 4 All sessions complete and 3 community volunteers identified to train as Nail, hair and make-up technicians with funding sourced.
	Cooking on a Budget (round 1) training complete.
	Foodbank and Food 4 All running simultaneously with 20 people attending each week and staffed by volunteers.
	Community Art installation completed by A690 staff and students.
	Project Hope 4 All open 9-5, Monday to Friday with 30 people attending each week. Weekly Worship 4 All with 12 people attending. Start Course with 6 people.
Month 5	Money sought and Children's workers appointed. Weekly Worship 4 All with 14 people attending. New Start Course with 6 people. Alpha Launched with 6 people.
	Cooking on a Budget (round 2) with 8 people attending.
	Hair and Beauty sessions being offered by newly trained technicians with 5 people attending.
	15 Volunteers supporting staff and taking the lead on delivering the various projects.
	4 community volunteers trained in Basic Food Hygiene to help deliver cooking and eating sessions.
Month 6	Search for and acquirement of local facility for Beauty 4 All. Start Course continues with 6 people. Alpha continues with 6 people.
	6 community volunteers now trained in Beauty and offering it in local care homes in the name of the Project.
	Weekly faith community of 16 people established and worshipping together through Worship 4 All.
	Begin to plan for Easter celebration of our 6-month achievement with all the community.
	Begin to plan and advertise for Summer activities, volunteers for Kids, and family play and food sessions during summer light nights and holidays.

Annual KPIs							
Year End	Adult			4 All Programme		Children and Teen	
	Worship 4 All	Start Course/Alpha	Lay leaders trained	Small Groups (Food, beauty etc.)	Other Activities (Shop, uniform etc.)	Centre Based Activities (Art etc)	Other Activities (school etc.)
2021	16	12	10	30	60	15	30
2022	20	18	15	35	200	25	45
2023	25	24	15	40	350	25	50
Plant out underway to second location.							
2024	30	24	15	45	400	30	55
2025	30	24	20	50	400	35	60

## Beacon Project SR5

### Planning assumptions:

- Time: Plan starts July 2020
- The Project will have its home base at Holy Trinity, Southwick Estate, and the team will be based there, however aspects of its work will be focussed at the other sites from mid-2021 to build capacity for replication and launch.

Week 1	Day 1: Finalise job descriptions and start recruitment for Project Co-ordinator post.
	Day 2: Attend Connect lunch (partnership building).
	Day 3: Apply for faculties for capital work.
	Day 4: Write formal proposals for capital work tenders.
	Day 5: Collate demographic information to begin mapping.
Week 2	Day 1: 'Come and see': recording footfall, familiarising with local rhythms, area assessment (mapping).
	Day 2: Meet with SNYPS (Partnership building).
	Day 3: Identify Lay point of contact and register for ACTS 435.
	Day 4: Contact Anna Chaplains organisation to discuss training.
	Day 5: Tenders invited for bathroom work at Holy Trinity.
Week 3	Day 1: Meet with Ten2 team (Partnership building).
	Day 2: 'Come and See' HT mapping.
	Day 3: Speak with local care homes regarding Anna Chaplains.
	Day 4: Tenders invited for kitchen work at Holy Trinity.
	Day 5: Install broadband at Holy Trinity.
Week 4	Day 1: Interview & appoint for Project Co-ordinator post.
	Day 2: Identify potential Anna Chaplains.
	Day 3: Start recruitment for Children & Youth Worker.
	Day 4: Attend Ward Sharing meeting (partnership building).
	Day 5: Begin comprehensive review of the current provision for young people.
Month 1	Key Milestones achieved
	Started building partnerships with outside agencies.
	Recruitment for the Project Co-ordinator post to have been completed.
	Stage 1: initial mapping of the area completed.
	Identified 3 volunteers to undertake training and work as Anna Chaplains.
Week 5	Day 1: Project Co-ordinator input to CW role then begin recruitment.
	Day 2: Attend Connect lunch (partnership building).
	Day 3: Evaluate current data storage and collection.
	Day 4: Policy review and update with Project Co-ordinator.
	Day 5: Data transfer – paper based (current) to electronic.
Week 6	Day 1: Clearing and organising (office, upstairs cupboard and gallery).
	Day 2: Clearing and organising (office, upstairs cupboard and gallery).
	Day 3: Decorating office.
	Day 4: Purchase and install new furniture and storage.
	Day 5: Purchase and install new furniture and storage.
Week 7	Day 1: 'Come and see' / mapping.
	Day 2: Planning for Anna Chaplaincy training.
	Day 3: Trip to Church Resource centre.
	Day 4: Preparation day for BBQ.
	Day 5: Holy Trinity big BBQ.
Week 8	Day 1: Appoint contractors for capital work and agree start date.
	Day 2: Recruit Anna Chaplain volunteers, plan training.

	<i>Day 3: Interview and appoint Youth Worker.</i>
	<i>Day 4: Interview and appoint Community Worker.</i>
	<i>Day 5: Residential home visits for formal introductions and confirmation of Chaplaincy plan.</i>
Month 2	Key Milestones achieved
	Improvement of current systems in place, increasing efficiency for recording information and data collection.
	Creation of an office space which is fit for purpose, at which the Beacon Project will be based.
	Training of identified Anna Chaplains planned, with positive contact established with three local residential care homes where they will be placed.
	Appointment of Youth Worker and Community Worker.
Week 9	<i>Day 1: 'Come and see'/mapping.</i>
	<i>Day 2: Attend Connect lunch (partnership building).</i>
	<i>Day 3: Create initial 3-month rota for St Bede's weekly chaplaincy slot.</i>
	<i>Day 4: Blessing of the bags planning day.</i>
	<i>Day 5: Induction day for new staff.</i>
Week 10	<i>Day 1: Screen installed.</i>
	<i>Day 2: Anna Chaplaincy training.</i>
	<i>Day 3: Harvest weekend planning day.</i>
	<i>Day 4: Bathroom capital work.</i>
	<i>Day 5: Bathroom capital work.</i>
Week 11	<i>Day 1: 'Come and see'/mapping.</i>
	<i>Day 2: Anna Chaplaincy training.</i>
	<i>Day 3: Kitchen capital work.</i>
	<i>Day 4: Kitchen capital work.</i>
	<i>Day 5: Team building day.</i>
Week 12	<i>Day 1: Reflection and review day.</i>
	<i>Day 2: Anna Chaplaincy training.</i>
	<i>Day 3: Harvest weekend planning day.</i>
	<i>Day 4: Blessing of the bags.</i>
	<i>Day 5: Anna Chaplaincy commissioning service planned.</i>
Month 3	Key Milestones achieved
	Completion of training for Anna Chaplains with them beginning work locally.
	Completion of primary capital work (bathrooms and kitchen at Holy Trinity).
	Community & Youth Workers established and integrated into team, with introductions made for local partnerships.
	'Blessing of the bags' service launched in partnership with local schools.
Month 4	Run a successful harvest outreach weekend: with social event and worship opportunities, partnering with local food bank.
	Collaborated with partnering organisations to have completed initial mapping, having created a report to be used and continually updated for the duration of the project, and beyond.
	Youth worker to have taken ownership of youth project at Holy Trinity, engaging 10 young people per week.
	Launch Winter Warmer.
	Have developed and implemented a comprehensive social media engagement plan.
Month 5	Planned and launched the first quarterly prayer walk with total attendees of more than 12.
	Help lead All Saints service, incorporating information gained from mapping and community engagement, include commissioning of Anna chaplains.
	Have a visible presence at Southwick turning on of the lights.
	Curate prayer stations inside and outside for Remembrance Day.
	Plan and pray for Christmas outreach.
Month 6	Take a team carol singing.

	Continue to run 'Winter Warmer' on a Tuesday evening.
	Host Refreshment Monday, Advent quiet day.
	Visible witness and outreach - mulled wine and mince pies.
	Host a Boxing Day dinner and celebration for the community.

Annual KPIs								
	Attendance At faith/worship gatherings		Engagement (discipleship focused)			Training to develop local leaders	Extraordinary Contact opportunities & outreach activities through the year	
Year end	Adults	Young People	Courses/ Activities run	Attendees (Adult)	Attendees (YP)	Number	Activities	New Contacts
2021	62	7	5	18	2	7	4	200
2022	72	12	6	24	6	9	4	300
Plant into St. Cuthbert's								
2023	87	18	8	22	6	12	6	360
Plant into St. Bede's Community Centre								
2024	100	24	8	28	8	16	6	360
2025	120	30	9	30	8	20	6	360

## Strand 2

### 2.5 All Saint's Stockton

#### St Paul's

##### Planning assumptions:

- Time: Plan Starts February 2021, Launch date – April 4<sup>th</sup> 2021. 6 month point July;
- Resources:
  - 1x Missional Leader (ft) – 0.5 SDF and 0.5 Diocesan Stipend.
  - 1x Children and Youth Outreach Worker (0.5 ft) – potential candidate identified within the team.
  - 1x Creative Communities Lead (0.5 ft) – potential candidate identified within the team.
  - 1x Administrator (0.5 ft) – no potential candidate as yet identified.
  - 1x Cafe Manager (0.5 ft) – not to be recruited until deemed feasible, no potential candidate identified.
  - Potential for 1x Ministry Experience Volunteer (MEV) to work alongside Children and Youth and Creative Communities Leads at 0.5 in each (or different mix depending on need and gift mix).
- Activity ahead of plan – Stakeholder identification and consultation; Definition of Vision and Mission; Transition Planning; Lead up Events (Community BBQ, Christmas Fair, Joint

Services); Soft launch through curacy placement of Missional Leader and family for period of three months prior to launch, (Jan-March) in order to prepare St Paul's for transition.

*Strategy:* A culture of evangelism established with the planting team and original congregation. Personal invitation training and equipping leading to; creation of small communities of interest (connect groups), using the café as a base; Alpha as a planting tool; renewed Sunday morning service offering and seeker service in the afternoon (café style); Renewing prayer in the heart of the church community. Children's activities, wholly missional with family visitation and linked through to church gathering events.

*Aims* – To Grow – numerically (120 adults over 5 years) and spiritually; To Transform Communities – through local service to marginalised groups; To Multiply – aim to consider planting from years 3-5.

- Revd. Paul Arnold (Planting Curate) Missional Leader, other staff to be recruited.

Week 1	Day 1: Prayer Walk.
	Day 2: Interviews for staff team candidates.
	Day 3: Church Alpha.
	Day 4: Interviews for staff team candidates.
	Day 5: Review meeting with David Tomlinson.
Week 2	Day 1: Prayer Walk.
	Day 2: Interview sifting and selection.
	Day 3: Church Alpha.
	Day 4: Offers out to candidates.
	Day 5: Offers out to candidates.
Week 3	Day 1: Prayer Walk.
	Day 2: Agree start dates with team members.
	Day 3: Church Alpha.
	Day 4: Stakeholder gathering.
	Day 5: Personal Quiet Day.
Week 4	Day 1: Prayer Walk.
	Day 2:
	Day 3: Church Alpha.
	Day 4:
	Day 5: Commissioning from All Saints.
Month 1 - February	Key Milestones achieved
	Staff in post.
	Start date for all staff agreed.
Week 5	Day 1: Prayer Walk.
	Day 2: New Wine Leadership Conference – Bring Team.
	Day 3: New Wine Leadership Conference.
	Day 4: New Wine Leadership Conference.
	Day 5: Praise Party.
Week 6	Day 1: Prayer Walk.
	Day 2: Commission Website and Social Media – Begin Social Media Church Launch Countdown.
	Day 3: Church Alpha.
	Day 4: Key Stakeholder Meetings.
	Day 5:
Week 7	Day 1: Prayer Walk.
	Day 2:
	Day 3: Church Alpha.
	Day 4: Key Stakeholder Meetings.
	Day 5: Personal Quiet Day.

Week 8	Day 1: Beating the Bounds.
	Day 2: Final starting date for staff member.
	Day 3: Church Alpha.
	Day 4: Send out Launch publicity to Key Stakeholders, Final ads on Social Media.
	Day 5: Team Retreat/Away Day.
Month 2 - March	Key Milestones achieved
	Up – Team Retreat/Away Day; Beating the Bounds; Praise Party.
	In – Church Alpha complete; Staff Team Recruited; Out – Launch publicity to Key Stakeholders; Website and Social Media accounts commissioned; Missional Listening.
Week 9	Day 1: Ridley Team Arrive – Door knocking, Leafleting, Social Media and Website Launch.
	Day 2: Evangelistic event in Schools.
	Day 3: Evangelistic event in Sainsburys – Life Group.
	Day 4: Evangelistic event in Rugby Club/Senators.
	Day 5: Launch Day Celebration.
Week 10	Day 1: Prayer Walk – 1 <sup>st</sup> Post School Run Drop-in.
	Day 2: 1 <sup>st</sup> Team Meeting post launch – Review Launch.
	Day 3: Mid-Week Communion – New style – Life Group.
	Day 4: Prayer Ministry Training Begins.
	Day 5: Alpha Course Begins.
Week 11	Day 1: Prayer walk – Praise Party in Evening – Post School Run Drop-in.
	Day 2: Team Meeting.
	Day 3: Life Group.
	Day 4: PCC Away Day using PCC Tonight material.
	Day 5: Follow up new leads from launch.
Week 12	Day 1: Prayer walk – Post School Run Drop-in.
	Day 2: Team Meeting.
	Day 3: Life Groups.
	Day 4: Follow up new leads from launch.
	Day 5: 3-month review.
Month 3 - April	Key Milestones achieved
	Up - Launch Day Celebration, Prayer walk rhythm established.
	In – New PCC constituted, New Wardens elected, Learning of Systems. Whole church gathering at end of month.
	Out – Publicity about change, Social Media and Website Launched, New branding launched, Key community Stakeholders at launch. 100 followers on Facebook, Instagram and Twitter.
	Systems – 50 people engaged with church; New PCC; New Wardens; Admin review.
Month 4 - May	Up – 24/7 prayer vision casting; Prayer walking; Dwelling in World begun.
	In – Life Group multiplies out; Joint meeting pattern established; PCC tonight complete; Group gathered for New Wine United 2021, Dwelling in Word established (Luke 10:1-12) for all business meetings.
	Out – 1 <sup>st</sup> Alpha course started; Collective worship in Schools established.
	Systems – Team Meetings set; Objectives for staff agreed; Software Systems Rolled out, (G Suite, Churchsuite or similar); 60 people engaged with church.
	120 followers on Facebook, Instagram and Twitter.
Month 5 - June	Up – 24/7 Prayer Room established, plans for morning family worship approved, Prayer Walk.
	In – Plans for ‘Sunday Lunch’ approved and logistics sorted, Café hours extended beyond Monday drop-in, Creative community (Music) started.
	Out – Art Exhibition (Beauty from Brokenness); Games Café established in conjunction with local games shop; First Oakwood School and St Mark’s Godzone, 1 <sup>st</sup> Alpha completed.
	Systems – Staff away day, Decision to make Café an enterprise taken, Administrative systems – Continual improvement processes in place; 70 people engaged with church.

