



THE CHURCH
OF ENGLAND
Diocese of Manchester

CHURCH
FOR A
DIFFERENT
WORLD

Transforming Manchester Diocese Mission Communities Guidance – including the agreed boundaries

November 2021

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Message from Bishop David



Dear Friends,

The proposals for mission communities that we first shared with you back in October 2020 have been shaped by an extensive consultation programme which has already involved many people across our diocese. Most recently this process has been led by our new Area Deans and Lay Chairs who have led conversations on the ground, shaping the proposals along with the final set of recommendations for the mission community boundaries. At Bishop's Council on the 18th November 2021, we agreed the boundary recommendations which are published in this document, and we are now moving forward to the next stage which is to implement this exciting vision for the Diocese of Manchester.

I am confident that mission communities will help support and strengthen the parish system by enabling our lay leaders to work alongside our ordained leaders, through the sharing of gifts and skills across each mission community, releasing energy for mission and growth. As well as confirming the final boundaries, this document outlines best practice guidance for us, as we look to establish our new mission communities and prayerfully discern their leadership.

As we move forward, we will be consulting on the mission community leader appointments over Advent, and mission communities will be encouraged to come together to ground this new endeavour in prayer as they launch in the New Year. Over the coming months, all our mission communities will be meeting together to create space to reflect and explore ways in which they can each help deliver our vision, and there will be events in each Archdeaconry to explore the role of focal leaders. I want to encourage you all to take an active part in these conversations and continue to stay involved as we shape these new ways of supporting each other and working together.

While the challenges we face are considerable, particularly as we continue to deal with the impact of the pandemic, it is my firm belief that the opportunities opening up to us are even greater. I am sure that through our work together in mission communities, we will be able to rise to those challenges and emerge stronger in our ability and commitment to do all that God is asking of us in our diocese.

With every blessing,

Introduction

In October 2020 the Bishop's Leadership Team shared initial proposals for mission communities, to achieve the diocese's inspiring vision for local ministry. The proposals can be found here - [**Transforming Manchester Diocese: Briefing document on the proposals for mission communities.**](#)

The proposals have been discussed with a wide range of people from across our diocese. A summary of this feedback was published in March 2021, which can be found here - [**Transforming Manchester Diocese: Feedback on proposals for mission communities and next steps.**](#)

In June 2021 a set of proposals for mission community boundaries across the diocese was published - [**Transforming Manchester Diocese: Update on our mission community proposals.**](#)

Since then, our new Area Deans and Lay Chairs have been working closely with parishes and deaneries to agree the final set of mission community boundaries which were reviewed by the Diocesan Mission and Pastoral Committee and agreed by Bishop's Council on 18th November 2021. **The final mission community boundaries are presented in Appendix 1.**

On average across our diocese, our mission communities will serve populations of around 60,000 people and an Adult Regular Average Weekly Attendance of around 400 people (an All Age Average Weekly Attendance of 770 people), typically with three incumbent level clergy at their heart, and in addition curates and pioneer posts. **Information on population and attendance is presented for each deanery and mission community in Appendix 2.**

There has been broad support for the principles we consulted on, and they are presented again here in this report.

You also asked for more information on what the new mission communities will look like on the ground. This document, therefore, includes an accessible, practical guide to mission communities. This is also available as [**a video presentation**](#) and [**a hand-out**](#), to support parishes in particular, as they engage with the proposals over the next six months.

There is also information on the new roles and responsibilities within the mission communities, as well as the governance and legal arrangements for them. A broad timetable for implementing the proposals is included.

Our 10-year vision for Manchester Diocese

We have known for many years that we need to face up to and make major changes to ensure a vibrant future for our church. Our proposals for mission communities offer a way forward, enabling us to live out the vision for our diocese – which is to be **'a worshipping, growing and transforming Christian presence at the heart of every community'**.

Our vision for mission communities builds on recent work to build a missionally and financially sustainable diocese. This includes Bishop David's decision to streamline our deanery arrangements, with the move from 20 to 7 deaneries, and to appoint seven full-time Area Deans from June 2021.

Manchester is a vibrant diocese of opportunity and creativity. Its rich mixture of church traditions makes it a wonderful place to engage in Gospel ministry.

We want to be a church for a different world. All our energy, effort and prayer is focused on transforming into the sort of church we believe God is calling us to be by 2030:

GROWING

- We appeal to all sorts of people
- There's a wide range of traditions
- We reflect the diversity of our communities
- Children & their families have fun here
- We reach out to and inspire young people
- People who weren't involved 10 years ago feel comfortable here now

NURTURING

- We are able to develop our spiritual lives
- We are imaginative with worship & liturgy
- We develop our faith in a variety of ways
- We share our faith in the rest of our lives
- We meet together in different local places
- We have great leaders of all ages – clergy and laity – who get the best out of everyone

SERVING

- We are active in our local communities
- We support the deprived and excluded
- We lead the way on environmental issues
- We work closely with our local schools
- We speak out for justice and peace
- We bring people of different faiths together

Our vision for mission communities **the key principles**

The proposals for mission communities arise out of the firm conviction that we need to organise ourselves differently on the ground so that we can lead and deliver the radical changes that are required to grow the church of the future. We believe that these proposed changes to local ministry are the next step on the road to growth and transformation in our diocese. The creation of mission communities will enable us to work closely together at the local level, developing the skills and talents of our ordained and lay leaders so that our parish system is able to flourish.

Set out below are the underpinning principles for mission communities, which we first shared in October 2020. Our proposed approach is **to bring together the skills and talents of ordained and lay leaders** in a particular locality in newly created mission communities across our diocese.

Our vision is for each of our mission communities:

- to have a **mission community leader**
- who is ministering and working with **a diverse team** with a range of skills
- made up of a number of **stipendiary posts**
- and **other named focal leaders**, including **lay leaders, readers and self-supporting ordained ministers**
- who are all supporting **multiple congregations**
- and **a variety of expressions and traditions of church**
- taking place at **different times** and in **different venues** and also **virtually**
- which are attractive to **a wide range of people of all ages** – young children and their parents, and young adults, as well as older people
- all **accountable** to each other as well as their local congregations
- all **sharing resources**
- and all working to encourage and support **our church members in deepening and sharing their faith**
- as well as **engaging with key local partners** – interfaith, ecumenical, schools and social action.

This way of working will enable us to:

- **release energy**, by bringing clergy and laity together in teams to serve their communities
- **be dynamic, intentional and focused** on the goals we have always wanted to achieve - growing our church, helping people grow in their faith and serving our local communities
- support new ways of working, with a focus on developing **specific ministries and skills to meet the needs of local people**
- allow for a **variety of expressions** of church within a given locality
- ensure we have **greater diversity** in our mission teams
- **strengthen the support** we provide for ordinands and lay ministers.

This will require the following roles, behaviours and ministries of our clergy, lay leaders and church members in our mission communities:

- Our clergy will need to be **missional leaders** exercising an oversight ministry
- The focus will be on **collaborative ways of working...**
- ...and **multiple places, contexts, styles and traditions of worship**
- Between them, the lay and ordained, **paid and unpaid members of the team**, will cover **all the necessary roles and functions** – liturgy, mission, social action, administration, buildings, links with schools – working across the generations with children and adults of all ages
- Team members will be **developed, trained and supported** in their roles and operate to the highest standards at every level
- The mission communities will be **collegial, gathered around the Bishop** and working with others across the deanery
- There will be a culture of **mutual accountability** and **shared values**
- Everybody and everything will be aligned towards **mission** and **enabling all church members to live out and share their faith.**

To achieve our vision for mission communities, we will need to make radical changes in how we ask our ordained and lay leaders to lead and work, and also to how we - as a diocese - develop and support them. We are asking them to challenge the status quo and existing ways of working, to upskill and re-skill.

We recognise that the following will need to be developed, supported and put in place to ensure this new way of working is successful:

- Values and behaviours based on **trust and collaboration**
- **Effective leadership at all levels** in the diocese
- Investment in **development and training** for all our ordained and lay leaders
- **Fit-for-purpose governance structures** at the parochial level to support the new ways of working
- **A culture of prayer**, discernment, theological reflection and expectation.

Work is underway on these key building blocks for change, as part of a wider transformation programme for the diocese.

Change and transformation a theological reflection

As a diocese, and particularly as we emerge from the pandemic, we recognise that this is the time for change – a time to re-imagine how our church could be different. We have gained new wisdom and new understandings of what it is to be the people of God. It is important for us to celebrate this, as well as to support each other with our grief and our loss.

We need to take responsibility, individually and collectively, for building on that learning and for finding new ways of moving forward - to ensure that our own faith grows and deepens and that we reach out so that spiritually-open people are able to find their home in our church.

Over the last year, we have been experiencing an exile from our usual lives. This has not been a geographic exile, but an exile in our own homes. As we return from that exile and engage together in the outside world, we need to rebuild our assumptions in order to be able to move on and create a new future.

The Bible teaches us about exile and return and that coming out of exile can

be as traumatic as exile itself. On their return from exile in Babylon - following the conquest of the Kingdom of Judah and the destruction of Jerusalem and its Temple - the people of Israel could not simply reconstruct the city, picking up where they had left off.

Neither can we, here in the diocese of Manchester, expect simply to return to pre-pandemic times. It is more important than ever for us to continue with the transformation programme that has been underway for some time.

At their heart, the mission community proposals are about us finding new ways of working together and inspiring each other. They will help us overcome the challenges of coming out of lockdown by releasing energy and supporting new ways of working, with a focus on developing specific ministries and skills to meet the needs of local people. They will encourage a variety of expressions of church within a given locality and ensure our leaders and congregations reflect the diversity of our local communities. They will enable us to build on all that is already good and fruitful in our churches, and also help us be dynamic and focused on the future.

Theological reflection - Isaiah 61 v.1-3

The Spirit of the Lord God is upon me, because the LORD has anointed me;

he has sent me to bring good news to the oppressed,

to bind up the broken-hearted,

to proclaim liberty to the captives,

and release the prisoners;

to proclaim the year of the LORD's favour,

and the day of vengeance of our God;

to comfort all who mourn;

to provide for those who mourn in Zion

—to give them a garland instead of ashes, the oil of gladness instead of mourning, the mantle of praise instead of a faint spirit.

They will be called oaks of righteousness, the planting of the LORD, to display his glory.

The Book of Isaiah focuses on the people of God in Jerusalem as they enter and then leave exile. The experience of exile challenges them beyond belief.

Isaiah 61, written after the exile, promises great things to the people of Jerusalem and records the rejoicing that they will experience in the fulfilment of those promises. However, on their return, the former exiles find that God, who made possible their return, has not seen fit to make their task easy.

Isaiah's words, in the final part of his great prophetic book, address a people who are no longer exiles and whom God wants to bless with every good thing. To take hold of this life lived on God's promises, they will need to rebuild and, more than that, rebuild and regrow the community in the face of real challenges. The good news is that God will provide. It should come as no surprise to us that at the outset of Jesus' adult ministry, in Luke 4. 16-20, he takes words from Isaiah 61. 1-3 and effectively treats them as his mission manifesto.

What our mission communities will look like in practice

Set out below is a summary of what mission communities will look like in practice to enable **the people who attend the churches here in our diocese**, to explore these proposals and aid conversations about what they will mean for them.

Mission communities will bring together existing parishes in a local area to support new ways of working to enable us to achieve the goals we have always wanted to achieve – growing our church, helping people grow in their faith, and serving our local communities.