	150 Followers on Facebook, Instagram and Twitter.
Month 6 - July	Up – Prayer meetings regularly, prayer ministry in every service, service offering clear and established.
	In – Quarterly ‘Sunday Lunch’ to bring whole church together, Life Groups established and at least 3-5 meeting regularly. Parish Away Day.
	Out – First ‘Scattered Sunday’ takes place to serve life group communities, Community Church BBQ and Fun Day, Alpha 2 publicity. Plans for Prayer Spaces in Schools discussed with local primaries.
	Systems – Staff Mid-year reviews; Administrative Systems embedded for next stage; PCC working effectively and bedded in.
	End of Stage Review – Consultation with whole church ‘Stop, Start, Carry on.’ Progress against growth goals celebrated. Vision for next stage recast.

Annual KPIs (averaged)								
Year End	Adult			Child (under 16)			Teen	
	Main Gathering	Small/Connect Groups	Alpha	Main Gathering	Schools Gatherings	Other Activities	Main Gathering	Other Activities
2021	50	30	20	10	200	50	5	15
2022	60	40	30	15	200	60	10	20
2023	75	60	45	20	200	75	15	30
2024	100	80	60	25	200	100	25	40
2025	120	110	75	30	200	100	30	50

## Wynyard

### Planning assumptions:

January 2020: Stakeholder scoping exercise completed.

Feb 1<sup>st</sup>: BMO consultation underway.

Feb 28<sup>th</sup>: Missional leader housing agreed and updated.

April: Missional leaders interviewed and offered role.

April 3<sup>rd</sup>: BMO consultation complete.

April: BMO board appointed.

Bank account opening process underway.

All appropriate policies adopted, board roles agreed, insurances set up.

Memorandum of understanding agreed with Wynyard School.

May: Plant leaders move with hours seconded from current roles.

May 4<sup>th</sup>: Plant leaders present plans to BMO board and begin meeting stakeholders.

### Strategy:

- Awareness: Door knocking using questionnaire method. Key leaders present and visible at community events, attending gathering places.
- Relationship: Building relationships at the school with staff, parents and children. Visiting all key stakeholders, engaging well with BMO board.
- Invitational: Building on the above to establish a culture of invitation once launched.

### Initial Outcome:

That a new worshipping community be established in Wynyard Church of England School with weekly gatherings and a variety of all age activities.

### Detail

	Day 1:
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<p>Week 1 July 6<sup>th</sup> (1st Mon of July)</p>	Contact Headteacher of Wynyard Primary School (Roger Ward) and arrange to meet with other key staff - head of RE (Martin Waller) etc. Prayer Walk around Wynyard.
	Day 2: Take publicity photos (people and area). Agree website specification. Establish a Vlog/video/social media/strategy. Purchase 'I sing' worship for use in gatherings
	Day 3: Establish door knocking strategy and questionnaire. Explore local room rental opportunities. Define priority key community stakeholders.
	Day 4: Commission Logo. Commission initial-single page website. Spend time in the local pub/Wynyard Hall.
	Day 5: "Worship and Wait" – at the Vicarage
<p>Week 2 July 13<sup>th</sup>  (17<sup>th</sup> July - Wynyard Primary breaks for Summer)</p>	Day 1: Prayer Walk Wynyard. Design teaser publicity – "Coming soon..." and order printed media. Finalise job descriptions and application forms for paid roles. Setup Social Media Accounts (Facebook Page, Instagram).
	Day 2: Meet Roger Ward and other key staff at Wynyard Primary School: Agree a program and themes for the new term. Design job advertisements and disseminate to include local opportunities and staff. Agree an interview panel.
	Day 3: Door Knocking / Surveying / Networking. Spend time in the local pub/Wynyard Hall. Meet with John Cottey for conversation.
	Day 4: Network at Teesside Leaders Network Meeting. Identify potential gaps in the community.
	Day 5: "Worship and Wait" – at the Vicarage.
<p>Week 3</p>	Day 1: Prayer walk around Wynyard.
	Day 2: Purchase IT Equipment. Join local Gym, identify team opportunities. Identify local groups to link up with.
	Day 3: Door Knocking / Surveying / Networking. Launch social media/vlog strategy.
	Day 4: Survey children's and youth holiday provision. Spend time in the local pub/Wynyard Hall.
	Day 5: "Worship and Wait" – at the Vicarage.
<p>Week 4</p>	Day 1: Prayer walk around Wynyard.
	Day 2: Join in with holiday events in the community.
	Day 3: Door Knocking / Surveying / Networking.
	Day 4: Collating questionnaire information and review strategy. Reflective conversation with David Tomlinson.
	Day 5: "Worship and Wait" – at the Vicarage.
<p>Month 1 July</p>	Key Milestones achieved
	Established "Worship and Wait" – at the Vicarage.
	Made initial contact with key staff at Wynyard Primary School.
	Opened Recruitment Process for Roles 1 & 2. Branding Designed, Digital Presence Established & Teaser Publicity Circulated.
<p>Week 5</p>	Day 1: New Wine Conference.
	Day 2: New Wine Conference.
	Day 3: New Wine Conference.
	Day 4: New Wine Conference.
	Day 5: New Wine Conference.
<p>Week 6</p>	Day 1: Prayer walk around Wynyard.
	Day 2: Produce Collective Worship Plans.

	<p>Spend time in the local pub/Wynyard Hall. Meet with John Cottey for conversation. Review and collate role applications. Consider second round and invite for interview. Develop further networking opportunities in gym/local groups.</p> <p><i>Day 3:</i> Door Knocking / Surveying / Networking. Identify suitable location for Alpha or other groups.</p> <p><i>Day 4:</i> Collate questionnaire. Establish a children's and youth strategy. Meet key community stakeholders 1:1.</p> <p><i>Day 5:</i> "Worship and Wait" – at the Vicarage</p>
Week 7	<p><i>Day 1:</i> Prayer walk around Wynyard.</p> <p><i>Day 2:</i> Job Interviews for role 1. Agree and appoint. Spend time in the local pub/Wynyard Hall. Meet with John Cottey for conversation.</p> <p><i>Day 3:</i> Door Knocking / Surveying / Networking. Collate questionnaire.</p> <p><i>Day 4:</i> Job Interviews for role 2. Agree and appoint. Gym and other groups.</p> <p><i>Day 5:</i> "Worship and Wait" – at the Vicarage.</p>
Week 8	<p><i>Day 1:</i> Prayer walk around Wynyard.</p> <p><i>Day 2:</i> Agree a children and youth strategy. Develop Collective Worship and After School Plans with Wynyard Primary School.</p> <p><i>Day 3:</i> Door Knocking / Surveying / Networking. Reflective conversation with David Tomlinson.</p> <p><i>Day 4:</i> Meet with the BMO board and confirm strategies agreed for the new term and review.</p> <p><i>Day 5:</i> "Worship and Wait" – at the Vicarage.</p>
Month 2 <i>August</i>	<p>Key Milestones achieved</p> <p>New Wine Conference.</p> <p>Have met key community stakeholders.</p> <p>Have appointed for roles 1 &amp; 2.</p> <p>100 followers on Facebook and Instagram.</p>
Week 9 <i>September</i> <i>School Summer term begins 2<sup>nd</sup> Sept</i>	<p><i>Day 1:</i> Prayer walk around Wynyard.</p> <p><i>Day 2:</i> First School Collective Worship Led. Children's strategy begins to be worked out.</p> <p><i>Day 3:</i> Door Knocking / Surveying / Networking. Collate questionnaire.</p> <p><i>Day 4:</i> Launch After School Club. Meet with John Cottey for conversation. Spend time in the local pub/Wynyard Hall.</p> <p><i>Day 5:</i> "Worship and Wait" – at the Vicarage. Invite key school staff.</p>
Week 10	<p><i>Day 1:</i> Prayer walk around Wynyard.</p> <p><i>Day 2:</i> Collective Worship. Spend time in classrooms. Spend time in staff room.</p> <p><i>Day 3:</i> Door Knocking / Surveying / Networking.</p> <p><i>Day 4:</i> Launch Alpha. Meet with John Cottey for conversation. Spend time in the local pub/Wynyard Hall.</p> <p><i>Day 5:</i> "Worship and Wait" – at the Vicarage.</p>
Week 11	<p><i>Day 1:</i> Prayer walk around Wynyard.</p>

	<p><i>Day 2: Collective Worship.</i> Contact other key stakeholders.</p> <p><i>Day 3: Door Knocking / Surveying / Networking.</i> Collate questionnaire, and review strategy.</p> <p><i>Day 4: After School Club.</i> Alpha. Spend time in classrooms. Spend time in staff room.</p> <p><i>Day 5: "Worship and Wait" – at the Vicarage: Thanksgiving theme</i></p>					
Week 12	<p><i>Day 1: Prayer walk around Wynyard.</i></p> <p><i>Day 2: Collective Worship.</i> Spend time in classrooms. Spend time in staff room.</p> <p><i>Day 3: Door Knocking / Surveying / Networking.</i> Collate questionnaire, put new strategy in place. Reflective conversation with David Tomlinson.</p> <p><i>Day 4: After School Club.</i> Alpha.</p> <p><i>Day 5: "Worship and Wait" – at the Vicarage.</i></p>					
Month 3	<p>Key Milestones achieved</p> <p>Begun weekly Collective Worship.</p> <p>Establish weekly After School Club with 20 children.</p> <p>Visiting family strategy established.</p> <p>Updated Website with new activities.</p>					
	Established relationships with staff and other key stakeholders.					
Month 4 <i>October</i> Key milestones	<p>Initial Volunteer Team Established (8 people).</p> <p>Have strategic plan for launch gathering finalised and agreed by BMO board.</p> <p>30 children in weekly after school club.</p> <p>Families visit pattern established (3 families visited).</p> <p>After School Club strategy and outcomes reviewed.</p> <p>Wider Children's strategy agreed by BMO board.</p> <p>Publicity for launch produced.</p> <p>150 followers on Facebook and Instagram</p>					
Month 5 <i>November</i> Key milestones	<p>Roles 1 &amp; 2 in Post (possible earlier).</p> <p>Work with School to plan the Christmas gatherings and events.</p> <p>35 Children in weekly afterschool club.</p> <p>Family visits continue.</p> <p>Launch Gathering planned with publicity rolled out within the Christmas events.</p> <p>Purchase Worship Band Equipment /Equivalent.</p>					
Month 6 <i>December</i> Key milestones	<p>Wynyard Church Launch Gathering, anticipation grown through press, and social media.</p> <p>School Christmas gatherings and events to include launch detail.</p> <p>200 followers on Facebook and Instagram.</p> <p>Afters school club special Christmas events with parents and families invited..</p> <p>'Children in the Community Event' with 20 children.</p>					
Jan 2021	<b>Regular Sunday Gathering begins Sunday 10<sup>th</sup> January 20 people attending regularly.</b>					
<b>Annual KPIs</b>						
Year End	Adult		Child (under 16)		Teen	
	Main Gathering	Small Group	Main Gathering	Other Activities	Main Gathering	Other Activities
2021	25	25	5	40	2	12
2022	35	30	15	50	8	15
2023	50	35	25	80	8	17
2024	55	40	35	80	10	19

2025	70	50	35	90	15	25
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## Wynyard Stakeholder Scoping Meeting January 2020

**Present:** Bishop Sarah, Canon David Tomlinson, Archdeacon Rick Simpson, Area Dean Paul Neville, Parish Priest Claire Gibbs, Deanery Lay Chair Lucy Falcus, Vicar of All Saint's John Lambert.

Apologies – Chair of the Board Stuart Bain

The following question was considered: Who are the Stakeholders with an interest in the Wynyard Plant? These stakeholders were then shared in more depth with the plant leaders.

Note: Where an x followed by a number appears that refers to the number of times that particular point was highlighted.

### Diocesan

- Bishop Paul x2
- Bishops Council x2
- BLT x2
- Synod
- Mission Leaders
- Potential/likely incumbent
- DBF
- Monitoring Board for the whole SDF Bid
- Diocesan Housing
  - Archdeacon

### Deanery

- Deanery Chapter x4
- Deanery Synod x3
- Area Dean x3
- Stockton Deanery
- Deanery Standing Committee
- Other Traditions of church
- Prayer diary
- Clergy
- Lay Chair

### Ecumenical Christian Partners

- Tees Valley Youth for Christ
- Youth Team Gap Year
- Churches that currently have

### Wynyard residents

- Methodist Circuit
- TVCC – (Tees Valley Community Church)
- Churches of other denominations in the area
- All neighbouring parishes, especially where school families live
- Christian Wynyard residents

### Named Individuals

- Potential/Likely Incumbent x 2
- David Tomlinson (SDF lead)
- Judith Skirving (Head of Bishopton-Redmarshall CofE Primary school) (Diocesan MAT)
- Claire Gibbs (SCP Priest)
- Stuart Bain (Chair of board)
- Paul Rickard (Chair Board of Ed)
- Suva Catford (Methodist Presbyter)
- William Cassidy (name of local School) Developers
- Peter Catford (Methodist Superintendent)
- Roger Ward (Head Teacher)
- Louise Bradley (music teacher at Wynyard, committed Christian, and Church Warden at Langley Park)
- Martin Waller (Head of RE at Wynyard School, lead on key stage 2, a committed Christian)
- Alex Cunningham (MP)
- The Londonderry's (Landowners)
- Julie Cornelius (Head of CofE Primary School Stillington)

### School

- Teachers/Staff x7
- Head Teacher x4
- Governors x4
- Children/Pupils x2
- Parents x2
- Families x2
- Wynyard Trust - The Board x2

- Other community users of the school building x2
- Caretaker (Access to the building outside school hours)
- School Board of Directors
- Friends of the School
- Secondary School

#### **Statutory Agencies**

- Safeguarding
- School Staff
- Parish Councils Grindon/Elwick

#### **SDF related Bodies London**

- Archbishops Council
- SDF Team London
- Strategic Development Unit at Church House Westminster

#### **Stockton Country Parish**

- PCC x3
- Vicar
- Claire Gibbs
- St. James Thorpe Thewles
- Stockton Parish Church

#### **Support for Missional Leader/Plant**

- All Saints PCC x2
- Churches of Stockton Country Parish, their people and Vicar
- All Saints Preston on Tees
- People from other churches
- Occasional ministry input e.g. Preachers, puppets, youth, Testimony
- People from other parishes
- Spiritual / Moral support

#### **Wynyard Community**

- Wynyard Hall x3
- Wynyard residents in general / local Community x2
- Wynyard Woods care home
- Wynyard local pub
- Golf Club
- Borough councils Stockton/Hartlepool
- Interested Stake holders
- Children and Youth groups
- Residents Association

## 2.6 Harton and Cleadon Park (South Tyneside)

### *Planning assumptions:*

Prior to the project beginning during the summer 2020 we will be engaging in the following. We anticipate that this will 'kick start' our wider capacity growing, enabling the plans to be fruitful.

#### **Holiday Club**

- Targets - 650 children's lunches, 150 parents/Grandparents from 65 families.
- Parent engagement during holiday club of faith, community, gifts, needs.
- Intentionally faith-based.
- Trial of different activities for families; new community partners.

#### **Youth Camp taster run for church family youth**

- Engagement with tweens/teens around style/content of youth group.
- Chance to develop leadership skills and plan for teaching and worship.

#### **NE34 – Community youth club**

- Established on Saturday evenings, target 20 youth.
- Engagement with youth over potential for regular youth club activity.

#### **Adult discipleship**

- Ongoing conversations about faith, worship, service.
- Worship leading courses revised/prepared.

#### **Staffing**

- Recruiting for 2/3 Resource Church posts complete; staff DBS'd and inducted.
- Equipment purchased.

#### **Premises**

- Premises identified, working with Council, landlord, letting agents.

## Strategic

- Planning underway for revision of our children's ministry.
- New toddler group structure agreed, resources acquired, advertising done.
- New evening services in plan.

Detailed weekly plan starting 1<sup>st</sup> September 2020.

Week 1	Keys collected for premises.
	Teamwork in premises fitting.
	Teamwork in premises fitting.
	Furniture arrives.
	Marketing circulated.
Week 2	Premises soft open for curious.
	Office fitting & furniture.
	Churches Together event.
	Move into office.
	Community open event.
Week 3	Assembly for primary school.
	Preparation for new services complete.
	Children's Centre event.
	Toddler groups started.
	Children's ministry pattern agreed.
Week 4	Revised website & social media.
	New marketing with premises & staff photos.
	Holiday engagement review begun.
	Rehearse new services.
	Volunteer plan for regular opening fixed.
Month 1: September Milestones 2020	Staff (2/3) in place.
	Toddler groups started.
	Shop signed, refurbished, opened.
	Parent engagement & Camp feedback analysed.
	Children's ministry schedule agreed.
	New website finished.
	2 new services started.
Week 5	Harvest engagement with school & uniforms.
	October half-term event based on summer feedback planned.
	Marketing review begins.
	Alpha scheduled.
	Toddler group check-in.
Week 6	Graphics for autumn-winter commissioned.
	Alpha invitations prepared & ordered.
	Event with church youth.
	Youth programme draft begins.
	Christmas programming complete.
Week 7	All Souls invitations circulated.
	New staff check-in.
	Half-term event run & parent engagement collected.
	Toddler group forward planning.
	Open The Book preparation day.
Week 8	Circulate invitations & info to be part of visiting team.
	Open The Book assembly.
	Tween/youth programme complete.

	Evening service check-in.
	Extended location for seniors invitations.
<b>Month 2: October Milestones</b>	
	Half term event planned & delivered (20 kids).
	Tweens & youth programme planned.
	Alpha scheduled and invitations prepared.
	New marketing.
	Christmas programming in place.
<b>Week 9</b>	Seniors event with discussion of 2021 programme.
	Remembrance activities planned.
	Visiting Team DBS done.
	Visiting Team trained.
	All Souls contacts follow-up.
<b>Week 10</b>	All Advent activities prepped.
	Advent marketing designed & ordered.
	Welcome Germans for Remembrance.
	Open The Book review & plan.
	Open The Book props & costumes day.
<b>Week 11</b>	Seniors programme finalised for funding.
	Advent marketing circulated.
	Day of parenting preparation.
	Summer activities review, suggestions for next year, user documents updated.
	Funder feedback for holiday club written & sent, new budget considered.
<b>Week 12</b>	Advent & Christmas event set up.
	Social media for Advent & Christmas.
	Christingle preparation.
	Christingle services.
	Christmas markets.
<b>Month 3: November Milestones</b>	
	Advent/Christmas marketing for events/services.
	Preparation for parenting course begun.
	Seniors programme for 2021.
	Home Visiting team recruited, DBS'd and trained.
	Summer activities reviewed and outline plan for 2021 drafted.
<b>Month 4: December 2020</b>	Home visiting begun.
	Increased footfall to Seniors events.
	Increased footfall to Advent/Christmas events.
	School Christmas engagement, Experience Christmas, Christingle, Advent.
	Plan for ongoing adult discipleship for 2021.
	Review of new service style, targets for attendance reviewed.
<b>Month 5: January 2021</b>	Alpha begins.
	Capital funding applications begin, faculties sought.
	Parenting course invitations
	2 new services started/revised.
	Lent programming finished.
	Social outreach programme for year published.
	Marriage Preparation runs.
	Youth programme begins.
<b>Month 6: February 2021</b>	Parenting course begins.
	New baptism preparation in place.
	Holiday Club funding sought.
	Worship leading candidates identified, approached, invited.
	Lent discipleship groups.
	Half term family event.

Easter programming complete – services/events.								
Annual KPIs (averaged)								
Year End	Adult (general)			Seniors (specific)	Child engaged (under 16)		Teen	
	New and Attending services	Numbers engaged in Small Groups (Alpha, Parenting Course, Lent, etc.)	Baptised and confirmed	Engaged and attending.	Special events (seasonal camps and clubs)	Weekly activities (toddlers, children's clubs, services)	Small group (youth Alpha etc)	Baptised and confirmed
2021	10	20	5	10	120	30	5	3
2022	12	25	8	12	130	35	7	4
Rekendyke revitalisation programme planned and delivery begins (figures below now include both locations)								
2023	15	35	12	20	135	40	9	6
2024	25	40	15	30	150	50	15	8
Biddick/Whiteleas revitalisation programme planned and delivery begins (figures below include all locations)								
2025	30	45	20	45	160	60	22	9

## 2.7 Saint George's

### Planning assumptions

Prior to 1<sup>st</sup> July St. G's will:

Pre-Launch at St. G's (Funded by St. G's)

Change the Six to Five - all St. G's Gatherings Multi-Generational (April 26).

Launch Monthly Awaken Youth Gathering (May, June).

Get quotes for AV and capital works for Hope House (April).

Run Youth Alpha.

Begin to advertise Awaken Youth Gathering.

Prepared and agreed job description, recruited Youth Pastor ready for July Start.

Week 1	AV and Gathering prep works begin.
	Five and Awaken Youth Gathering team meet (weekly hereafter).
	Youth Alpha (weekly hereafter).
	Awaken Youth Thursdays (weekly hereafter) 30 youth engaged. Contractors invited to tender/Volunteers involved.
Week 2	Instagram and social media campaign.
	Develop Awaken Gathering Merchandise and envision St. G's/Youth.
	Awaken Gathering Team Away Day. Test viability of an Awaken Youth YouTube channel.
Week 3	Instagram and social media campaign.
	Develop Awaken Gathering Merch and envision St. G's/Youth.
	Awaken Gathering Team Prayer. Contact local churches to discuss potential engagement of their youth in Awaken Youth Gathering.
Week 4	Instagram and social media campaign.
	Develop Awaken Gathering Merch and envision St. G's/Youth.
	End of term Awaken Thursday's party 50 youth engaged. Progress review gathering of key stakeholders.

	Schools week planning.
	Summer Mission planning.
Month 1	Key Milestones achieved
	Staff in post.
	AV Agreed.
	Summer mission planning.
Week 5	Focus Alive (HTB youth festival alongside focus) 20 youth engaged.
Week 6	Summer mission – Outreach in the park, games, café, activities for all. 120 engaged.
	Gather Awaken Gathering Team.
	Learning and Review meeting.
Week 7	Summer mission – as above 120 engaged.
	Gather Awaken Gathering Team.
	Learning and Review meeting.
Week 8	Summer mission - as above 120 engaged.
	Learning and Review meeting.
Month 2	Key Milestones achieved
	Awaken Gathering ready to launch.
	50 youth engaged.
	Schools work planned for year ahead, including youth alpha.
Week 9	Instagram and social media campaign.
	Summer mission - as above 120 engaged.
	Schools week planning.
	Awaken Launch finalised and detail clarified.
Week 10	LAUNCH Five with Awaken Youth Gathering.
	Get ready for launch of Awaken Youth Gathering - Team Evening.
	Awaken Thursdays.
	Schools week planning finalised and resources gathered.
Week 11	'Guvna' B Event (Rapper Grime Artist) and Schools Week.
	Youth Alpha in schools.
	Awaken Thursdays.
	Awaken Groups restart after summer.
Week 12	Awaken Thursdays.
	Awaken Gathering Team Gathering.
	Awaken Groups.
	Meet with schools to discuss engagement 2020-21.
Month 3	Key Milestones achieved
	Awaken Youth Gathering launched 65 young people.
	Youth Alpha in schools.
	Awaken Thursdays 60 youth engaged.
Month 4	Meaningful contact with 2 schools.
	Awaken Youth Gathering established.
	Youth Alpha in schools 15 youth engaged.
	Awaken Thursdays 60 youth engaged.
Month 5	Meaningful contact with 2 schools, develop relationships with a further school.
	Youth Gig 200 youth engaged.
	Awaken Youth Baptisms 5 young people baptised.
	Youth Alpha in schools 20 young people engaged.
Month 6	Awaken Thursdays 60 engaged weekly.
	Christmas awaken carol service 200 engaged.
	Schools work.
	70 at Awaken Youth Gathering.
	Awaken Thursdays 60 engaged weekly.
<b>Annual KPIs</b>	
Year End	Awaken Youth Gathering      Youth Alpha      Awaken Thursdays

2021	60 Weekly	40	70 Weekly
2022	65 Weekly	45	75 Weekly
2023	70 Weekly	50	85 Weekly
2024	80 Weekly	55	90 Weekly
2025	100 Weekly	60	120 Weekly

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### 3. Sustainability – ‘Communities of Hope’

In low income communities’ people are used to seeing projects come and go. Usually an ‘outside’ agency ‘mines’ the community for appropriate statistics, draws down funding, delivers a project, and leaves. The church is in the unique position of having been a part of our local communities for generations, having high levels of social capital, and being committed to the local people through a consistent caring presence.

‘Communities of Hope’ will use this social capital to invest in ways that deliver sustainable agreed aims to:

- Grow the church.
- Deliver local transformation.
- Establish a sustainable future.

This will be achieved through growing a ‘multiple income stream’ strategy. The three main ingredients are:

1. Direct donations: This includes
  - Growing a culture of generosity amongst those who become part of the community.
  - Seeking donations from local groups or businesses who support the community principles.
  - An active online presence.
  - Crowd funding.
  - Fundraising and resource raising events.
2. Partnerships with funding agencies: This includes
  - Grant making trusts.
  - Local businesses.
  - National business.
  - Local Government.
  - National Government.
3. Building an entrepreneurial culture rooted in social enterprise: This includes
  - Developing local social entrepreneurs.
  - Supporting local social enterprise that ‘fits’ with the ministry outcome vision.
  - Training local people.
  - Being permission givers.
  - Developing partnerships with other social enterprises.
  - Acting as a ‘gateway’ organisation.