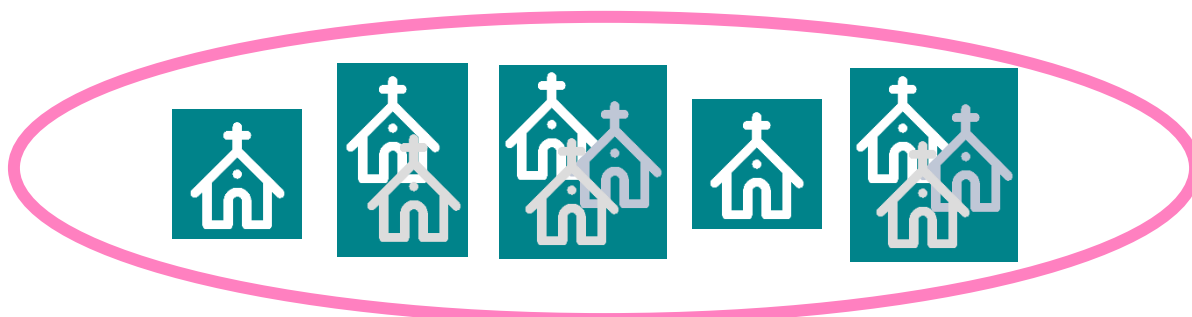
In the second half of 2021, our new Area Deans and Lay Chairs have been having local discussions on mission communities to help build a good understanding of the proposals so that everyone is involved in the decisions about the future shape of the mission communities in their area.

The aim is for us to start this new way of working from **January 2022**, as we bring parishes together in our new mission communities for the first time.

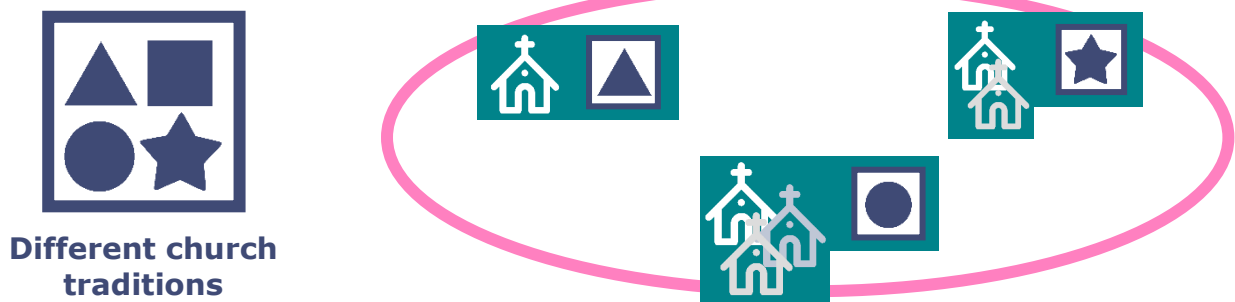
Imagine for a moment that this is your church in your parish. It might be a single church in a parish or part of a united benefice or even a team ministry.



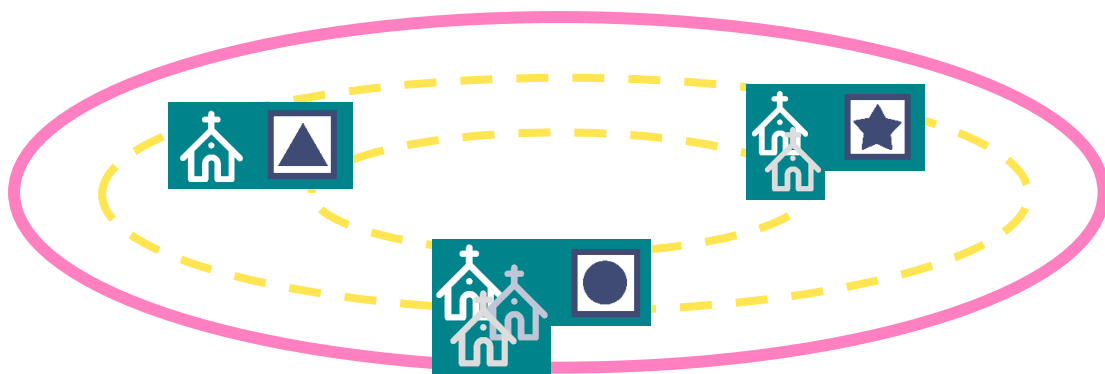
The Mission Community proposals are inviting **you to join with your close neighbours** and other churches in the vicinity to support each other with new ways of working together in order to serve the wider community.



Each mission community will be made up of a variety of different traditions and expressions of church, each with their own strengths and ideas about how to focus on mission.



In the newly formed mission community, the aim is for all church members to **work together**, to encourage each other in the **deepening of their faith** and to build a culture of **support and accountability** to each other.



A diverse leadership team from across the mission community will be responsible for developing these new ways of working together. The leadership team will represent all the parishes within the mission community. It will include all stipendiary posts as well as Readers, self-supporting ministers and other ordained people, along with a range of other roles filled by lay people.



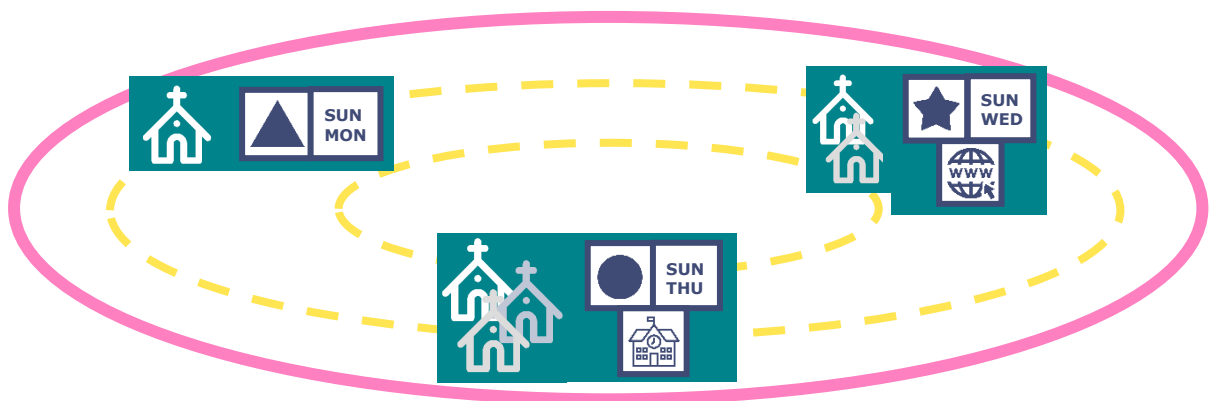
This process of discernment and formation will be guided by a **mission community leader** – an incumbent status priest who is appointed to the role and who is familiar with the area and the mission already taking place there, as well as being able to see future missional opportunities, inspire others and ensure the mission community is grounded in prayer.



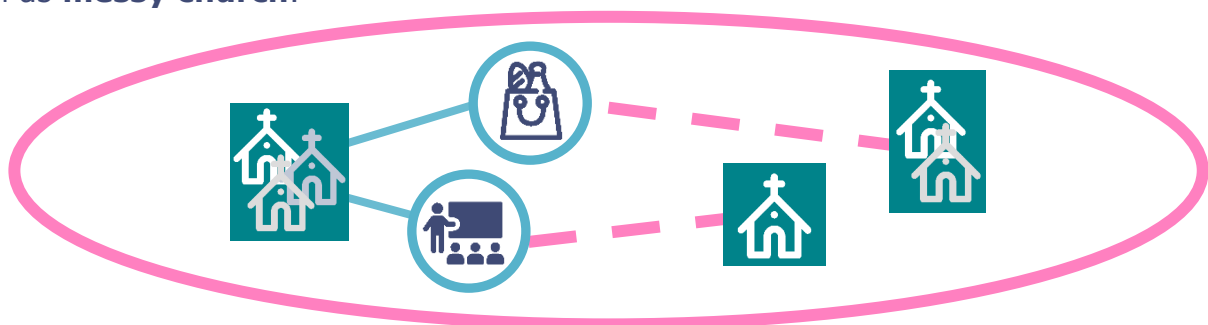
Within the mission community, every worshipping community and ministry will have a named **focal leader** who will provide pastoral care for that community. This will be either a stipendiary priest (who may also be the mission community leader), another ordained minister, or a lay person – such as a Reader, or Authorised Lay Minister (ALM), or any other suitable lay person – who is appointed to the role. There will be a focus on developing specific ministries and skills to meet the needs of local people.

Between them, the ordained and lay members of the team will cover all the necessary roles and functions across the mission community - including liturgy and worship, mission, social action projects, links with schools, chaplaincies and administration.

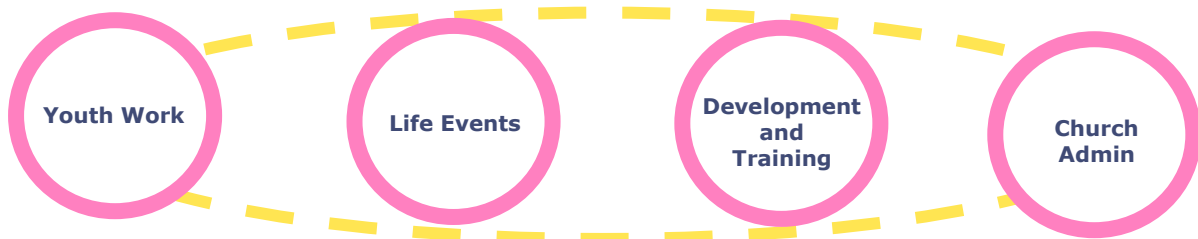
The team will understand and **develop the pattern of worship** across the mission community – so that it takes place on **different days** and at **different times**, in **different venues**, in **different styles**, and also **virtually**, to meet different needs. Each place of worship will be attractive to different people for different reasons, creating a wide range of options in the local area.



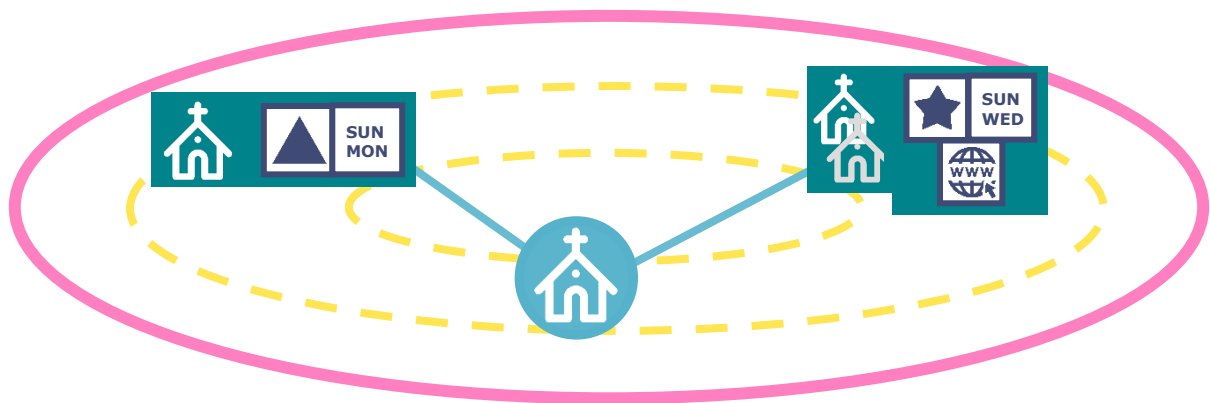
Where churches and parishes are already engaging with **key local partners** - such as **schools** and **ecumenical partners** - there will be new opportunities to work together across the mission community. There will also be opportunities to link up on local social action projects, such as **food banks** and **places of welcome**, or missional activities such as **messy church**.



People across the mission community will be able to develop resources that will be of value to everyone and meet the needs of the local area. For example, online discipleship courses for people from different churches across the mission community. Or a youth leader bringing together a group of 16-18s across the mission community. The churches in the mission community will be able to set up joint administrative arrangements for responding to life events, such as weddings, christenings or funerals. Development and training, for example on giving or discipleship, could be delivered for the whole mission community.



By bringing clergy and lay people together in teams, we will be able to release new energy and focus on the goals we have always wanted to achieve for our churches and for our communities. There will also be opportunities to plant new churches and congregations so that we become a growing church, which is younger and more diverse, appealing to all sorts of new people.



The Diocese of Manchester is already wonderfully varied – in the places and people we serve, the variety of expressions of faith, and the type of buildings we call ‘church’. Mission communities will reflect this diversity and will be able to grow to meet the missional and pastoral needs of every part of our diocese.

Every mission community will look different, but each one will be underpinned by the same principles and values of trust and collaboration, and a culture of prayer, discernment and positive expectation.

Roles and responsibilities **mission community leaders and focal leaders**

Mission community leader

The mission community leader will be an incumbent status priest within the mission community who will combine the role with their existing duties.

They will guide the process of discernment and formation of the mission community, providing leadership of and support to the mission community leadership team and the wider mission community. They will ensure that the mission community is dynamic, intentional and focused in identifying and achieving the key goals of growing our church, helping people develop in their faith and serving their local community.

As an ordained minister, the mission community leader will be appointed because of their skills and ability to fulfil the role, regardless of their stage of ministry. Typically, they will be familiar with the area covered by the mission community and the mission already taking place there, as well as being able to see future missional opportunities, inspire others and ensure the mission community is grounded in prayer.



Mission community leader - core ministry

- Facilitate discussions amongst the leadership team, and more widely, to agree the vision for that mission community and identify and agree shared priorities
- Promote the adoption of a 'mission' mindset across the mission community and develop opportunities for church growth and planting
- Promote the transformation of parishes into centres of excellence with a specific focus
- Support new ways of working, with a focus on developing specific ministries and skills to meet the needs of local people
- Ensure that support is in place for all ordinands and lay ministers within the mission community
- Help establish a culture of mutual accountability and support across the mission community.

Mission community leader – key development areas

- A motivator and inspirer of people, able to set a positive tone
- Able to identify gifts and set people free – a good delegator
- Committed to supporting a variety of expressions and traditions of church within a given locality
- Confident in building consensus and able to respond in a positive way to conflict
- Able to provide visible leadership in promoting equality, diversity and inclusion
- Committed to making a difference in their local community
- Willing to try new approaches and to take reasonable risks
- Able to lead discussions on the appropriate governance model for the mission community
- Able to support established chaplaincies in building links with their local mission community
- Courageous in facing up to and dealing with difficult decisions, especially with regard to church buildings
- Committed to their own ongoing learning and development
- Able to lead with humility.

Focal leader

A focal leader will be an ordained or lay minister called to the leadership of a local church or ministry. They may be a stipendiary priest (who may also be the mission community leader), another ordained leader such as a Self-Supporting Minister (SSM), or Ordained Local Minister (OLM), or a lay person such as a Reader, or Authorised Lay Minister (ALM), or any other suitable lay person.

Working with others, they will help lead the mission and growth of their church. They will follow the model of servant leadership as commended by Christ himself.

The role of the focal leader will be determined by both the gifts of the individual and the context. A range of optional ministries is set out below.



Focal leader - core ministry

- The 'first port of call' pastorally for the local worshipping community or ministry
- As the recognised face of a church and congregation, or another local ministry, provide inspiring leadership in a local community
- Share in leading and enabling worship
- Ensure the local church community is aligned towards mission and growing the church
- Empower others so they grow in their faith and discipleship
- Convene and chair the PCC as appropriate
- Act as a member of the mission community leadership team, setting direction and priorities, providing support and ensuring mutual accountability

Focal leader - optional ministries

- Share in the nurturing and formation of disciples
- Plant new congregations
- Build networks and relationships in the wider community in order to partner with other agencies
- Develop work with ecumenical partners
- Participate in the preparation for key life events such as baptism, confirmation and marriage
- Participate in ministry to the bereaved
- Provide opportunities for those outside the church community to hear the Christian Gospel
- Ensure the care and provision of the sacraments for the housebound and to those in care homes or sheltered housing
- Provide ministry to local schools

Focal leader – key development areas

- Excellent mentor in the context of a single church community - able to develop and raise others
- Good team leader and team player
- Committed to equality, diversity and inclusion
- Committed to their own ongoing learning and development
- Able to see how their role contributes to the whole

Governance Arrangements

The new mission communities will be implemented as a set of informal arrangements from January 2022. Parishes will start to come together to build their shared vision and plans from this point.

The aim is for the formal governance structures which support these new ways of working to be adapted from the existing governance arrangements within each mission community. We are not seeking to impose a 'one-size-fits-all' approach but to build on what is already working well, using the existing options available to us in accordance with the Mission and Pastoral Measure 2011.

The timetable is for agreement on the most appropriate governance model to be reached within 18 months of the mission community being set up, and for this to be implemented no later than 2 years after that.

Every mission community will look different, but each one will be underpinned by the same values of trust and collaboration, and a culture of prayer, discernment and positive expectation.

The principles for the new governance arrangements are that they should:

- be responsive to context and local need
- create a culture of support and mutual accountability
- be streamlined, efficient and pragmatic
- ensure representation from all parts of the mission community
- be transparent
- support the new ways of working across the whole mission community.

It will important for there to be a positive culture of learning and review, to ensure that the governance arrangements for our mission communities are adapted and improved over time in the light of experience.

The governance options are:

- **Union of benefices (United Benefice)**
Pastoral provision via one incumbent - usually comprising two or more parishes where each parish is usually distinct with its own Parochial Church Council (PCC) and parish church.
- **Union of Parishes**
Pastoral provision via one incumbent - usually comprising of two or more parochial entities but with one PCC and possibly a number of District Church Councils (DCCs) to deal with matters delegated by the PCC. The PCC is made up of representatives from each of the parochial entities.
- **Team Ministry**
Pastoral provision via at least two incumbents, usually the Team Rector and the Team Vicar/s. A Team Ministry can be made up of distinct benefices or a union of benefices. A Union of Parishes can also be formed using this framework to allow the team to have one PCC, and where deemed appropriate a number of DCCs, A Team Ministry can have provision for a Team Council which provides a formal structure for all the parishes in the team to discuss matters of mutual concern.
- **Joint Parochial Church Council**
Where a benefice comprises two or more parishes, the PCCs of the individual parishes can form a Joint PCC to act in the benefice as a whole in such matters as the individual PCCs together decide.
- **Group Ministry**
An arrangement whereby the clergy of two or more separate benefices can assist each other to make the best possible provision for the cure of souls in the area as a whole.
- **Plurality Provision**
The holding of two or more benefices by one incumbent who then has the freehold or common tenure of all the benefices.
- **Mission Partnership**
An informal grouping of parishes where some or all clergy may be cross-licensed to each of the benefices within the Mission Partnership.

Over the coming months we will be providing the following additional information, to support these discussions on governance:

- More detailed information on the governance structures summarised above and how they might work for an individual mission community
- The criteria to be applied in deciding which governance model to adopt, given the existing governance arrangements in a particular mission community
- Best practice arrangements for working together in the set-up phase of the new mission community.

Mission communities overview of the coming months

November 2021

- Recommendations on mission community boundaries to Diocesan Mission and Pastoral Committee and Bishop's Council



December 2021

- Consultation on mission community leader appointments with licensed clergy and senior church officers



January 2022

- Formation of mission communities
- Process of discernment led by Archdeacons, Area Deans and Lay Chairs to identify those called to the role of mission community leader.



Feb-June 2022

- Appointment of mission community leaders
- Induction and training for mission community leaders gets underway
- Sharing of missional goals in each mission community
- Deanery Mission Action Plans in place based on initial assessment of mission community goals

2023

- Focal leaders in place
- Plans for joint working agreed and being implemented
- Agree formal governance arrangements

2024

- Joint working fully embedded
- New missional opportunities underway
- Implement formal governance arrangements

Mission communities next steps

As the consultation on the mission community boundaries comes to a close, the focus moves to implement the transformation programme, in particular the appointment of leaders and development of a detailed mission action plan for every deanery which will deliver the diocese’s strategic vision for 2030. Guidance for these next steps is set out below as follows:

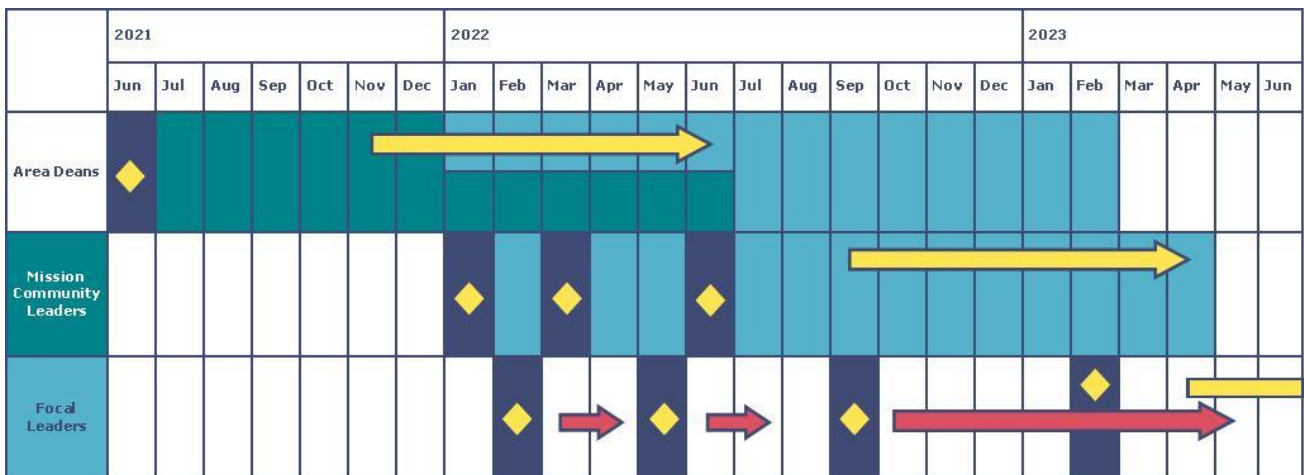
- The mission community leader appointment, commissioning, induction and training process
- The focal leader appointment, commissioning, induction and training process
- Start-up guidance for the mission communities.

These three areas will be the key focus of our transformation programme between December 2021 and June 2022.

Mission community leader appointment, commissioning, induction and training process

A process of discernment involving a conversation with the Archdeacon and Area Dean, and supported by a short written submission and references, will identify those who are called to this role. The mission community leader will receive a Bishop’s letter of appointment. The mission community leader will work closely with the Area Dean in developing the mission community, contributing to the transformation of the deanery and the diocese as a whole.