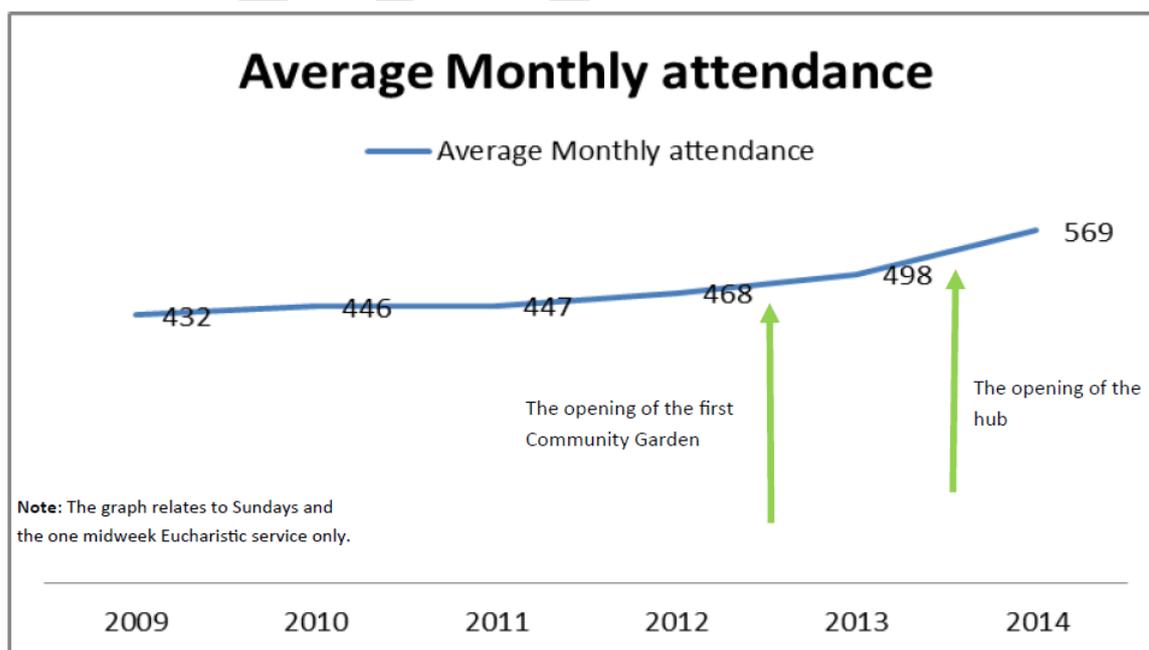
#### Case studies:

While there are multiple examples of faith-based organisations establishing social enterprises this has often been as a stand-alone project rather than a strategic part of a larger whole. These include cafés, nail bars, gardening services, leasing space, and much more. It can prove challenging collating the financial detail of such enterprises as there is a tendency for people to feel that ‘money is bad’ and comments such as ‘we don’t do this for the money’ abound. On the other hand, there are some excellent case studies of secular social enterprises that actively work to improve the lives of those in their communities and beyond.

- A. Swindon night shelter is for example a church-based project that began life supporting homeless people with a blanket and has grown to include a café, a charity shop, and a day care centre. The café, shop, and aspects of the haven are social enterprises funding the night shelter. Additionally, they attract grant funding, church giving, and direct donation appeals including a friends' of... scheme. The project was not established as a route to grow disciples though anecdotally it would seem that this has been the case.
- B. Shildon Alive! in the Durham Diocese could be described as a 'proto 'Community of Hope'. It grew out of three years of the Anglican church in Shildon listening to local people express their concerns about their community and their hopes for the future. With the support of Faith in the Community (FIC) the first Community Garden, complete with disabled toilets, raised beds, polytunnel and greenhouse, opened in 2012. Initial funding came through the PCC and the local town council, while the inclusive welcoming approach enabled local people to begin to trust that the church was on their side.

These community relationships were developing just as austerity began to bite, and people started to talk about the need to do something. Shildon Alive! became that 'something' with the name reflecting our belief in abundant life for all. At the end of 2012 the project received a grant for £198,000 from the Big Lottery 'Building Stronger Communities' fund. This grant, phased over five years, allowed the project to coalesce around building a team of volunteers, whilst at the same time creating a 'safe space' from which to manage the project. This space is known as 'The Hub' and was opened by the Bishop of Durham in March 2014.

By the end of the first year the statistical evidence of impact was growing as the table below details.



<b>Details</b>	<b>Total</b>
<b>Regular volunteers across the projects</b>	48
<b>Traffic through the hub</b>	1541
<b>Crisis meals provided</b>	4212
<b>Advocacy sessions provided</b>	217
<b>Community Garden traffic</b>	1111
<b>Kids in the garden users</b>	66
<b>Art Alive! Graffiti Project (10 weeks, average attendance per week)</b>	22
<b>Guerrilla Gardening total number of different kids involved</b>	<b>580</b>
<b>Summer 'fun in the park' activities total number of attendees.</b>	<b>280 (209 kids)</b>
<b>Frozen Event (children)</b>	150
<b>Little Santas (Children and adults)</b>	<b>158 (30 kids)</b>
<b>Discipleship groups (Alpha)</b>	<b>21</b>
<b>Teen Spirit (Average per fortnight)</b>	<b>13</b>
<b>Household goods provided (number of items of furniture etc.)</b>	43
<b>Additional designated Grants received</b>	£11,650.00
<b>Community Fundraising</b>	£1937.00
<b>Credit Union number of new members (58 Adults 46 Children)</b>	104

With the backing of the Big Lottery other funders became interested, as whilst funding applications can be competitive, applications from low income communities are rare owing to the skill set required. The increased involvement by church people in lives across the community also saw a marked increase in church attendance, baptisms, confirmations and funerals also all increased with funerals increasing by 29% between 2012 and 2017.

As the project developed so did the paid team, with four fulltime staff in post by 2019. Funding relationships had also grown with a further lottery grant of £400,000 and other large grants from trusts such as the Tudor Trust, the NHS, the Seedbed Foundation, and the Scotto Trust. However, while grant funding was growing, so was the realisation that grant funding limits what is possible by prescribing outcomes that by the end of a funding period may not apply. Thus, the decision was taken to move away from a majority grant funding to a mixed model.

A culture of giving was encouraged, for some this meant giving of their time, for others it meant giving food, clothes or money. The culture of giving extended into local organisations including schools, local councillors, charitable groups such as Rotary, and others. Additionally, the project became a gateway organisation receiving payment for the hosting of literacy support, housing crisis, and other groups.

Alongside that two social enterprises were established, one being a 'healthy takeaway' and another a community supermarket. These were established mid 2019 and to date are bringing a net profit of around £1700 per month covering one employed post. Those specific choices were made against a background of high levels of obesity, low life expectancy, and no local supermarket, thus disadvantaging people without a car. Therefore, they are contributing the overall outcomes of the project.

It is currently financially secure until 2023 by which time it is expected that the social enterprise aspects of the project will account for 30% of its income. It is worth noting that none of those involved have a business background, they all undertook training, while connecting with other organisations that had appropriate skills to share.

Collated Comments from local people:

*"People are working together – we have bonded into an inclusive team with new people always coming."*

*"When we get things wrong it is ok."*

*"I feel like the town really is coming alive."*

*"It feels like church really matters here."*

*"We all have an increased awareness of the needs of local people."*

*"The project is very visible because of the great location."*

*"I feel Shildon Alive is a place where people can express generosity."*

*"We all feel part of something good."*

*"People are happy to come and just talk to us."*

*"I never knew that following Jesus could be like this"*

*"Isolation has been challenged as people like to sit and chat over a cup of tea."*

*"We have all learned about the importance of keeping records, filing, and working with people of different abilities and gifts."*

*"We have enjoyed the learning."*

*"It feels like Shildon is becoming more caring"*

*"Everyone looks forward to each day."*

## Summary

Learning from these case studies and others is essential if the 'Communities of Hope' are to deliver on the agreed aims and be sustainable beyond the initial SDF funding period. The appointment of both a sustainability manager, and a project manager, will be designed to bring in the expertise needed to guide local projects along that route, spotting and maximising every opportunity. Clear points of review and wider relationships with skilled individuals are being established to that end.

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#### 4. Sustainability – Church plants and revitalisations

Within Church plants and revitalisations, we are adopting a policy of trajectory in assessing sustainability as the SDF funding period ends.

A trajectory policy is in line with the Diocesan Synod decision to gradually introduce the guided pledge system. However, it requires the criteria variance impacting a plant or resource church to be factored in as opposed to the factors applied to an established parish. It is about saying that the growth potential is proven therefore the Diocese will fund the gap between SDF ending and full parish share payments beginning.

If we apply the trajectory experienced at St George’s Gateshead which at the end of year three (2019) was averaging £8000 a month, (removing the ‘planting team’ element) to Wynyard then a trajectory of sustainability becomes clearer.

The chart below details proposed income and expenditure over a six-year period. The Diocesan total refers to the amount agreed by Bishop’s Council on the stage 1 bid. The context total refers to the shortfall in 2024 and 2025 based on the SDF tail off leaving the context to fund 60% and 80% in those years. The SDF total refers to the agreed SDF amount. The context total is not a liability in the strict sense but rather the overall costs should the plant choose to fund them. The 2025 SDF figure could be drawn into 2024 if required leaving the plant to fund from 2025 onwards.

Spend Detail	Base Cost	2020	2021	2022	2023	2024	2025	Total	Context Total	Diocese Total	SDF Total
Plant leader (Wynyard)	£54,500	£13,925	£56,924	£58,177	£59,457	£60,765	£62,101	£311,349	£86,140		£225,209
Associate Plant Leader/ Em Gen lead (Wynyard)	£26,000	£6,643	£27,157	£27,754	£28,365	£28,989	£29,626	£148,533	£41,094		£107,439
Children Evangelist (20 hours)	£14,000	£3,577	£14,623	£14,944	£15,273	£15,609	£15,953	£79,979	£22,128		£57,852
Worship Lead (18hours)	£13,000	£3,322	£13,578	£13,877	£14,182	£14,494	£14,813	£74,267	£20,547		£53,719
Families Evangelist (20 hours)	£14,000	£3,577	£14,623	£14,944	£15,273	£15,609	£15,953	£79,979	£22,128		£57,852
Mission Fund (Wynyard)	£10,000	£3,407	£10,445	£10,675	£10,909	£11,149	£11,395	£57,980	£15,805		£42,174
Running Costs/Expenses (Wynyard)	£6,000	£1,533	£6,267	£6,405	£6,546	£6,690	£6,837	£34,277	£9,483		£24,794
Mission equipment and start-up capital Wynyard	£18,000	£18,000						£18,000		£18,000	
HR and Payroll Support	£700	£715	£731	£747	£764	£780	£798	£4,536	£1,106		£3,429
<b>Totals</b>	<b>£156,200</b>	<b>£54,698</b>	<b>£144,348</b>	<b>£147,523</b>	<b>£150,769</b>	<b>£154,086</b>	<b>£157,476</b>	<b>£808,900</b>	<b>£218,432</b>	<b>£18,000</b>	<b>£572,468</b>

If this is broken down to just 2024 and 2025 then the cost for those years looks like:

Spend Detail	Base Cost	2024	Context cost	2025	Context Cost	Total	Context Total	Diocese Total	SDF Total
Plant leader (Wynyard)	£54,500	£60,765	£37,528	£62,101	£48,612	£311,349	£86,140		£225,209
Associate Plant Leader/ Em Gen lead (Wynyard)	£26,000	£28,989	£17,394	£29,626	£23,700	£148,533	£41,094		£107,439
Children Evangelist (20 hours)	£14,000	£15,609	£9,366	£15,953	£12,762	£79,979	£22,128		£57,852
Worship Lead (18hours)	£13,000	£14,494	£8,697	£14,813	£11,850	£74,267	£20,547		£53,719
Families Evangelist (20 hours)	£14,000	£15,609	£9,366	£15,953	£12,762	£79,979	£22,128		£57,852
Mission Fund (Wynyard)	£10,000	£11,149	£6,689	£11,395	£9,116	£57,980	£15,805		£42,174

Running Costs/Expenses (Wynyard)	£6,000	£6,690	<b>£4,014</b>	£6,837	<b>£5,469</b>	£34,277	£9,483		£24,794
Mission equipment and start up capital Wynyard	£18,000					£18,000		£18,000	
HR and Payroll Support	£700	£780		£798		£4,536	£1,106		£3,429
<b>Totals</b>	<b>£156,200</b>	<b>£154,086</b>	<b>£93,054</b>	<b>£157,476</b>	<b>£124,271</b>	<b>£808,900</b>	<b>£218,432</b>	<b>£18,000</b>	<b>£572,468</b>

To cover ministry costs through parish share (Plant leader and Associate) in 2024 would require a £55,000 share and in 2025 a £72,312 parish share with 100% required thereafter. If ministry costs through parish share are removed, the costs looks like:

Spend Detail	Base Cost	2024	Context cost	2025	Context Cost	Total	Context Total	Diocese Total	SDF Total
Plant leader (Wynyard)	£54,500	£60,765		£62,101		£311,349		£86,140	£225,209
Associate Plant Leader/ Em Gen lead (Wynyard)	£26,000	£28,989		£29,626		£148,533		£41,094	£107,439
Children Evangelist (20 hours)	£14,000	£15,609	£9,366	£15,953	£12,762	£79,979	£22,128		£57,852
Worship Lead (18hours)	£13,000	£14,494	£8,697	£14,813	£11,850	£74,267	£20,547		£53,719
Families Evangelist (20 hours)	£14,000	£15,609	£9,366	£15,953	£12,762	£79,979	£22,128		£57,852
Mission Fund (Wynyard)	£10,000	£11,149	£6,689	£11,395	£9,116	£57,980	£15,805		£42,174
Running Costs/Expenses (Wynyard)	£6,000	£6,690	£4,014	£6,837	£5,469	£34,277	£9,483		£24,794
Mission equipment and start-up capital Wynyard	£18,000					£18,000		£18,000	
HR and Payroll Support	£700	£780		£798		£4,536	£1,106		£3,429
<b>Totals</b>	<b>£156,200</b>	<b>£154,086</b>	<b>£38,132</b>	<b>£157,476</b>	<b>£51,959</b>	<b>£808,900</b>	<b>£91,198</b>	<b>£145,234</b>	<b>£572,468</b>

In this scenario 2024 expects £38,132 raised locally and 2025 expects £51,959.