The diagram below illustrates the timing of induction and training across our Area Deans, mission community leaders and focal leader roles.



- ◆ Appointment and commissioning
- ➔ Leadership Training and Development
- ➔ Local Ministry Training (for Lay Focal Leaders)*
- Induction
- Prayer and discernment process for appointing Mission Community Leaders
- Prayer and discernment process for appointing Focal Leaders

* Note: Lay Focal Leaders initial training will be local (in MC) with more structured training available from October 2022 and then structured training will run annually October–May

The diagram below outlines this appointment process:

Mission community leaders will be appointed for an initial period of up to three years during the set-up phase of the mission community, after which time the appointment will be reviewed. They will be commissioned locally in a service within the mission community led by their Suffragan Bishop and the Area Dean.

All mission community leaders will attend an induction which will include an 'in-person' induction day at Church House and a number of short 'follow-up' zoom sessions. The induction will be formational and include:

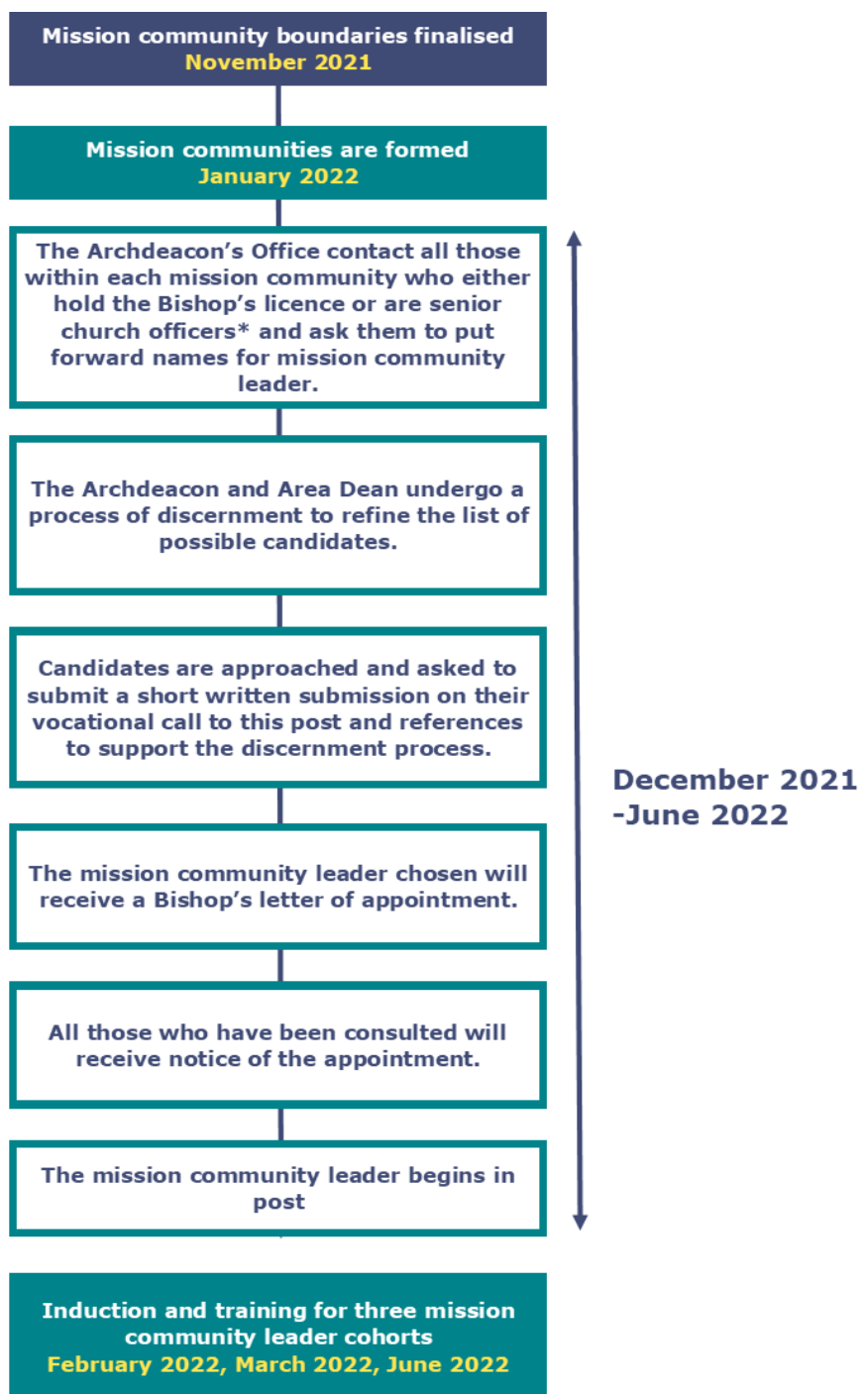
- Some space for theological reflection
- Time to explore what it means to be a missional leader of missional disciples
- How to work effectively across a range of traditions and theological perspectives (living in love and faith)

Mission community leaders will be joined by all three of the Bishops for their induction day. The induction days will take place on:

- Friday 4th February 2022
- Wednesday 30th March 2022
- Friday 24th June 2022

Following on from the induction, mission community leaders will be supported by a detailed leadership development programme (see page 19) covering training on:

- Leadership Basics
- Working in Effective Teams
- Communication Skills
- Equality & Diversity
- Innovation
- Delivering Results
- Enabling others and nurturing wellbeing



* Senior church officers include churchwardens and deanery lay chairs

Focal leader, appointment, commissioning, induction and training process

Within the mission community, every worshipping community and ministry will have a named **focal leader** who will provide pastoral care for that community. The focal leader for each will either be an incumbent status priest (who may also be the mission community leader), another ordained minister, or a lay person – such as a Reader, or Authorised Lay Minister (ALM), or any other suitable lay person – who is appointed to the role.

The Area Dean will work alongside the Mission Community Leader and incumbent status priests to initially identify where focal leaders are needed. Once all the worshipping communities and ministries have been identified there will then follow a process of discernment involving each PCC and the mission community leader to identify those who are called to this role.

The focal leader will be formally appointed to the role - the appointment will be confirmed by the Area Dean and they will receive a Bishop's letter of appointment, which will be valid for three years from the date of appointment. The focal leader will be commissioned in a service in the mission community where they will serve. Once commissioned, they will serve under the oversight of one of the ordained ministers within the mission community.

It is envisaged that although some focal leaders may be appointed within the first 6 months of the mission community forming, for others this period of discernment may take longer. Whilst awaiting focal leader appointment, churchwardens, ALMs and readers will play a key role in supporting the mission community formation and developing mission community plans.

Support & Training

A full programme of training and support will be developed (see page 19) to support Lay Focal leaders which will be designed in early 2022. The following 'design principles' will be used to help develop this training:

- We will build upon learning from other dioceses and re-use suitable material where possible.
- Coaching and learning sets will be established to ensure that learning is taken 'out of the classroom' and used in real situations with peer feedback and support built in.
- The training will be flexible and delivered predominantly on zoom to ensure it can be easily integrated into busy schedules and support those leaders from all parts of the diocese.
- Any training needed prior to September 2022 will be delivered locally within the mission community.

Mission communities start-up guidance

The proposals for mission communities arise out of the firm conviction that we need to organise ourselves differently on the ground so that we can lead and deliver the radical changes that are required to grow the Church of the future. These changes to local ministry are the next step on the road to growth and transformation in our diocese. The creation of mission communities will enable us to work closely together at the local level, developing the skills and talents of our ordained and lay leaders so that our parish system is able to flourish.

Set out below are some suggestions on how to establish your mission community - this is a journey we all need to take together. All our mission communities are encouraged to feed back to Area Deans and share their learning as they develop over the coming year. The following steps may be taken whether or not a mission community leader has been appointed for your mission community.

Launching the Mission Community

It is key that our mission communities are underpinned by a **culture of prayer**, discernment, theological reflection and expectation. A prayer event is therefore the perfect way to mark the formation of your mission community. This could take the form of:

- a prayer walk between the churches in your community
- a prayer event at each of the churches
- establishing a regular pattern of prayer for the mission community as a whole.

Ideally, this event will be organised and promoted by a team from across the parishes in your mission community.

Exploring Missional Opportunities

Once the mission community is officially launched, it will be helpful to find some time to bring together the wider leadership team of the mission community to explore how they can best work together. This could be a series of shorter meetings or a day-long event. Support to plan and facilitate these events can be provided by Area Deans and the Transformation Programme Team.

As our approach to mission communities is **to bring together the skills and talents of ordained and lay leaders** in a particular locality, attendees should include:

- Churchwardens
- ALMs
- Readers
- Licensed clergy
- Youth or children's workers
- Chaplains
- Headteachers or other representatives from local schools
- Any other individuals who take a leadership role within the church.

The meeting should include some time to identify missional opportunities, review patterns of worship across the community and explore possible areas of collaboration, for example on digital provision, youth work or occasional offices.

A good starting point for identifying missional opportunities across the parishes in your mission community is to focus on:

- **Listening in** – Who are you as a church? What is the history of your place of worship? What is distinctive about you? What gifts and skills do you have? Which mission fields do you find easiest and which most challenging?
- **Listening out** – Who are your community? What are their needs and concerns? How do you connect with them?
- **Listening up** – What is God calling you to do in this place?

Much of this exercise may have taken place when you produced your parish Mission Action Plans (MAPs). If that is the case, then each parish could use their MAP as a starting point to share their own reflections on listening 'in', 'out' and 'up'. Once a sense of each individual parish has been shared, then some time to explore areas of collaboration is key. This may require a shift in culture for your mission community as you explore how you can:

- **Release energy** by bringing clergy and laity together in teams to serve their communities and exploring ways to work smarter not harder. This might involve exploring ways in which you can share resources or come together to serve your congregations and communities.
- **Be dynamic, intentional and focused** on the goals you have always wanted to achieve - growing your church, helping people grow in their faith and serving your local communities.
- Support new ways of working, with a focus on developing **specific ministries and skills to meet the needs of local people** and working across the community to identify and nurture gifts.
- Allow for a **variety of expressions** of church across the mission community.
- Create a culture of **mutual accountability** and **shared values**.
- Develop **collaborative ways of working** and be **sacrificial** in the sharing of your gifts acknowledging that sometimes the best opportunity to build the church may not lie in your parish.

It is not envisaged that this process will result in a detailed mission community MAP but instead a simpler 'plan on a page' identifying three or four areas of focus that the mission community can work on together in the short term (12-18 months) and three or four areas of collaboration for the longer term (18 months +). Each of these areas would in turn then have a short action plan to support it. The focus should be on areas where you can collaborate to:

- **Grow** – growing new disciples in missionary church communities that are younger, more diverse, active and spiritually engaged
- **Nurture** – nurturing new and existing disciples
- **Serve** – being present for all, speaking and acting prophetically for justice, supporting pastorally especially the vulnerable, deprived and excluded.

Further Reading and Support:

Divine Renovation: Bringing your Parish from Maintenance to Mission by Fr James Mallon.

Divine Renovation Guidebook: A step-by-step Manual for Transforming Your Parish by Fr James Mallon.

Leading Missional Communities by Mike Breen

Leading Kingdom Movements by Mike Breen

Small Town Mission: A Guide for Mission-Driven Communities by Aaron Morrow

Mission from below: Growing a Kingdom community by Dr Janet Hodgson



Appendix 1 mission community maps

In October 2020, maps with proposed mission community boundaries were published to help explain how they might work in practice, along with indicative stipendiary numbers for each deanery.

The consultation on the mission community boundaries, which are set out in detail below, has now been completed.

The projection of 120 stipendiary posts is being used to explore whether we have a workable model for local ministry for the diocese as a whole for the medium-term, in the light of the financial challenges facing the diocese. This is based on a total of 160 stipendiary posts for the diocese, a figure which also includes curates, pioneer posts, and senior clergy posts such as Archdeacons and Area Deans. The allocation of stipendiary posts is based on the current formula for allocating posts which weights population and attendance in the ratio 8:3.

The aim is for us to start this new way of working from **January 2022**, as we bring parishes together in our new mission communities for the first time.

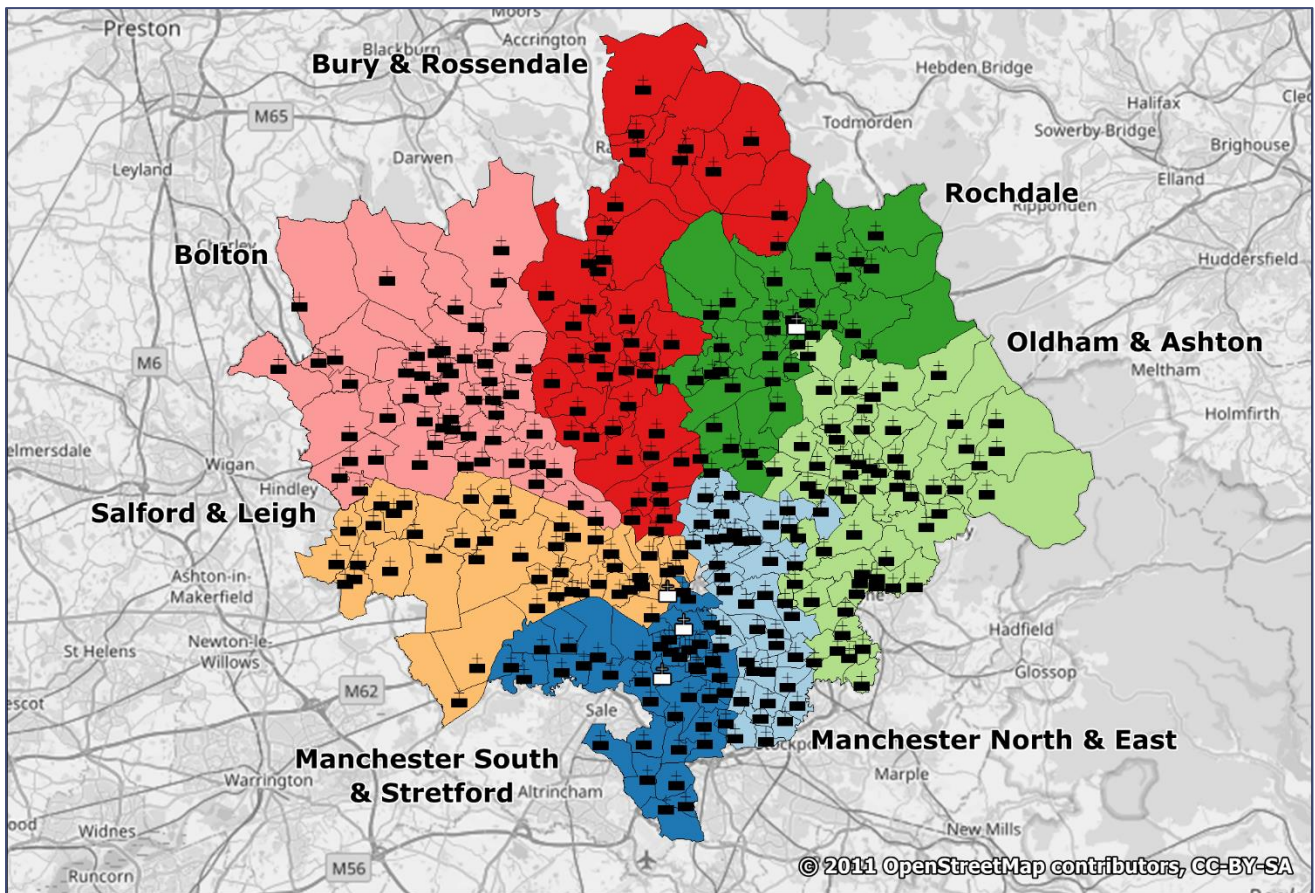
Resulting Deanery Changes

These mission community boundaries mean that the following parishes will need to move into new deaneries to ensure that they are in the same deanery as the other parishes in their mission community. These changes will be addressed formally in 2022.

Parish	Worship Centre	Original Deanery	New Deanery
Failsworth, St John	Failsworth, St John	Manchester North & East	Oldham & Ashton
Hollinwood, St Margaret and Limeside, St Chad	Hollinwood, St Margaret	Oldham & Ashton	Manchester North & East
Salford, Sacred Trinity	Salford, Sacred Trinity	Salford & Leigh	Manchester South & Stretford
Clifton	Clifton, St Anne	Salford & Leigh	Bolton
	Clifton Green, St Thomas		
Kersal Moor, St Paul	Kersal Moor, St Paul	Salford & Leigh	Bury & Rossendale
	Carr Clough, St Andrew		
Balderstone, St Mary	Balderstone, St Mary	Manchester North & East	Oldham & Ashton
Chadderton, Emmanuel	Chadderton, St George	Oldham & Ashton	Manchester North & East

Please note, in previous mission community documents, the **Average Weekly Attendance (AWA) of regular adult attendance** figures have been used to inform the proposals. In this document, the **Total All Age AWA** has been used as this aligns with the measures used in our strategic goals. Both figures can be found in Appendix 2.

Overview

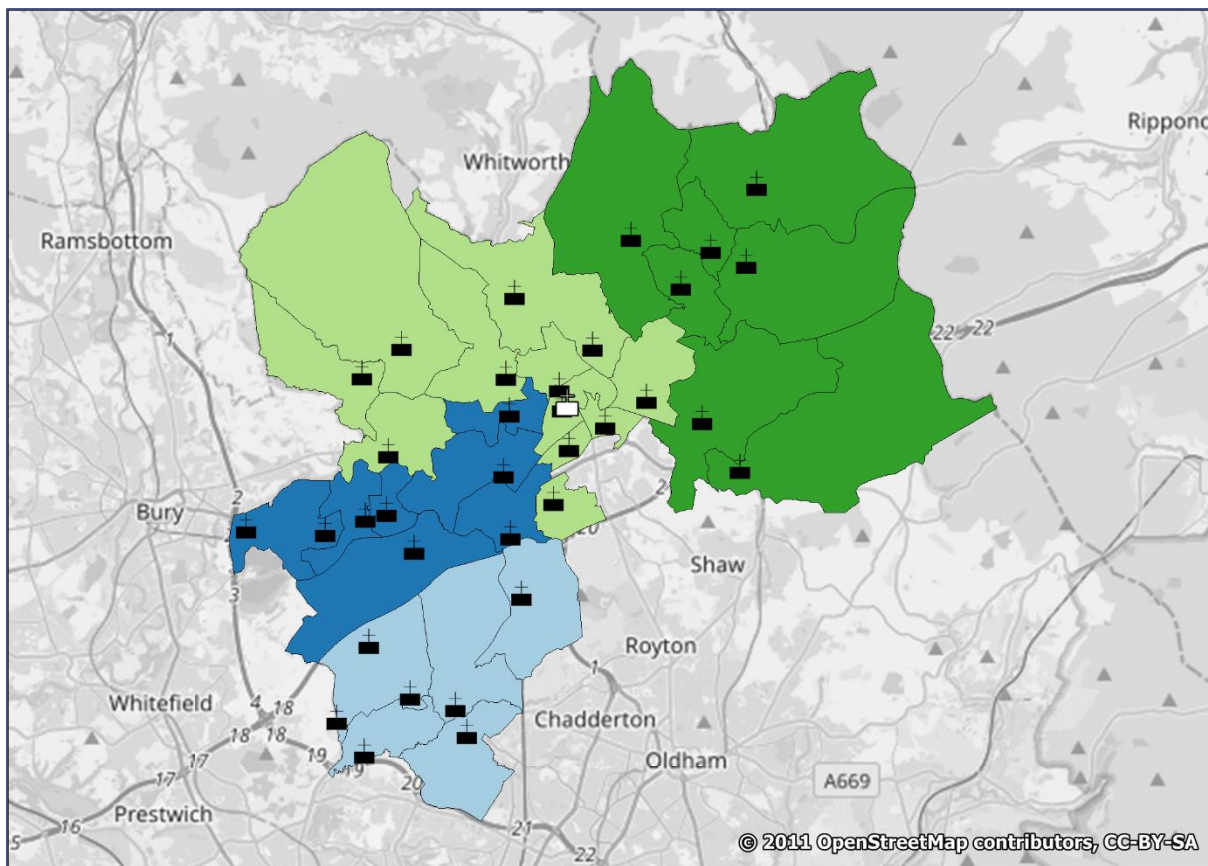


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Deanery	Mission Communities	Population 2020		Total All Age Average Weekly Attendance 2019		Target Stipendiary Allocation 2026
		Total	Av per MC	Total	Av per MC	
Rochdale	4	207,351	51,838	2,288	572	11
Oldham & Ashton	7	364,541	52,077	5,891	842	21
Manchester North & East	4	347,881	86,970	2,479	620	17
Manchester South & Stretford	5	394,645	78,929	3,292	658	20
Bury & Rossendale	5	252,155	50,431	3,359	672	14.5
Bolton	4	300,422	75,106	5,129	1,282	18.5
Salford & Leigh	4	341,937	85,484	3,107	777	18
Total	33	2,208,932	66,937	25,544	774	120