If we looked at a trajectory of giving scenario this would chart a pathway between the two tables above, alongside giving us effective monitoring points, and a clear local aspiration. This would look something like this:

Year	Worshipping Adults	Numbers of Children under 16	Teenagers engaging	Giving	Costs	Annual unrestricted	Incremental increase share policy	Total Share
2021	25	5	2	£30,000	£0	£30,000	10%	£3,000
2022	35	25	5	£42,000	£0	£42,000	15%	£6,300
2023	50	30	8	£60,000	£0	£60,000	20%	£12,000
2024	55	35	15	£66,000	£38,132	£27,868	35%	£9,750
2025	70	40	15	£84,000	£51,959	£32,041	40%	£12,816
2035	170	45	20	204,000	£82,000	£122,000	65%	£79,300

Giving is based on 10% of an average household income for the Northeast, if two people share one household income (£24000), this is low for Wynyard and so these figures need to be treated with caution. The zero costs in years 1 – 4 are costs to the plant, not costs per se. However, the trajectory to sustainability argument remains and if plant growth mirrors that seen in some other contexts (Chichester Diocese for example) the 65% figure could be reached in ten years and not 15.

Therefore, a trajectory of 10 years with variance monitored and reviewed allows for confident forward planning and ensures that the plant has a future beyond SDF if the growth trajectory is sufficiently indicative. This trajectory will be reviewed by the DBF and project monitoring board.

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## 5. Example monitoring form: Church plants and resourcing churches

Durham Grow: Church Plant and Resource church project report									
Lead Incumbent					Reporting Period				
Summary position	RAG Rating (Insert R, A/R, A/G or G)							Explanation of RAGs	
Rating Options	G - on track / minimal		A/G - slightly off track / moderate		A/R - off track / serious		R - Critical		Explanation if a rating is A/R or R or there is a negative change in RAG status from last period:
	Overall Status	Adult Attendance	Child/teen Attendance	Budget & Resources	Financial outcomes	Risks/ Issues	Strategic implementation	Team capacity/strength	
This period									
Last Period									
Key Updates									
Activity completed this period			Planned activity not completed in period (slippage)				Activity planned for next period		
Request for Programme Board direction, support or decision:									
Key Risks/Issues									
Key Issues				Key Risks					
Key Issue(s)	RAG	Owner	Actions	Key Risk(s)	RAG	Owner	Mitigation		
	A/R				A/R				
	A/R				G				
	A/R				G				
					A/G				
Outcomes									
Detail	Baseline <i>(insert your project start)</i>	2020		2021	2022	Comment			
		Target	YTD	Target	Target				
Total Average Weekly Attendance (Worship)									
Total Average Weekly Attendance (Youth Events)									
Total Average Weekly Attendance (Children's Events)									
Small Group Participation									
Giving Income									
Planned Givers									
Amount per Planned Giver									
% of Adult Attendees as Planned Givers									
Learnings from this period									

## 5.1 Example Monitoring Form: 'Communities of Hope'

Summary position	RAG Rating (Insert R, A/R, A/G or G)								Explanation of RAGs
Rating Options	G = on track / minimal		A/G = slightly off track / moderate		A/R = off track / serious		R = Critical		
	Overall Status	Adult numbers through centre	Adult worshippers	Budget & Resources	Financial outcomes	Risks/ Issues	Strategic implementation	Team capacity/strength	Explanation if a rating is A/R or R or there is a negative change in RAG status from last period:
This period									
Last Period									
Key Updates									
Activity completed this period			Planned activity not completed in period (slippage)				Activity planned for next period		
Request for Programme Board direction, support or decision:									
Key Risks/Issues									
Key Issues				Key Risks					
Key Issue(s)	RAG	Owner	Actions	Key Risk(s)	RAG	Owner	Mitigation		
	A/R				A/R				
	A/R				G				
	A/R				G				
					A/G				
Outcomes									
Detail	Baseline (insert your project start date)	2020		2021	2022	Comment			
		Target	YTD	Target	Target				
Total Average Weekly engagement (Adults)									
Total Average Weekly Attendance (Youth/children)									
Total Average Weekly Attendance (Worship)									
Small Group Participation									
Social Enterprise Income									
Grant and other income									
Social Impact (measured through the outcomes matrix)									
% of Adult Attendees as Planned Givers									
Learnings from this period									

## 5.2 Example survey (Where is the growth coming from)

**Church name:**

**Church Address:**

*Please leave blank any questions you prefer not to answer*

1. Would you consider this 'your' church for worship? (*Please tick*) Yes      No - I am a visitor

If yes, please estimate how many years you have been part of this church community.

\_\_\_\_\_ years      Less than 1 year      Prefer not to say

2. If you joined this church in the last 5 years, which of these, best describes your situation before joining?  
(*Please tick*)

Had never been part of a church before	
Was part of a church once, but not in the previous two years	
Moved into the area having attended a different church before moving	
Attended a different church in the local area (within the previous two years)	
Attended another church and attending this one in addition	
Other (please specify)	

3. What age are you? \_\_\_\_\_

4. How would you describe yourself?    Male      Female      In another way

5. Which of the following best describes your current marital status? *(please tick)*

Single (never married)	<input type="checkbox"/>
Living with a partner	<input type="checkbox"/>
Married/Civil partnership	<input type="checkbox"/>
Divorced/separated	<input type="checkbox"/>
Widowed	<input type="checkbox"/>

6. Which of these, best describes your current living arrangements? *(please tick all that apply)*

Living with parent(s) or similar	<input type="checkbox"/>
Living with and responsible for dependent child(ren)	<input type="checkbox"/>
Living alone	<input type="checkbox"/>
Sharing with other adults	<input type="checkbox"/>
Living with spouse or partner	<input type="checkbox"/>
Living in a communal environment e.g. halls of residence	<input type="checkbox"/>

7. Please tick the box which best describes your ethnic background *(Please tick one box)*

a) White	English/ Welsh/ Scottish/ Northern Irish/ British	<input type="checkbox"/>
	Irish	<input type="checkbox"/>
	Gypsy or Irish Traveller	<input type="checkbox"/>
	Any other White background	<input type="checkbox"/>
b) Mixed/ multiple ethnic groups	White and Black Caribbean	<input type="checkbox"/>
	White and Black African	<input type="checkbox"/>
	White and Asian	<input type="checkbox"/>
	Any other mixed/ multiple ethnic background	<input type="checkbox"/>
c) Asian/ Asian British	Indian	<input type="checkbox"/>
	Pakistani	<input type="checkbox"/>
	Bangladeshi	<input type="checkbox"/>
	Chinese	<input type="checkbox"/>
	Any other Asian background	<input type="checkbox"/>
d) Black/ African/ Caribbean/ Black British	African	<input type="checkbox"/>
	Caribbean	<input type="checkbox"/>

	Any other Black/ African/ Caribbean background	
e) Other ethnic group	Arab	
	Any other ethnic group	

8. What is your full postcode? (your postcode will only be used to identify the characteristics of the area where you live):

Example:

S	E	4	1	6	R	S							
---	---	---	---	---	---	---	--	--	--	--	--	--	--

9. Please reflect on the extent to which you agree with the following statements (*please tick*)

	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
I am growing in my understanding and relationship with God					
My church equips me for life's major challenges (e.g. parenting, relationships, sickness and death)					
My church creates opportunities to hear each other's stories of how God is at work in our daily lives (e.g. at work or school, home or leisure time)					
I have Christian friends/family who encourage me to grow in faith across all of life					
I am confident in my knowledge of the bible and of the basics of the Christian faith					
I feel a valued member of my church					
I feel confident sharing my faith with others (work colleagues, family and friends)					

My personal experience of God (in prayer or worship) gives me confidence in my faith					
My church is a safe place to have questions and doubts					
My church equips me to share my faith with people who are not Christian					
I would feel confident to invite non-Christian friends or family to my church					
My church helps me live as a Christian in the world					
Being a Christian is one of the most important aspects of my identity					
I am learning to relate my faith to issues of daily life (e.g. at work or school, at home or leisure time)					
I have a clear vision, or sense, of how God wants to use me in daily life					
My church helps me identify my strengths and abilities for serving God					

10. Thinking about the past year, how often have you done any of the activities listed below?  
(please tick)

	Daily	Several times a week	Once a week	Several times a month	Once a month	Several times a year	Once a year	Less often	Never
Attend church worship									
Attend a midweek church group									
Attend an Alpha Course									
Attend a prayer meeting									
Attend any other church activity									

Read the Bible									
Pray personally									
Pray for people you know									
Give money to your church									
Serve or give time in or for your church?									
Speak about your faith to someone who is not a Christian									
Invite someone who is not a Christian to your church service									
Invite someone who is not a Christian to a church activity									
Volunteer in a church community project (e.g. food bank)									
Volunteer in a Church activity (hospitality rota etc.)									

11. In the last year, what has been the most significant area in which your faith has been tested or grown?

## 6. Job Descriptions

### 6.0 Project Director (in post)

#### **Project Director (SDF Projects) and Planting Strategy Lead – Fixed Term for 5 Years**

Grade / Salary: Grade 6.1 to 6.2 £38,805 to £44,744 (A housing allowance may be payable by agreement)

Hours of work: Full Time – 35 hours per week

Normal place of work: The Vicarage, Brookside, Evenwood, Bishop Auckland. DL14 9RA

#### **Purpose**

The Diocese of Durham is developing a church planting and growth strategy that takes the Diocese into the next decade. Our current requirement is for capacity to see vision and strategy translated into local initiatives and growth. The post-holder, working closely with the Bishops and the Bishop's Leadership Team, will shape the strategy as it develops, examine how that strategy is put into effect, and oversee the implementation of the strategy in partnership with key players.

The post-holder will have particular responsibility within the strategy for enabling Strategic Development Funding initiatives, church planting, fresh expressions of church, and effective evangelism

The whole development sits within the Diocesan Vision and 3 Core Priorities expressed in the Plan on a Page, and its successor developed for 2021-5. The post holder will work within this framework and ensure all Resourcing Churches, Communities of Hope and other SDF funded initiatives confidently operate as part of this overall vision.

#### **Accountability & Key Relationships:**

- The role will be line managed by the Diocesan Bishop.
- The post-holder will work in close co-operation with the Archdeacon of Durham as Director of Mission, Discipleship and Ministry.
- Other key partners are the Bishop of Jarrow, the Diocesan Secretary, and the Archdeacons of Auckland and Sunderland.
- There will be close working with Area Deans, Lay Chairs, leaders of resource churches, church plants and fresh expressions.

#### **Responsible for:**

The postholder will line manage the SDF team to include:

- SDF Sustainability Manager (To be appointed)
- SDF Project Managers (To be appointed)
- SDF MEV Lead (in post)
- SDF Finance Officer (in post)

### **Key Tasks**

1. To refine and develop the strategy for Church growth, and design pathways for its implementation including in low income communities and estates.
2. To support and develop appropriate bids to the strategic development fund in support of the agreed strategy.
3. To assess and work through the resource implications of the strategy to enable forward planning of people and finance.
4. To hold the diocesan picture of church growth, church planting, fresh expressions of church and pioneer ministry, and encourage the development of all these forms of ministry appropriate to context and challenge.
5. To envision, direct and facilitate Resource churches, church planting and revitalisation projects including initial research and groundwork.
6. To identify, develop and resource leadership in church planting and revitalisation.
7. To gather and line manage a diverse team to enable strategy delivery.
8. To be a member of the Bishop's Leadership team contributing to the wider planning around strategy and planting.
9. To be an ex-officio member of the Bishop's Council contributing to the wider planning around strategy and planting.
10. To link with Vocations, Initial and Continuing Ministerial Development and Lay Development programmes to ensure training and support for lay and ordained.
11. To work with Archdeacons to encourage healthy churches to consider Church Planting or other forms of church growth as part of their mission strategy.
12. To work with Archdeacons in their leadership of appointments at incumbency level, pastoral care of clergy and parishes and their legal responsibilities relating to church buildings and governance.
13. To provide a rigorous monitoring and evaluation strategy for church plants and fresh expressions.
14. To promote good practice on fresh expressions, church planting and pioneer ministry, including through social media and e-bulletins.
15. To help church plants and revitalisations through their life cycle including initiation, flourishing as sustainable congregations in mission and financial terms.
16. To keep in close touch with national vision and thinking on Church Growth, especially

through liaison with the Bishop of Islington and other key national leaders.

17. To identify and work with key potential partners outside the Diocese including ecumenical partners.
18. To ensure close working with the Diocesan Secretary and Finance Director on the proper management of all financial and personnel affairs.
19. Undertake such other reasonable duties as may be required

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## 6.1 Sustainability Manager.

### Diocese of Durham

Date:

To be reviewed 6 months after commencement of the appointment.

This is a four-year appointment with an option to extend as funding becomes available.

#### 1. Details of Post

<b>Job title:</b>	'Growing Hope' Sustainability Manager
<b>Location:</b>	Cuthbert House, Stonebridge, Durham.
<b>Salary:</b>	<b>£32,000 - £35,000pa</b>
<b>Hours</b>	Full time, 35 hours per week.
<b>Responsible to:</b>	Diocesan Project Director

This is an appointment externally funded for a period of 5 years with the possibility of an extension beyond that period as funding becomes available.

#### 2. Role Purpose

The vision of the Diocese is 'Blessing our communities in Jesus' name for the transformation of us all'. Within this the 3 core priorities are Growing the Church, Children and Young People, and Poverty. These are outlined and expressed in the Diocesan 'Plan on a Page'. This role is about supporting that vision through the Growing Hope project.

The Growing Hope Sustainability Manager will work closely with the Project Director, Project Manager, Finance support officer, 'Community of Hope' Parishes and the Project Board chaired by the Bishop of Jarrow to ensure the sustainability and potential replication of the 'Communities of Hope' aspect of the project.