	Worship Centres
	Resource Churches

Rochdale Deanery



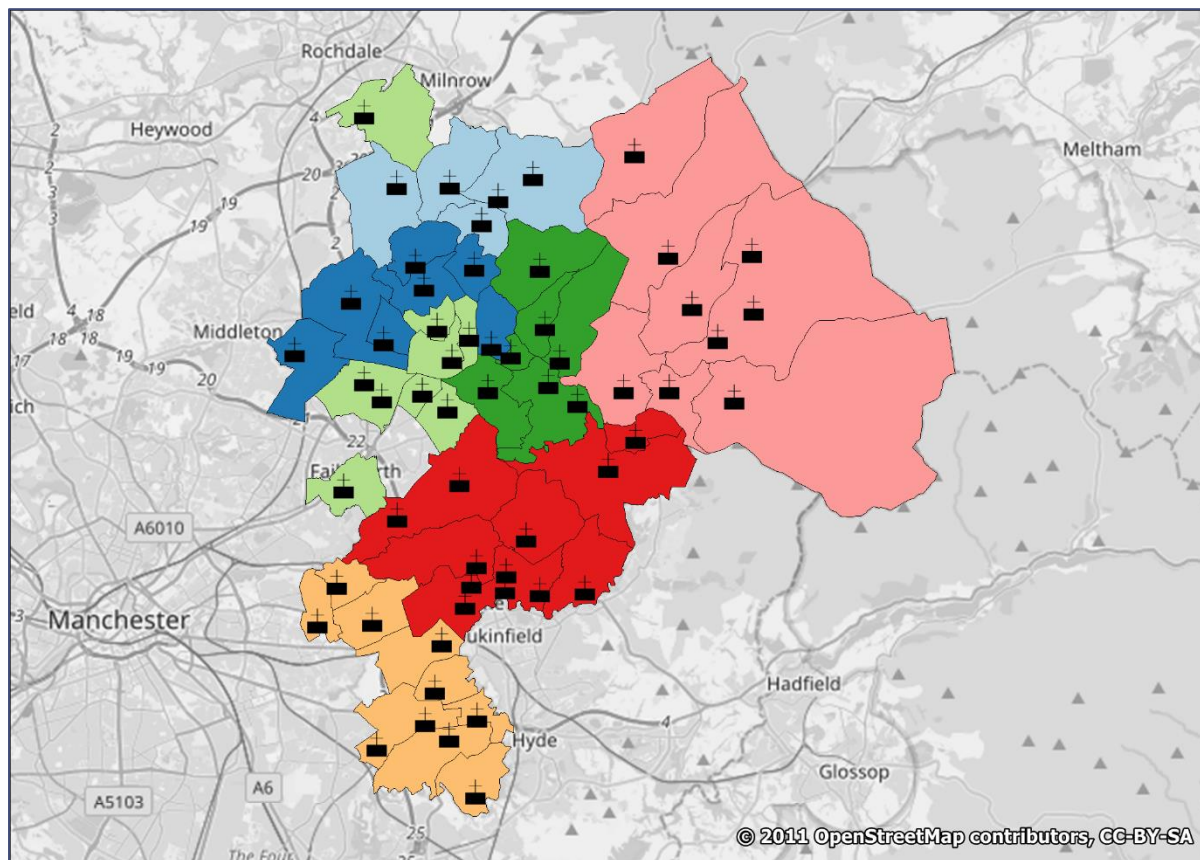
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Mission Community	Population 2020	Total All Age Average Weekly Attendance 2019	Target Stipendiary Allocation 2026
1	46,407	769	3
2	47,044	576	3
3	77,890	616	3
4	36,010	328	2
Total	207,351	2,288	11

Rochdale Deanery

MC	Parish	Worship Centres
1	Langley	Birch, St Mary
		Bowlee, St Thomas
		Langley, All Saints and Martyrs
	Middleton, St Leonard	Middleton, St Leonard
	Rhodes, All Saints	Rhodes, All Saints
	Thornham with Gravel Hole, St John	Thornham, St John
	Tonge-Cum-Alkrington, St Michael	Tonge-Cum-Alkrington, St Michael
2	Castleton, St Martin	Castleton, St Martin
	Heywood, St James	Heywood, St James
	Heywood, St Luke	Heywood, St Luke
	Heywood, St Margaret and Heap Bridge, St George	Heap Bridge, St George
		Heywood, St Margaret
	Hopwood, St John	Hopwood, St John
	Oakenrod, St George	Oakenrod, St George
Sudden, St Aidan and All Souls Heywood	Sudden, St Aidan	
3	Ashworth, St James	Ashworth, St James
	Bamford, St Michael	Bamford, St Michael
	Belfield, St Ann	Belfield, St Ann
	Deeplish, St Luke	Deeplish, St Luke
	Healey, Christ Church	Healey, Christ Church
	Kirkholt, St Thomas	Kirkholt, St Thomas
	Newbold, St Peter	Newbold St Peter
	Norden, St Paul	Norden, St Paul
	Rochdale, St Chad	Rochdale, St Chad
	Rochdale, St Mary in the Baum	Rochdale, St Mary in the Baum
Spotland, St Clement	Spotland, St Clement	
4	Calderbrook, St James	Calderbrook, St James
	Dearnley, St Andrew	Dearnley, St Andrew
	Littleborough, Holy Trinity	Littleborough, Holy Trinity
	Milnrow, St James	Milnrow, St James
	Newhey, St Thomas	Newhey, St Thomas
	Shore, St Barnabas	Shore, St Barnabas
Wardle and Smallbridge	Wardle, St James the Apostle	

Oldham & Ashton Deanery



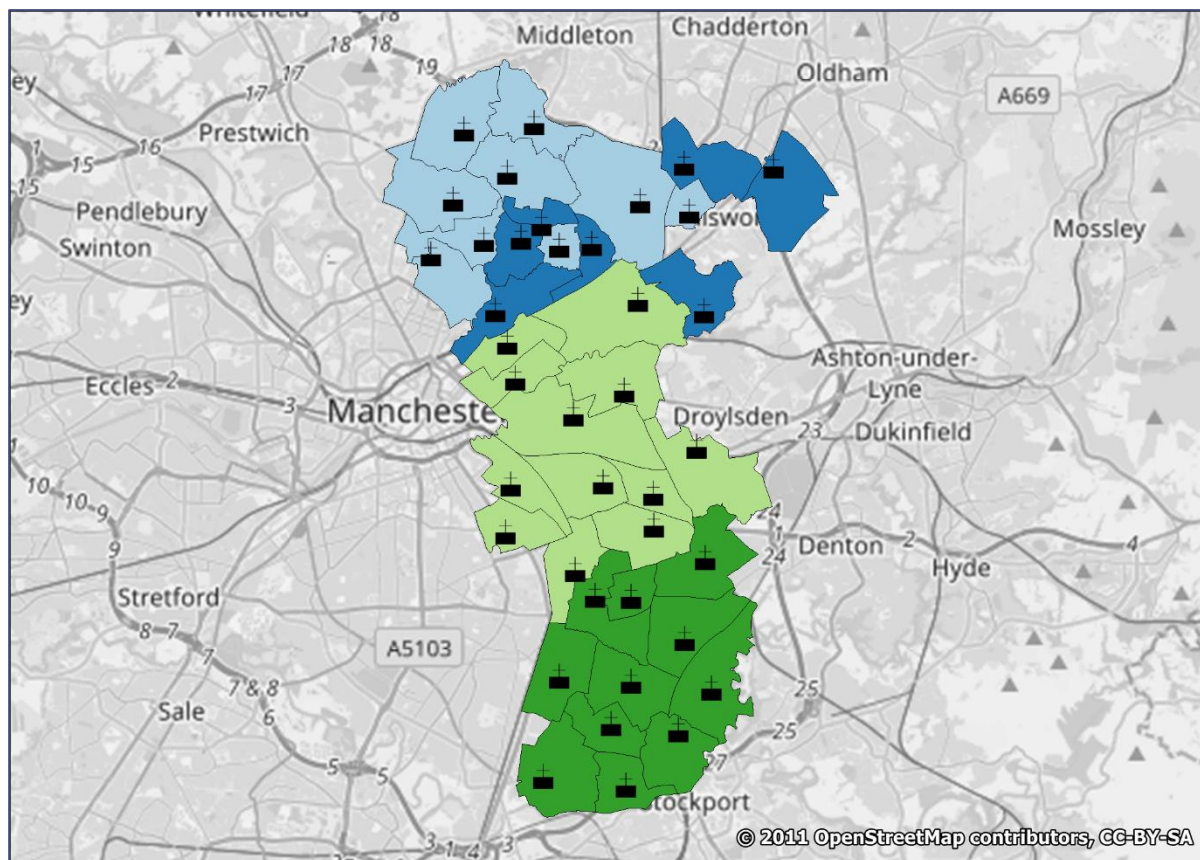
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Mission Community	Population 2020	Total All Age Average Weekly Attendance 2019	Target Stipendiary Allocation 2026
1	24,033	936	2
2	49,699	881	3
3	73,331	737	3
4	50,862	770	3
5	21,640	773	2
6	76,166	1089	4
7	68,860	705	4
Total	364,541	5,891	21

Oldham & Ashton Deanery

MC	Parish	Worship Centres
1	East Crompton, St James	East Crompton, St James St Saviour's Mission
	High Crompton, St Mary	High Crompton, St Mary
	Shaw, Holy Trinity	Shaw, Holy Trinity
	Thornham, St James	Thornham, St James
2	Chadderton, St Mark	Chadderton, St Mark
	Chadderton St Matthew and St Luke	Chadderton St Matthew and St Luke
	Heyside, St Mark	Heyside, St Mark
	Middleton Junction, St Gabriel	Middleton Junction, St Gabriel
	Oldham, St James with St Ambrose	Oldham, St James with St Ambrose
	Royton, St Anne, Longsight	Royton, St Anne, Longsight
Royton, St Paul	Royton, St Paul	
3	Balderstone, St Mary	Balderstone, St Mary
	Chadderton, Christ Church	Chadderton, Christ Church Chadderton, St Saviours
	Coldhurst, Holy Trinity	Coldhurst, Holy Trinity
	Failsworth, St John	Failsworth, St John
	Lower Moor, St Stephen and All Martyrs	Oldham, St Stephen and Lower Moor, All Martyrs
	Oldham, St Mary with St Peter	Oldham, St Mary with St Peter
	Oldham, St Paul	Oldham, St Paul
Werneth, St Thomas	Werneth, St Thomas	
4	Clarksfield, St Barnabas	Clarksfield, St Barnabas
	Glodwick, St Mark with Christ Church	Glodwick, St Mark with Christ Church
	Hey, St John The Baptist	Hey, St John The Baptist
	Leesfield, St Thomas	Leesfield, St Thomas Knolls Lane, St Agnes
	Oldham (Moorside), St Thomas	Moorside, St Thomas
	Waterhead, Holy Trinity	Waterhead, Holy Trinity
5	Denshaw, Christ Church	Denshaw, Christ Church
	Dobcross, Holy Trinity	Dobcross, Holy Trinity
	Friarmere, St Thomas	Friarmere, St Thomas
	Friezland, Christ Church	Friezland, Christ Church
	Greenfield, St Mary	Greenfield, St Mary
	Lydgate, St Anne	Lydgate, St Anne
	Saddleworth, St Chad	Diggle Kilngreen Mission Saddleworth, St Chad Uppermill
6	Ashton Under Lyne, Christ Church	Ashton Under Lyne, Christ Church
	Ashton Under Lyne, The Good Shepherd	Ashton-under-Lyne, Holy Trinity
		Ashton-under-Lyne, St Gabriel
		Ashton-under-Lyne, St James
		Ashton-under-Lyne, St Michael and All Angels
		Ashton-under-Lyne, St Peter
	(Bardsley) Woodhouses	
	Bardsley, Holy Trinity	Bardsley, Holy Trinity
	Hurst, St John The Evangelist	Hurst, St John The Evangelist
	Mossley, St George	Mossley, St George
Roughtown, St John The Baptist	Roughtown, St John the Baptist	
Stalybridge, St George	Stalybridge, St George	
7	Audenshaw, St Hilda	Audenshaw, St Hilda
	Audenshaw, St Stephen	Audenshaw, St Stephen
	Denton, Christ Church	Dane Bank, St George
		Denton Christ Church
	Denton, St Lawrence	Denton, St Lawrence
	Droylsden, St Andrew	Droylsden, St Andrew
	Droylsden, St Martin	Droylsden, St Martin
	Droylsden, St Mary	Droylsden, St Mary
	Haughton Green, St Mary The Virgin	Haughton Green, St Mary The Virgin
Haughton, St Anne	Haughton, St Anne	