Established in the centre of low income post-industrial the project has been initially funded through a national church initiative. This role will seek to ensure the sustainability and replicability of each location through establishing and implementing a multiple stream income strategy. We anticipate these income streams to be primarily: local giving/donation, social enterprise, corporate partnerships, and grant funding through trusts and foundations. She/he will manage and support all aspects of the agreed sustainability strategy, including taking an entrepreneurial approach to social enterprise opportunities, planning, communications, governance, monitoring and reporting.

##### 2.1 Responsibilities:

1. To work collaboratively with 'Communities of Hope' key leaders, to identify and develop funding streams from charitable trusts and statutory sources which will secure the future of both existing operational programs, and future projects.

2. To work collaboratively with 'Communities of Hope' key leaders to identify and develop social enterprise opportunities, embedding processes, developing realistic goals, developing appropriate business plans and supporting their enactment.
3. To develop strong relationships with targeted trusts, foundations, and corporate partners that help deliver both single, and multi-year grants.
4. To work with the 'Generous Giving officer to promote a culture of generosity.
5. To articulate clearly, confidently and persuasively the 'Community of Hope' vision and work to stakeholders within Diocesan structures, as well as funders, referrers and influencers.
6. To develop and present tailored proposals to identified major donors, matching them with key programs and outcomes.
7. To develop and implement the multiple funding stream strategy which will include prospect research, developing social enterprise opportunities, developing cases for support for identified projects, matching them with relevant trust prospects and building and maintaining strong relationships with charitable foundations.
8. To identify, research and apply for funding to new prospective funders with the aim of achieving new income and developing and maintaining new fundraising relationships through good quality communications.
9. To implement a rolling programme of high quality and timely applications to large, medium and small charitable foundations ensuring that the 'sustainable by 2025' targets are met.
10. To liaise with local leaders, project manager and Project Director in identifying funding programs and specific equipment which require funding. To report progress to the project board ensuring that all proposals are realistic, accurate, costed and planned.
11. To identify and monitor gaps or potential in current program planning/governance processes as regards bids to trusts and statutory funders and encourage change to mitigate risk.
12. To work closely with the Project Manager and Bishop of Jarrow, to liaise with the Joint Communications Team to ensure Diocese-wide learning of parish growth stories
13. To produce a regular funding bulletin to support sustainability in the wider diocese.

## **2.2 Administration**

1. Work with the Finance support officer and local treasurers to ensure that donations are received, processed and reported in a timely manner.
2. Ensure that records of meetings, applications and notes from conversations and correspondence are updated

3. Ensure market knowledge is regularly reviewed and inputted into the strategic planning process.
4. Monitor income against target, and agreed KPI's, providing updates and regular revised projections as required to the project board.
5. Maintain and be responsible for close liaison with all local team members, to ensure they have a full understanding and knowledge of connections, and relationships of individuals, trusts and companies.
6. To train and support local members in the administration and skills required to draw down and monitor funding.
7. To train and support local members in the administration and skills required to set up and maintain the processes required to maximise the social enterprise potential.
8. Ensure good communication with the project manager and Project Director attending regular meetings and providing interim updates as required.
9. Attend a bimonthly supervision meeting with the Project Director and sponsoring Bishop to discuss progress, current workflow, and challenges.
10. To keep up to date on developments and trends in fundraising and voluntary sectors.
11. To keep up to date and comply with fundraising, data protection and other relevant legislation and codes of practice and good standards.

### **3. Skills & experience**

1. Experience in working with and building good relationships with funding agencies, statutory bodies, and corporate partners.
2. Experience of social enterprise, growing a new business, and employing staff.
3. Ability to establish and maintain good working relationships with key stakeholders.
4. Experience of funding, monitoring and evaluation methods.
5. A desire to serve the church.
6. Excellent written and oral communication skills, including presentations and report writing.
7. Effective and efficient organiser and communicator.

8. Experienced IT user with advanced skills in use of MS Office packages.
9. The role will require the post holder to travel throughout the Diocese, sometimes in the evening and at weekends.
10. Desirable: an understanding of the structures of the Church of England.

#### **4. Competencies**

1. Achievement Drive – A desire to meet or exceed standards, welcoming feedback, and continually seeking to improve. It includes staying focused on goals over an extended period of time.
2. Relationships – The ability to understand the perspectives, feelings and concerns of others, and initiate, build and maintain relationships in a mutually beneficial way. Recognise one's own feelings, and those of others, and manage emotions effectively.
3. Persuasiveness – The ability to convince others of a view, conclusion, position etc. Communicating in an impactful way, tailored to one's audience.
4. Problem Solving – The ability to investigate and breakdown a problem or situation into its component parts, identifying implications and the key underlying issues, and establish possible solutions.
5. Independence – A demonstrated belief in one's capability to select an appropriate approach to a situation. It includes confidence in one's judgement or opinion and showing resilience in adversity. Know when to seek the support and advice of others.
6. Adaptability – The ability to adapt one's behavioural style or method of approach where necessary, to achieve a goal. Responds to change with a positive attitude and demonstrates a willingness to learn new ways to accomplish objectives.

#### **7. Safeguarding**

The church takes the safety of everyone within the church very seriously and expects that everyone will work within the church safeguarding policy. In particular, the church expects anyone who becomes aware of a safeguarding risk or of actual abuse, to immediately raise this with their manager or safeguarding officer

## 6.2 Project Manager

### Diocese of Durham

Date:

To be reviewed 6 months after commencement of the appointment.

This is a four-year appointment with an option to extend as funding becomes available.

#### Details of Post

<b>Job title:</b>	'Growing Hope' Project Manager
<b>Location:</b>	Cuthbert House, Stonebridge, Durham, DH1 3RY.
<b>Salary:</b>	£32- 35,000pa.
<b>Hours</b>	Full time, 35 hours per week.
<b>Responsible to:</b>	Diocesan Director of Strategy.

This is an appointment externally funded for a period of 5 years, with the possibility of an extension beyond that period as funding becomes available.

#### 1. Role Purpose

The vision of the Diocese is 'Blessing our communities in Jesus' name for the transformation of us all'. Within this the 3 core priorities are Growing the Church, Children and Young People, and Poverty. These are outlined and expressed in the Diocesan 'Plan on a Page'. This role is about supporting that vision through the Growing Hope project, specifically working with the 'Communities of Hope'.

The Growing Hope Project Manager will work closely with the Sustainability Manager, Project Director, Resource Churches and Planting project manager, Finance support officer and 'Community of Hope' Parishes and Project Board members to ensure the smooth running of the Growing Hope project. She/he will manage and support all aspects of the 'Community of Hope' project, the delivery will include planning, financials, communications, governance, monitoring and reporting. They will offer strategic support to the replication of communities in other places. They will support the development of training for volunteers and lay leaders within the project. They will support local leaders and PCCs in their leadership and monitoring of their projects.

#### 2. Responsibilities

1. Establish and develop relationships with each 'Community of Hope', providing a vital governance link with the Project Board, which is ultimately responsible for the successful delivery of the overall SDF project.
2. To proactively undertake the strategic identification of areas for new 'Community of Hope' working with local and Diocesan stakeholders to enable replication to these areas.

3. Ensure regular and accurate monitoring and reporting takes place in, and by each Priority Parish, including progress against outcomes, to ensure early detection of risks or the need for intervention.
4. To review and update ongoing project plans with each local team on a bimonthly basis, with a three-month rolling plan maintained.
5. Project manage risks and issues, escalating as necessary.
6. Collaborate with the 'Sustainability Manager' in forming corporate relationships with potential partners, spotting social enterprise opportunities and tracking sustainability.
7. Track progress against the project plan to ensure timely delivery across all individual Parish projects.
8. Manage and track changes in project scope, schedule and costs, escalating as required, to ensure delivery at the planned quality and within budget.
9. Operate and manage the project budget, including drawing down monies, allocating monies to the individual projects and reporting back on the detail of the spend, working with the Diocesan finance team and the National Church.
10. Proactive day-to-day stakeholder engagement, building on positive feedback and identifying any barriers/resistance to change.
11. Support recruitment processes for parish roles and payroll, alongside processes between the parish and the Diocese. Collaborating with the finance support officer to ensure that local roles are adequately supported in their employment.
12. Act as secretary to the Project Board and liaising as appropriate to ensure regular reports to the Bishops Leadership Team, Bishops Council and Diocesan Synod.
13. Support the Growing Hope Learning Community, working closely with the Bishop of Jarrow, and liaise with the Joint Communications Team to ensure Diocese-wide learning of parish growth stories.
14. To work collaboratively with the mission and ministry team, to provide training and development opportunities for lay leaders in context.
15. Commission and support the Joint Communications Team in gathering and publishing success stories generated by the project

### **3. Skills & experience**

11. Experience in project management and in managing projects which involve a wide and complex range of stakeholders.
12. Ability to establish and maintain good working relationships with key stakeholders.
13. Experience of project monitoring and evaluation methods.
14. A desire to serve the church.
15. Excellent written and oral communication skills, including presentations and report writing.
16. Effective and efficient organiser and communicator.
17. Experienced IT user with advanced skills in use of MS Office packages.
18. The role will require the post holder to travel throughout the Diocese, sometimes in the evening and at weekends
19. Desirable: an understanding of the structures of the Church of England

#### **4. Competencies**

Achievement Drive – A desire to meet or exceed standards, welcoming feedback, and continually seeking to improve. It includes staying focused on goals over an extended period of time.

Relationships – The ability to understand the perspectives, feelings and concerns of others and initiate, build and maintain relationships in a mutually beneficial way. Recognise one's own feelings and those of others, and manage emotions effectively.

Persuasiveness – The ability to convince others of a view, conclusion, position etc. Communicating in an impactful way, tailored to one's audience.

Problem Solving – The ability to investigate and breakdown a problem or situation into its component parts, identifying implications and the key underlying issues, and establish possible solutions.

Independence – A demonstrated belief in one's capability to select an appropriate approach to a situation. It includes confidence in one's judgement or opinion and showing resilience in adversity. Know when to seek the support and advice of others.

Adaptability – The ability to adapt one's behavioural style or method of approach where necessary to achieve a goal. Responds to change with a positive attitude and demonstrates a willingness to learn new ways to accomplish objectives.

#### **5. Safeguarding**

The church takes the safety of everyone within the church very seriously and expects that everyone will work within the church safeguarding policy. In particular, the church expects anyone who

becomes aware of a safeguarding risk or of actual abuse, to immediately raise this with their manager or safeguarding officer.

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### 6.3 MEV Lead and budget breakdown

JOB TITLE:	<b>'Ministry Experience Volunteer' Coordinator</b>
REPORTING TO:	<b>Project Director</b>
LOCATION:	<b>Various (home based)</b>
HOURS:	<b>18 hours per week</b> <b>This post could include some occasional evening and weekend working</b>
SALARY	<b>£11,971 pa plus expenses 18 hours / week</b> <b>Diocesan Grade 4</b>  <b>This is a four-year appointment with an option to extend as funding becomes available</b>
DATE:	

#### **Purpose**

The MEV support and development coordinator will support all aspects of the recruitment, placing, and day to day oversight of Ministry Experience Volunteers (MEV's) across the Diocese of Durham.

They will assess and understand the needs of the MEV's, liaising with local leaders and Diocesan staff to ensure that each MEV has the best possible learning and ministry experience, with the support of the Senior Resource Church Leader.

#### **Key Responsibilities**

##### **Support Ministry Experience Volunteers**

- To ensure there is appropriate support and training for MEV's.
- To ensure that housing needs are well met.
- To meet with MEV's regularly to hear their concerns and develop a sense of community.
- To support the training needs of the MEV's through liaising with the Lindisfarne College of Theology and Cranmer Hall.
- To journey alongside MEV's to support their activities and learning.
- To offer advice and information to MEV's and local leaders, through face-to-face, telephone and email contact.

##### **Support Ministry Experience Volunteer Scheme**

- To liaise with local leaders, and with the Diocesan Vocations Strategy and Development Adviser, to ensure that all MEV's have every opportunity for development, particularly around the discernment of vocation.
- To understand and apply policies and procedures, including supporting local leaders in producing risk assessments for new placements.
- To generate opportunities for MEV's beyond the resourcing church network.
- To keep up to date with legislation and policy related to volunteering and advise the SRCL of any necessary modifications needed to accommodate changes.
- To monitor and evaluate activities and produce a quarterly report on considering strengths and weaknesses of the scheme to enable learning.

- To support the writing of an application for accreditation for the scheme to the national Ministry Experience Scheme.

#### **Awareness raising and wider engagement**

- To promote the MEV scheme (internally and externally) through recruitment and publicity strategies and campaigns, and profile-raising events.
- To attend conference opportunities to run a display and information stand.
- To celebrate MEV's by nominating individuals for awards and organising celebration events.
- To raise awareness in the wider Diocese of the role and the function of MEV's.

#### *MEV budget breakdown*

##### **6 MEV @ £8000 per Candidate**

	<b>Each</b>	<b>Total</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Lindisfarne College of Theology</b>	2000	12000	4088	12264	12534	12810	13092	13380
<b>Accommodation</b>	4500	27000	9198	27594	28201	28821	29455	30103
<b>Travel</b>	300	1800	613	1840	1880	1921	1963	2006
<b>Food</b>	1200	7200	2453	7358	7520	7686	7855	8028
<b>Total</b>	<b>8000</b>	<b>48000</b>	<b>16352</b>	<b>49056</b>	<b>50135</b>	<b>51238</b>	<b>52365</b>	<b>53517</b>
<b>2020 is for 4 months only</b>								

## 6.4 'Community of Hope' Leader

### Diocese of Durham

This is a most exciting role for an individual looking for a challenge to develop, and lead a new programme of transformative community life, within our local 'Community of Hope'.

#### Details of Post

**Job title:** 'Community of Hope' Leader.

**Location:**

**Salary:** £21,000pa plus pension.

**Hours:** Full time, 35 hours per week with five weeks annual leave, plus bank holidays. Will include some weekend work. A job-share maybe considered.