Manchester North & East Deanery



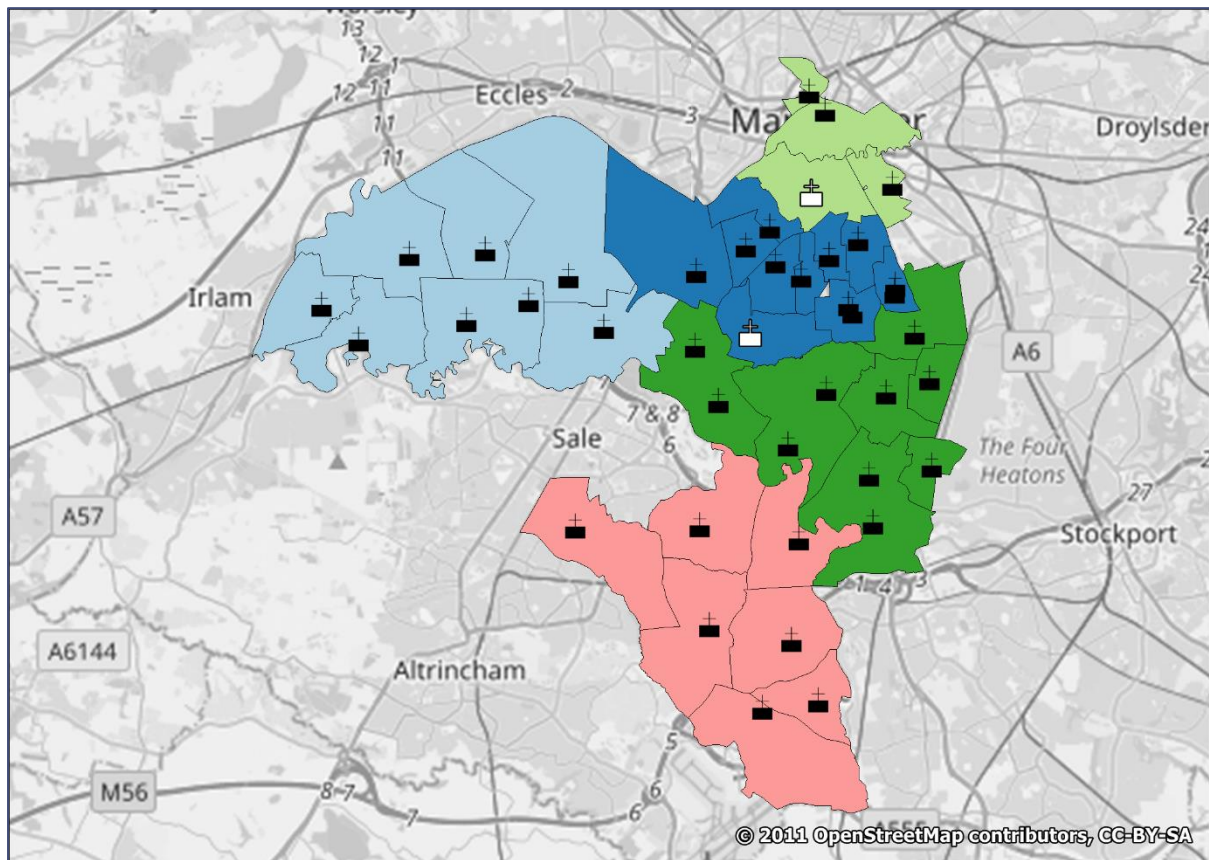
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Mission Community	Population 2020	Total All Age Average Weekly Attendance 2019	Target Stipendiary Allocation 2026
1	82,492	419	4
2	48,436	549	3
3	118,683	710	5
4	98,270	801	5
Total	347,881	2,479	17

Manchester North & East Deanery

MC	Parish	Worship Centres
1	Blackley, St Andrew	Blackley, St Andrew
	Blackley, St Paul	Blackley, St Paul
	Blackley, St Peter	Blackley, St Peter
	Cheetham, St John the Evangelist	Trinity United Church LEP
	Crumpsall, St Matthew with St Mary	Crumpsall, St Matthew with St Mary
	Lower Crumpsall, St Thomas with Cheetham, St Mark	Lower Crumpsall, St Thomas with Cheetham, St Mark
	Moston, St Mary	Moston, St Mary
	Moston, St John	Moston, St John
	New Moston, St Chad	New Moston, St Chad
2	Blackley, Most Holy Trinity	Blackley, Holy Trinity
	Chadderton, Emmanuel	Chadderton, St George
	Collyhurst, The Saviour	Collyhurst, The Saviour
	Failsworth, The Holy Family	Failsworth, The Holy Family
	Harpurhey, Christ Church	Harpurhey, Christ Church
	Hollinwood, St Margaret and Limeside, St Chad	Hollinwood, St Margaret
	Lightbowne, St Luke	Lightbowne, St Luke
3	Birch-in-Rusholme, St Agnes with Longsight, St John with St Cyprian	Birch-in-Rusholme, St Agnes with Longsight, St John with St Cyprian
	Clayton, St Cross with St Paul	Clayton, St Cross with St Paul
	Eastlands	Eastlands, Church of the Resurrection and St Barnabas
	Gorton with Abbey Hey	Gorton, St James
	Gorton, Emmanuel	Gorton, Emmanuel
	Gorton, St Philip	Gorton, St Philip
	Higher Openshaw, St Clement	Openshaw, St Clement
	Longsight, St. Luke	Longsight, St Luke
	Manchester, The Apostles	Manchester, Church of the Apostles
	Miles Platting, St Cuthbert	Miles Platting, St Cuthbert
	Newton Heath	Newton Heath
Victoria Park, St Chrysostom	Victoria Park, St Chrysostom	
4	Burnage, St Margaret	Burnage, St Margaret
	Heaton Chapel, St Thomas	Heaton Chapel, St Thomas
	Heaton Mersey, St John The Baptist	Heaton Mersey, St John The Baptist
	Heaton Moor, St Paul	Heaton Moor, St Paul
	Heaton Norris, Christ with All Saints	Heaton Norris, Christ with All Saints
	Heaton, Reddish, St Mary	Heaton, Reddish, St Mary
	Levenshulme, St Mark	Levenshulme, St Mark
	Levenshulme, St Peter With St Andrew	Levenshulme, St Peter With St Andrew
	Norris Bank, St Martin	Norris Bank, St Martin
North Reddish, St Agnes	North Reddish, St Agnes	
Reddish, St Elisabeth	Reddish, St Elisabeth	

Manchester South & Stretford Deanery



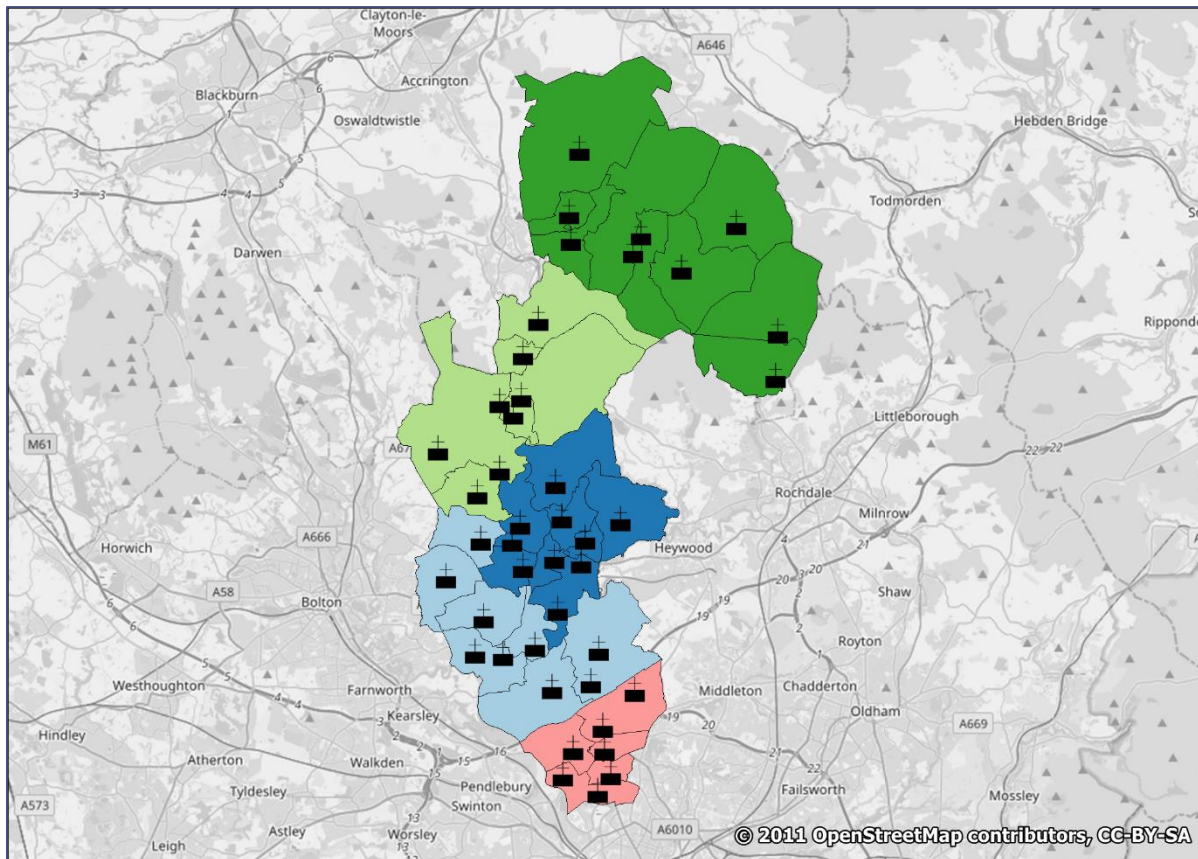
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Mission Community	Population 2020	Total All Age Average Weekly Attendance 2019	Target Stipendiary Allocation 2026
1	63,724	671	3
2	85,738	1,166	5
3	63,497	240	2.5
4	98,477	858	5.5
5	83,209	438	4
Total	394,645	3,292	20

Manchester South & Stretford Deanery

MC	Parish	Worship Centres
1	Davyhulme, Christ Church	Davyhulme, Christ Church
	Davyhulme, St Mary The Virgin	Davyhulme, St Mary The Virgin
	Flixton, St John	Flixton, St John
	Flixton, St Michael	Flixton, St Michael
	Stretford, All Saints	Stretford, All Saints
	Stretford, St Matthew	Stretford, St Matthew
	Urmston, St Clement	Humphrey Park, Branch Church Urmston, St Clement
2	Chorlton-Cum-Hardy, St Werburgh	Chorlton-cum-Hardy, St Werburgh
	Firwood and Gorse Hill	Firwood and Gorse Hill
	Moss Side, Christ Church	Moss Side, Christ Church
	Moss Side, St James with St Clement	Moss Side, St James with St Clement
	Old Trafford, St. Bride	Stretford (Old Trafford), St. Bride
	Old Trafford, St John The Evangelist	Old Trafford, St John The Evangelist
	Rusholme, Holy Trinity	Fallowfield, Trinity Community Church
		Rusholme, Holy Trinity
		Rusholme, Trinity Community Church
	Whalley Range, St Edmund	Whalley Range, St Edmund
	Whalley Range, St Margaret	Whalley Range, St Margaret
Withington, St Crispin	Withington, St Crispin	
3	Brunswick, Christ Church	Brunswick, Christ Church
	Hulme, The Ascension	Hulme, The Ascension
	Manchester, St Ann	Manchester, St Ann
	Salford, Sacred Trinity	Salford, Sacred Trinity
4	Birch with Fallowfield	Birch with Fallowfield: Holy Innocents & St James
	Burnage, St Nicholas	Burnage, St Nicholas
	Chorlton-cum-Hardy, St Clement	Chorlton-cum-Hardy, St Barnabus
		Chorlton-cum-Hardy, St Clement
	Didsbury, St James and Emmanuel	Didsbury, Emmanuel
		Didsbury, St James
	Ladybarn, St Chad	Ladybarn, St Chad
	West Didsbury, Christ Church and Withington, St Christopher	Didsbury, Christ Church
Withington, St Christopher		
Withington, St Paul	Withington, St Paul	
5	Baguley, St John the Divine (Brooklands)	Baguley, St John (Brooklands)
	Benchill, St Luke	Benchill, St Luke
	Lawton Moor, St Michael & All Angels	Lawton Moor, St Michael and All Angels
	Northenden, St Wilfrid	Northenden, St Wilfrid
	Wythenshawe, St Martin with St Francis	Wythenshawe, St Martin with St Francis
	Wythenshawe, St Richard of Chichester (Peel Hall)	Wythenshawe, St Richard of Chichester (Peel Hall)
	Wythenshawe, William Temple	Wythenshawe, William Temple