This is a four-year appointment with an option to extend as funding becomes available.

**Responsible to:** Local project chair

#### Project background:

The Diocese of Durham is engaged in a partnership with the National Church (Strategic Development Fund) to invest in our low-income communities in ways that bring hope, and transformation, both spiritually and physically.

We describe 'Communities of Hope' as centres of transformation through being:

- Accessible to all: Listening well to the community.
- Spirituality and wellbeing related, such as offering: Safe space; Recovery Course; Restore Course; Money Course; Agape Meals; Story sharing and telling; Alpha Course; Pilgrim; and more.
- Hospitality related such as offering: A 'food for all' programme; Cooking and eating together; Guerrilla gardening; A men's Cree; Drop ins; Pizza clubs, and more.
- Running planned activities such as: A pop up parlour (parlour activities are usually games varying between the active (table tennis, darts, etc.) to the sedentary (dominoes, scrabble, chess, etc.); Litter picking; Family fun days; Sports organising (watching and playing); Engaging community activism; Art groups; Blessed beginnings (baby clubs), and more.
- Social Enterprise related such as: 'You can' programme; money course; skills-based learning.
- Centres of advocacy and support such as: A 'coats for all' programme; Credit Union; Advocacy; Job search facilities; Confidence clubs; Bereavement groups; Recovery time.

All activities conform to three key principles:

1. They enable relationships as vehicles for faith sharing.
2. They empower participants through giving opportunities for volunteering and discovery.
3. They build community and so develop confident sharing and support networks.

#### Anticipated Outcomes:

- People will feel more connected with one another.
- People will have a greater sense of wellbeing, engaging in new activities and learning.
- People will be better equipped to engage in activities that transform their community.
- People will feel supported in overcoming life controlling problems.
- Young people will have a greater sense of what it means to be a valued part of the community.

#### Job Description

As 'Community of Hope' Lead you will:

- Oversee the day to day management of the local 'Community of Hope'.
- Develop appropriate systems around monitoring and procedures.
- Embed a culture of safeguarding to enable a safe and healthy project.
- Support develop and line manage a team of volunteers.
- Line manage the 'Hospitality Lead'.
- Identify and line manage sessional workers (6 hours a week).
- Build relationships, formal and informal across the community, enabling people of all ages and self-identifications to have their voices heard.
- Develop partnerships with other organisations whose outcomes are in line with ours.
- Support the project manager in developing and enacting plans to replicate the project in other similar communities.
- Co-ordinate, organise, and support regular activities.
- Support the treasurer in monitoring budgets and making claims.
- Support the development of key courses such as: The Recovery Course (Addiction related) and 'The Money Course' (Debt related).
- Support the development of a local group exploring well-being and spirituality together.
- Enable the journey to sustainability through supporting the Sustainability Officer in the identification of social enterprise opportunities, grant applications, and corporate partnerships.
- Oversee risk assessments and ensure due process is applied.
- Be a permission giver, empowering the community.
- Support the monitoring of key outcomes, liaising closely with the Diocesan project manager.
- Liaise with the Diocesan 'poverty team' drawing on the skills and expertise available.
- Identify and agree other responsibilities in line with achieving the outcomes as the project develops.

#### Key relationships

- Line Manager: The local project chair.
- Diocesan Project Manager: The Diocesan project lead supporting each location.

- Sustainability Officer: The Diocesan lead in drawing down grant funding, supporting corporate funding relationships, supporting the setup of local social enterprises.
- The Diocesan Poverty Team: Local key worker

### **Qualifications**

- You will have a qualification in Community Development Work **or** an associated profession or alternatively, experience in a Community Work setting, either paid or voluntary.
- You will have excellent listening and verbal communication skills, and enjoy working with, and be able to relate to, people of all ages.
- You will be prepared to take managed risks to create new opportunities for local people.
- You will be flexible, wedded to outcomes not activities, so able to recognise when something should be ended and something new begun.
- You will be entrepreneurial, spotting opportunities and finding ways to realise them well.
- You should be committed to equal opportunities, user participation and empowerment.

### **Safeguarding**

The church takes the safety of everyone within the church very seriously and expects that everyone will work within the church safeguarding policy. In particular, the church expects anyone who becomes aware of a safeguarding risk or of actual abuse, to immediately raise this with their manager or safeguarding officer.

For the right candidate we will support further training should that be appropriate.

The successful candidate will be subject to an enhanced check by the Disclosure Barring Service (DBS).

### **Closing date for applications:**

### **Interviews:**

*Our Recruitment process follows safer recruitment practice.*

*Our Recruitment process follows Equal Opportunities practice.*

## 6.5 Wynyard Plant leader

### **Diocese of Durham**

Role description signed off by:

Date:

To be reviewed 6 months after commencement of the appointment, and at the Ministerial Development Review, alongside the setting of objectives.

#### **1. Details of Post**

Role Title: Church Plant Leader.

Name of Plant: Wynyard Church.

Deanery: Stockton.

Archdeaconry: Auckland.

Initial point of contact on terms of service: Diocesan Secretary.

This is an appointment under Qualified Common Tenure for a period of 5 years with the possibility of an extension for a further 5 and thereafter.

#### **2. Role Purpose**

The vision of the Diocese is 'Blessing our communities in Jesus' name for the transformation of us all'. Within this the 3 core priorities are Growing the Church, Children and Young People, and Poverty. These are outlined and expressed in the Diocesan 'Plan on a Page'.

##### **2.1 General**

- To share with the Bishop in the cure of souls in *the 'new town' of Wynyard*, in line with the Diocesan Vision, Priorities and Plan described above.
- To be the *Church Plant Leader within the context of the Bishop's Mission Order (BMO) for Wynyard* having regard to the calling and responsibilities of the clergy of the Church of England, as described in the Ordinal, the Canons, national safeguarding policies, and all other relevant legislation, and in accordance with the *Guidelines for the Professional Conduct of the Clergy 2015*.
- To work with the BMO board and local stakeholders towards the development of the local church so that it is sustainable, and effective in mission.
- To ensure that a high standard of worship, preaching and pastoral care is provided, so that people are more able to live as disciples of Christ.
- To nurture discipleship and develop the ministry of all God's people, through engaging with 'everyday faith' lay training, cooperation, delegation, support and example, so that they take more responsibility for the mission and ministry of the plant; and seeking to identify potential future leaders and ministers.
- To encourage all church members to participate in generous giving for the mutual support of one another across the Diocese, and the wider Church of England.

- To collaborate within the Deanery in mission and ministry, and through the Deanery Plan, participate in the shaping of ministry as resources and opportunities may require.
- To be proactive and persistent in seeking the fullest degree of ecumenical cooperation wherever possible.

## **2.2 Specific**

### **Church Leadership**

- To plant a new, sustainable pioneering and reproducing church in the newly developing community of Wynyard in line with the agreed Diocesan and Deanery plan.
- To develop and agree a plant plan with the sponsoring Bishop, to include key milestones around both growth, and long-term sustainability.
- To work towards achieving each agreed key milestone as timetabled.
- To work closely with Wynyard Church of England Primary School in providing pastoral care and Christian teaching to children, parents and staff.
- To promote the values of the school, its ethos and aspirations as set out in the Church Schools Document, the annual Schools Improvement Plan (SIP) and the SIAMs criteria for outstanding schools.
- To be accountable for growing the church numerically, spiritually and financially, while working collaboratively with the local team, BMO board, Diocesan monitoring procedures and officers.
- To actively seek partnerships and collaboration with other local people and organisations in pursuing the mission of the church.
- To maintain oversight of the strategy and ministries across all age groups within the plant, working with the plant leadership team to facilitate levels of excellence.
- To be responsible for ensuring that worship experiences are executed with excellence at all levels, taking the lead role in developing and delivering teaching and themes, to further the mission of the church, including Sunday and midweek groups.
- To develop an entrepreneurial culture where missional mistakes are reflected upon as learning tools and missional successes are applauded, leading people from being spectators to active disciples who disciple.
- To ensure that vision and resources are appropriately and effectively aligned to meet agreed strategic goals.
- To manage with the support of team members the agreed budget, both income and expenditure. Modelling and teaching on giving and generosity as spiritual principles.
- To actively implement the Diocesan policy for safeguarding children & vulnerable adults.

- To be responsible for health and safety provision with regards to one-off, and regular church activities.
- To produce quarterly reports for, and to attend, Diocesan review and monitoring meetings.
- To develop new discipleship models and strategies applicable to business contexts.
- To regularly review follow-up methods to ensure the consistent delivery of programs.
- To model a humble, prayerful, visionary culture.
- To model and teach “loving one another deeply, from the heart.” (1 Peter 1:2)

### **3. Team Leadership**

- To recruit using ‘Safer Recruitment’ guidelines, and develop the plant leadership team to clarify and execute the plants goals and objectives, and provide spiritual, missional and pastoral leadership to the team.
- To ensure that all relevant team members have completed safeguarding training and DBS checks.
- To lead the overall discipleship strategy and work, empowering team members to play a full role.
- To motivate and support the team in engaging with evangelistic strategies, leading reflections on progress, and ensuring that progress monitoring is embedded in the cultural norms of the plant.
- To enable team members to grow in their creative strengths and leadership capability.
- To promote the recruiting, developing and empowering of lay leaders, confident in making disciples, aligning with Diocesan strategies for leadership training and development.
- To identify training needs within the team, working with Diocesan officers to ensure an effective program is established.
- To further co-ordinate training local team leaders (conferences, retreats, tools, etc.). For example, Freedom in Christ course, marriage courses, recovery group, Alpha.
- To lead the team in attending and playing a full part in a Diocesan learning community.
- To support a team in further planting as identified by Diocesan strategy.

### **4. Personal**

- To seek to grow both as a disciple and a minister accessing such resources as spiritual direction to that end.
- To be flexible to grow and develop the role as the plant continues to grow.
- To invite external support as required.
- To seek additional training as identified.
- To model good work/life practices while maintaining flexibility around pastoral need, taking annual leave and days off in such a way that the missional opportunities afforded by the school are maximised.
- To take an appropriate annual retreat.

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## 6.6 Associate Plant Leader

### Diocese of Durham

Role description signed off by:

Date:

To be reviewed 6 months after commencement of the appointment, and at the Ministerial Development Review, alongside the setting of objectives.

#### 1. Details of Post

Role Title: Associate Church Plant leader and evangelism lead.

Name of Plant: Wynyard.

Deanery: Stockton.

Archdeaconry: Auckland.

Initial point of contact on terms of service: Diocesan Secretary.

This is an appointment under Qualified Common Tenure for a period of 5 years with the possibility of an extension for a further 5 and thereafter.

#### 2. Role Purpose

The vision of the Diocese is 'Blessing our communities in Jesus' name for the transformation of us all'. Within this the 3 core priorities are Growing the Church, Children and Young People, and Poverty. These are outlined and expressed in the Diocesan 'Plan on a Page'.

##### 2.1 General

- To share with the Bishop in the cure of souls in *the 'new town' of Wynyard*, in line with the Diocesan Vision, Priorities and Plan described above.
- To be the *Associate Church Plant Leader within the context of the Bishop's Mission Order (BMO) to Wynyard* having regard to the calling and responsibilities of the clergy of the Church of England as described in the Ordinal, the Canons, national safeguarding policies, and all other relevant legislation, and in accordance with the *Guidelines for the Professional Conduct of the Clergy 2015*.
- To work with the BMO board and local stakeholders towards the development of the local church so that it is sustainable, and effective in mission.
- To ensure that a high standard of worship, preaching and pastoral care is provided so that people are more able to live as disciples of Christ.
- To nurture discipleship and develop the ministry of all God's people, through training, cooperation, delegation, support and example, so that they take more responsibility for the mission and ministry of the plant; and seeking to identify potential future leaders and ministers.
- To encourage all church members to participate in generous giving for the mutual support of one another across the Diocese, and the wider Church of England.

- To collaborate within the Deanery in mission and ministry, and through the Deanery Plan, participate in the shaping of ministry as resources and opportunities may require.
- To be proactive and persistent in seeking the fullest degree of ecumenical cooperation wherever possible.

## 2.2 Specific

### Church Leadership

To actively support the Plant Leader in working:

- To plant a new, pioneering and reproducing church in the newly developing community of Wynyard, in line with the agreed Diocesan and Deanery plan.
- To develop and agree a plant plan with the sponsoring Bishop, to include key milestones around growth and long-term sustainability.
- To work closely with the Wynyard Church of England Primary School in providing pastoral care and clear Christian teaching to children, parents and staff.
- To model a prayerful, visionary culture.
- To model and teach “loving one another deeply, from the heart.” (1 Peter 1:2)
- To be accountable for growing the church numerically, spiritually and financially while working collaboratively with the local team, BMO board, Diocesan monitoring procedures and officers.
- To actively seek partnerships and collaboration with other local people and organisations in pursuing the mission of the church.
- To maintain oversight of the strategy and ministries across all age groups within the plant, working with the plant leadership team to facilitate levels of excellence.
- To be responsible for ensuring that worship experiences are executed with excellence at all levels, taking the lead role in developing and delivering teaching and themes to further the mission of the church, including Sunday and midweek groups.
- To develop an entrepreneurial culture where missional mistakes are reflected upon as learning tools, and missional successes are applauded, leading people from being spectators to active disciples who disciple.
- To ensure that vision and resources are appropriately and effectively aligned to meet agreed strategic goals.
- To manage with the support of team members the agreed budget, both income and expenditure. Modelling and teaching on giving and generosity as spiritual principles.
- To actively implement the Diocesan policy for safeguarding children & vulnerable adults.

- To be responsible for health and safety provision with regards to one-off, and regular church activities.
- To produce quarterly reports for, and to attend, Diocesan review and monitoring meetings.
- To develop new discipleship models and strategies applicable to business contexts.
- To regularly review follow-up methods to ensure the consistent delivery of programs.
- To assist the Plant Leader in recruiting, using safer recruitment guidelines, and supporting a team of volunteers, providing them with opportunities for appropriate training

### **2.3 Evangelism Lead**

- To model attractive personal discipleship.
- To champion evangelism and discipleship across all age ranges as key priorities within the leadership team and wider church.
- To oversee the evangelistic strategy of the church plant, spot gaps in provision that could enable evangelistic opportunities across all generations, including families, young people and children.
- To share with the Plant Leader, responsibility for developing expressions of worship which are contextually sensitive and accessible for those who are exploring faith in Jesus.
- To develop a programme of seeker courses (Alpha etc.) for adults and young people.
- To devise and implement baptism and confirmation preparation courses.
- To recruit, according to safer recruitment guidelines, and train volunteers to assist in the delivery of seeker courses, and baptism and confirmation preparation courses for adults and young people.
- To oversee and implement the teaching, training and emboldening of others in personal evangelism and apologetics.
- To model building authentic relationships across the community and opening up conversations about faith.
- To foster an entrepreneurial and creative approach towards evangelism within the church.
- To develop invitational, evangelistic, and missional initiatives around particular seasons, events and opportunities.
- To identify missional giftings and talents within the church, and work with these individuals and groups to develop and exercise their gifts for the benefit of the church, and wider community.
- To develop a reproducing culture within the church, equipping its members of all ages to be disciple-making disciples.

## Personal

- To seek to grow as both a disciple of Jesus and minister of the gospel, accessing spiritual direction or other support as appropriate.
- To be flexible to grow and develop the role as the plant continues to grow.
- To invite external support as required.
- To seek additional training as identified.
- To model good work/life practices while maintaining flexibility around pastoral need, taking annual leave and days off in such a way that the missional opportunities afforded by the school are maximised.
- To take an appropriate annual retreat.

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## 7. The Training Plan

7a. Purpose: To equip those identified within their local 'Community of Hope' as having leadership potential within the local context.

7b. Outcomes: Agreed KPI: 160 lay people trained and supported over 5 years (32 per year)

7c. Method: Eight Module lay leadership course, plus a weekend away delivered initially in three locations: Sunderland, Easington Deanery, Hartlepool.

Each module will be hosted by the project manager and strategic director and delivered by practitioners with an emphasis on shared learning, reflecting theologically, and the power of story.

### Modules:

- 1 Bible in action – Nurturing our faith (Daily prayer and Biblical engagement).
- 2 Faith in action – Living and sharing within our community.
- 3 Small groups in action – Growing disciples.
- 4 Community in Action – Weekend away exploring actively growing community on a foundation of faith.
- 5 Freedom in action – Supporting people toward freedom (working with mental health issues, addictions, etc).
- 6 Love in action – Growing volunteers.
- 7 Children in action – Engaging the young.
- 8 Youth in action – Engaging teenagers.
- 9 Go in action – What next? Applying the learning in context.

Assessment through: Bite sized recording of reflective journals to include the visual as appropriate.

- Context based activities.

### 7d. Budget

(See line 4.8 in master sheet)

<b>Costs:</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	
<i>Course preparation</i>	3000	1500	1500	1500	1000	1000	
<i>Residential weekend</i>		2200	2200	2200	2200	2200	
<i>Premises rental</i>		400	400	400	400	400	
<i>Stationery/Printing</i>		300	300	300	300	300	
<i>Transport</i>		500	500	500	500	500	
<i>Refreshments</i>		300	300	300	300	300	
<i>Facilitator costs</i>		500	500	500	500	500	
<i>Miscellaneous costs</i>		300	300	300	300	300	
<b>Total</b>	<b>3000</b>	<b>6000</b>	<b>6000</b>	<b>6000</b>	<b>5500</b>	<b>5500</b>	<b>32000</b>

## 8. Financial detail

DURHAM DIOCESE 'Grow' phase 2 Financials July 2020												
Col.	Context Detail	Base Cost (full year @ 2020 Prices)	2020	2021	2022	2023	2024	2025	Total	Total Local context	Total Diocese	Total SDF
1												
2												
3												
4	<b>1 Strand 1</b>											
5	<b>1.1 Easington - Murton, Seaham</b>											
6	1.11 Community of Hope leader (Seaham) (Sept/Oct)	£23,000	£5,877	£23,506	£24,023	£24,552	£25,092	£25,644	£128,693	£35,570		£93,123
7	1.12 Support lead (20 hours) (Oct)	£13,000	£3,322	£13,286	£13,578	£13,877	£14,182	£14,494	£72,739	£20,105		£52,635
8	1.13 Youth lead (20 hours) (Oct)	£13,000	£3,322	£13,286	£13,578	£13,877	£14,182	£14,494	£72,739	£20,105		£52,635
9	1.15 Community of Hope leader (Murton) (35 Hours) (Sept/Oct)	£23,000	£5,877	£23,506	£24,023	£24,552	£25,092	£25,644	£128,693	£35,570		£93,123
10	1.16 Support lead (20 hours) (Oct)	£13,000	£3,322	£13,286	£13,578	£13,877	£14,182	£14,494	£72,739	£20,105		£52,635
11	1.17 Session Work Allowance (Both sites)	£12,000	£3,066	£12,264	£12,534	£12,810	£13,091	£13,379	£67,144	£18,558		£48,586
12	1.2 HR and Payroll Support	£1,200	£307	£1,226	£1,253	£1,281	£1,309	£1,338	£6,714	£1,856		£4,859
13	1.4 Property Lease and Utilities Costs (2 sites)	£32,000	£8,176	£32,704	£33,423	£34,159	£34,910	£35,678	£179,051	£49,489		£129,562
14	1.5 Running Costs (2 Sites)	£12,000	£3,066	£12,264	£12,534	£12,810	£13,091	£13,379	£67,144	£18,558		£48,586
15	1.6 Equipping Costs (2 Sites)		£30,000			£8,000			£38,000			£38,000
16	1.7 Capital Expenditure/IT (2 Sites)	£40,000	£40,000						£40,000	£0	£40,000	£0
17	1.8 Thornley Plant			£8,500	£8,687	£8,878	£9,073	£9,273	£44,412	£12,862		£31,549
18												
19	<b>1.2 Sunderland - Wearmouth, Pennywell</b>											
20	1.21 Community of Hope leader (Beacon SR5) (Sept/Oct)	£23,000	£5,877	£23,506	£24,023	£24,552	£25,092	£25,644	£128,693	£35,570		£93,123
21	1.22 Children/Youth Evangelist (20 hours) (Sept/Oct)	£13,000	£3,322	£13,286	£13,578	£13,877	£14,182	£14,494	£72,739	£20,105		£52,635
22	1.23 Community of Hope leader(Pennywell) (Oct)	£23,000	£5,877	£23,506	£24,023	£24,552	£25,092	£25,644	£128,693	£35,570		£93,123
23	1.24 Support lead (20 hours) (Oct)	£13,000	£3,322	£13,286	£13,578	£13,877	£14,182	£14,494	£72,739	£20,105		£52,635
24	1.26 Session Work Allowance (Both sites)	£12,000	£3,066	£12,264	£12,534	£12,810	£13,091	£13,379	£67,144	£18,558		£48,586
25	1.27 Running Costs (2 Sites)	£12,000	£3,066	£12,264	£12,534	£12,810	£13,091	£13,379	£67,144	£18,558		£48,586
26	1.28 HR and Payroll Support	£1,200	£307	£1,226	£1,253	£1,281	£1,309	£1,338	£6,714	£1,856		£4,859
27	1.29 Equipping Costs (2 Sites)	£20,000	£20,000						£20,000	£0		£20,000
28	1.29a Capital Expenditure/IT (2 Sites)	£45,000	£45,000						£45,000	£0	£45,000	£0
29												
30	<b>1.3 Hartlepool</b>											
31	1.31 Community Evangelist (Sept/Oct)	£23,000	£5,877	£23,506	£24,023	£24,552	£25,092	£25,644	£128,693	£35,570	£0	£93,123
32	1.32 Children and Families Outreach Worker (Sept/Oct)	£23,000	£5,877	£23,506	£24,023	£24,552	£25,092	£25,644	£128,693	£35,570	£0	£93,123
33	1.33 Community of Hope Project Leader (Sept/Oct)	£25,000	£6,388	£25,550	£26,112	£26,687	£27,274	£27,874	£139,884	£38,663	£0	£101,220
34	1.34 Session Work Allowance (All sites)	£7,000	£1,789	£7,154	£7,311	£7,472	£7,637	£7,805	£39,167	£10,826	£0	£28,342
35	1.36 Running Costs (All Sites)	£12,000	£3,066	£12,264	£12,534	£12,810	£13,091	£13,379	£67,144	£18,558	£0	£48,586
36	1.37 HR and Payroll Support	£800	£204	£818	£836	£854	£873	£892	£4,476	£1,237	£0	£3,239
37	1.38 Office equipment (IT and desking)	£8,000	£4,000			£4,000			£8,000	£0	£0	£8,000
38	1.39 Capital Expenditure (2 Sites)	£35,000	£35,000						£35,000	£0	£35,000	£0
39												

Col.	Context Detail	Base Cost (full year @ 2020 Prices)	2020	2021	2022	2023	2024	2025	Total	Total Local context	Total Diocese	Total SDF
<b>1</b>	<b>Strand 2</b>											
<b>2.1</b>	<b>South Tyneside</b>											
2.11	Missional leader	£54,500	£0	£27,850	£56,924	£58,177	£59,457	£60,765	£263,172	£0	£84,286	£178,886
2.13	Admin & Community Support (35 hrs) (Sept/Oct)	£19,000	£4,855	£19,418	£19,845	£20,282	£20,728	£21,184	£106,311	£29,384	£0	£76,927
2.14	Families Support (28 hrs) (Sept/Oct)	£15,000	£3,833	£15,330	£15,667	£16,012	£16,364	£16,724	£83,930	£23,198	£0	£60,732
2.14a	Seniors Support (28 hrs) (Sept/Oct)	£15,000	£3,833	£15,330	£15,667	£16,012	£16,364	£16,724	£83,930	£23,198	£0	£60,732
2.15	Rent & Utility Costs	£12,000	£3,066	£12,264	£12,534	£12,810	£13,091	£13,379	£67,144	£18,558	£0	£48,586
2.16	Mission Fund (All Sites)	£3,000	£3,066	£3,066	£3,133	£3,202	£3,273	£3,345	£19,086	£4,640	£0	£14,446
2.17	Office equipment (IT and deskings)		£4,000			£4,000			£8,000	£0	£0	£8,000
2.18	HR and Payroll Support	£700	£179	£715	£731	£747	£764	£780	£3,917	£1,083	£0	£2,834
2.19	Capital Expenditure/IT (2 Sites)	£35,000	£35,000						£35,000	£0	£35,000	£0
<b>2.2</b>	<b>Stockton - All Saints.</b>											
2.21	Plant leader (St Pauls) (April 2021)	£54,500	£0	£41,774	£56,924	£58,177	£59,457	£60,765	£277,097	£0	£180,691	£96,406
2.21a	Children & Youth Outreach Worker (35 hours) (April 2021)	£23,000	£0	£17,630	£24,023	£24,552	£25,092	£25,644	£116,940	£35,570	£0	£81,370
2.21b	Creative Communities Lead (20 hours) (April 2021)	£14,500	£0	£11,114	£15,145	£15,478	£15,819	£16,167	£73,723	£22,425	£0	£51,298
2.22	Administrator (22 hours) (April 2021)	£12,000	£0	£9,198	£12,534	£12,810	£13,091	£13,379	£61,012	£18,558	£0	£42,454
2.22a	Hospitality lead (20 hours) (April 2021)	£13,000	£0	£9,965	£13,578	£13,877	£14,182	£14,494	£66,096	£20,105	£0	£45,992
2.23	Running costs (St Paul's)	£12,000	£0	£12,264	£12,534	£12,810	£13,091	£13,379	£64,078	£64,078	£0	£0
2.23a	Capital (St. Paul's)	£80,000	£80,000	£0.00	£0.00	£0.00	£0	£0	£80,000	£80,000	£0	£0
2.23b	Mission Fund	£7,300		£7,461	£7,625	£7,792	£7,964	£8,139	£38,981	£11,290	£0	£27,691
2.24	Plant leader (Wynyard)	£54,500	£27,850	£55,699	£56,924	£58,177	£59,457	£60,765	£318,871	£0	£84,286	£234,585
2.24a	Associate Plant Leader/ Evangelist lead (Wynyard) (July)	£26,000	£13,286	£26,572	£27,157	£27,754	£28,365	£28,989	£152,122	£0	£40,210	£111,912
2.25	Children Evangelist/Emer Gen (35 hours) (Sept/Oct)	£23,000	£5,877	£23,506	£24,023	£24,552	£25,092	£25,644	£128,693	£35,570	£0	£93,123
2.25a	Worship Lead (18hours) (Sept/Oct)	£13,000	£3,322	£13,286	£13,578	£13,877	£14,182	£14,494	£72,739	£20,105	£0	£52,635
2.26	Families Evangelist (20 hours) (Sept/Oct)	£14,000	£3,577	£14,308	£14,623	£14,944	£15,273	£15,609	£78,335	£23,179	£0	£55,156
2.26a	Mission Fund (Wynyard)	£10,000	£3,407	£10,220	£10,445	£10,675	£10,909	£11,149	£56,805	£15,465	£0	£41,340
2.27	Running Costs/Expenses (Wynyard)	£6,000	£1,533	£6,132	£6,267	£6,405	£6,546	£6,690	£33,572	£9,279	£0	£24,293
2.28	Mission equipment and start up capital Wynyard	£18,000	£18,000						£18,000	£0	£18,000	£0
2.29	HR and Payroll Support	£700	£715	£715	£731	£747	£764	£780	£4,453	£1,083		£3,371



Note: The Excel Spreadsheet is attached separately with further detail.

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