Bury & Rossendale Deanery



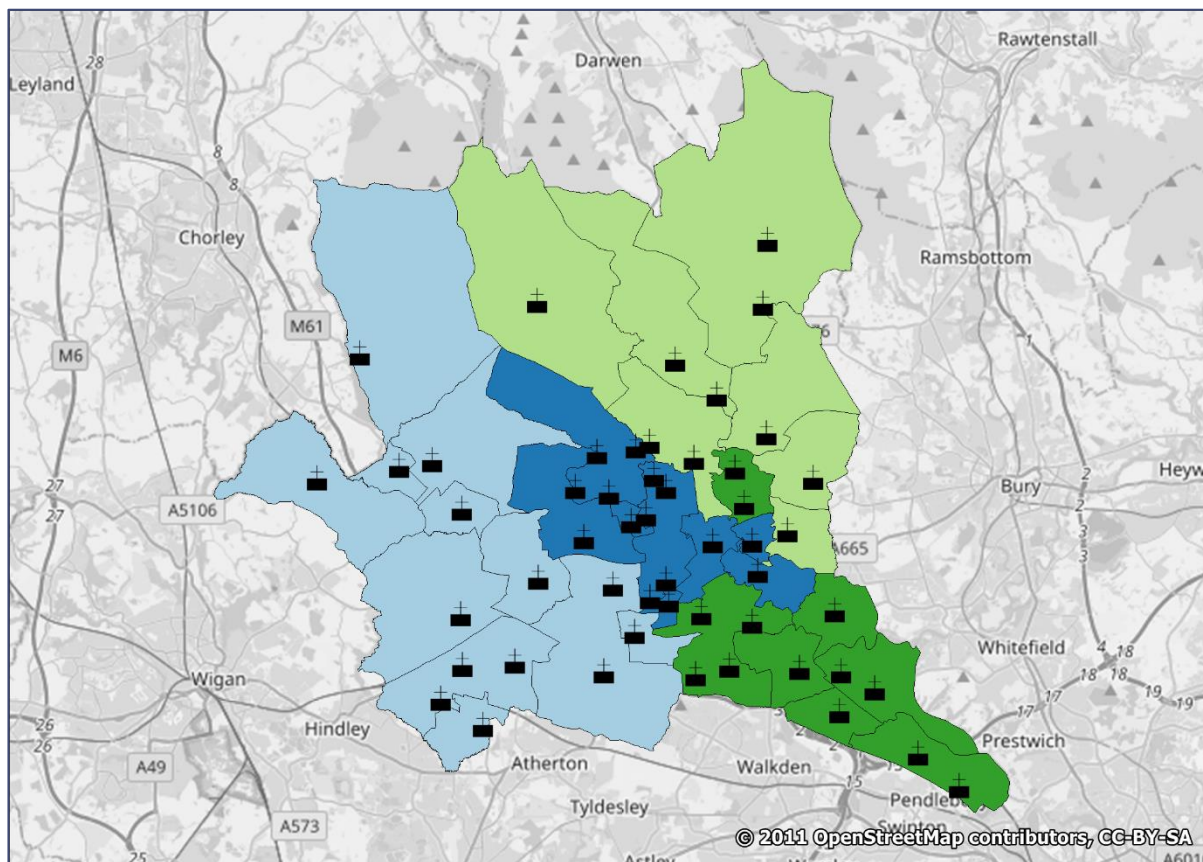
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Mission Community	Population 2020	Total All Age Average Weekly Attendance 2019	Target Stipendiary Allocation 2026
1	69,461	813	4
2	62,513	994	3
3	28,058	597	2
4	48,966	507	3
5	43,157	448	2.5
Total	252,155	3,359	14.5

Bury & Rossendale Deanery

MC	Parish	Worship Centres
1	Ainsworth, Christ Church	Ainsworth, Christ Church
	Hillock and Unsworth	Hillock, St Andrew
		Unsworth St George
	Radcliffe, St Andrew	Radcliffe, St Andrew
	Radcliffe, St Mary	Radcliffe, St Mary
	Radcliffe, St Thomas and St John	Radcliffe, St Thomas and St John
	Stand, All Saints	Stand, All Saints
Walshaw, Christ Church	Walshaw, Christ Church	
2	Birclie, St John The Baptist	Birclie, St John The Baptist
	Bury, Roch Valley	Bury, St Peter
		Pimhole, St Thomas
	Bury, St John with St Mark	Bury, St John with St Mark
	Bury, St Mary The Virgin	Bury, St Mary The Virgin
	Bury, St Paul	Bury, St Paul
	Elton, St Stephen	Elton, St Stephen
	Kirklees Valley	Elton, All Saints
Woolfold, St James		
Walmersley, Christ Church	Walmersley, Christ Church	
3	Edenfield	Edenfield
	Holcombe and Hawkshaw	Hawkshaw, St Mary
		Holcombe Brook, The Emmanuel Church Centre
		Holcombe, Emmanuel
	Ramsbottom, St Andrew	Ramsbottom, St Andrew
	Ramsbottom, St John and St Paul	Ramsbottom, St John and St Paul
	Stubbins, St Philip	Stubbins, St Philip
Tottington, St Anne	Tottington, St Anne	
4	Bacup, Christ Church with St John	Bacup, Christ Church with St John
	Constable Lee, St Paul	Constable Lee, St Paul
	Edgeside, St Anne	Edgeside, St Anne
	Facit, St John The Evangelist	Facit, St John The Evangelist
	Goodshaw, St Mary and All Saints with Crawshawbooth St John	Goodshaw, St Mary and All Saints with Crawshawbooth St John
	Newchurch, St Nicholas with St John and St Michael	Newchurch, St Nicholas with St John
	Rawtenstall, St Mary	Rawtenstall, St Mary
	Tunstead, Holy Trinity with Bacup, St Saviour	Tunstead, Holy Trinity
Whitworth, St Bartholomew	Whitworth, St Bartholomew	
5	Kersal Moor, St Paul	Carr Clough, St Andrew
		Kersal Moor, St Paul
	Prestwich, St Gabriel	Prestwich, St Gabriel
	Prestwich, St Hilda	Prestwich, St Hilda
	Prestwich, St Margaret (Holyrood)	Prestwich, St Margaret (Holyrood)
		Simister, St George
Prestwich, St Mary	Prestwich, St Mary	

Bolton Deanery



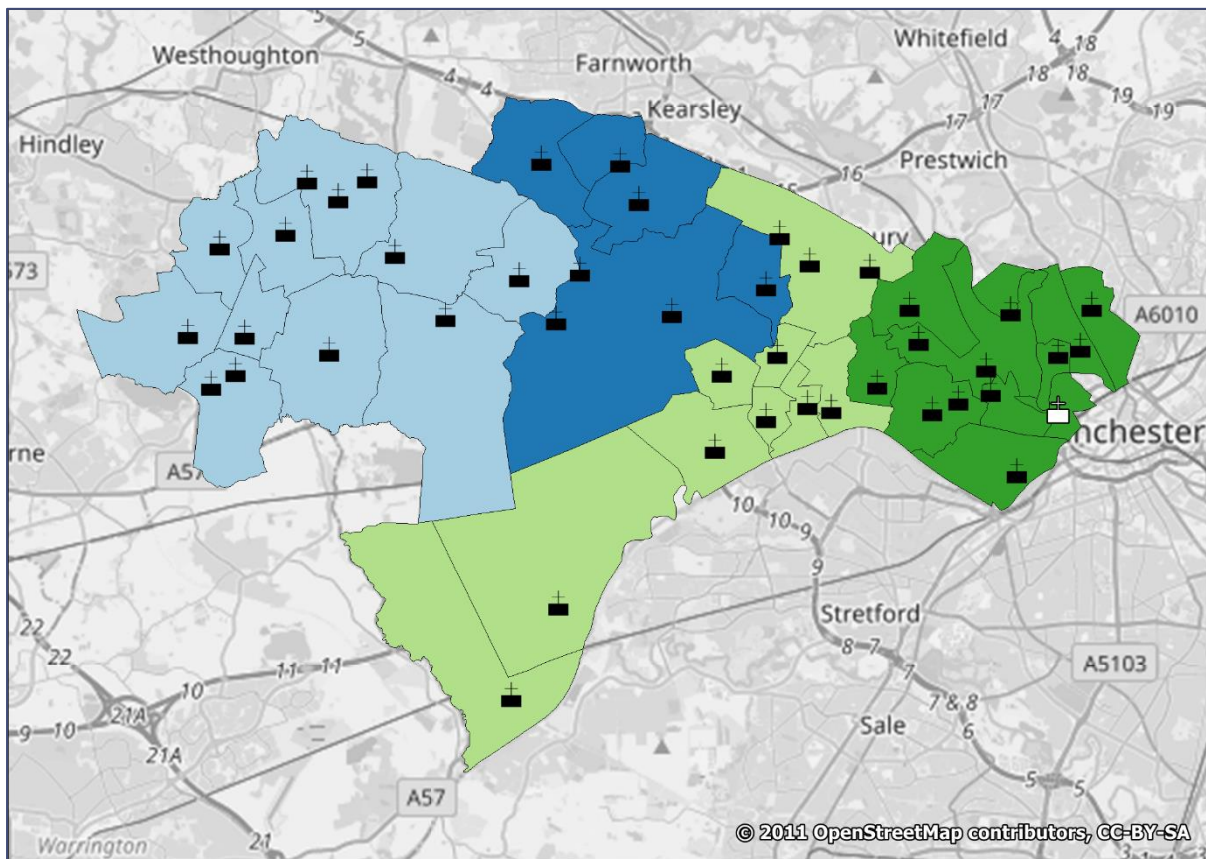
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Mission Community	Population 2020	Total All Age Average Weekly Attendance 2019	Target Stipendiary Allocation 2026
1	78,126	1,567	5
2	78,145	1,402	5
3	59,449	964	4
4	84,702	1,196	4.5
Total	300,422	5,129	18.5

Bolton Deanery

MC	Parish	Worship Centres
1	Blackrod, St Katharine	Blackrod, St Katharine
	Bolton le Moors, St Bede	Bolton le Moors, St Bede
	Daisy Hill, St James	Daisy Hill, St James
	Deane, St Mary The Virgin	Deane, St Mary the Virgin
		Over Hulton, St Andrew
	Horwich, Holy Trinity	Horwich, Holy Trinity
	Horwich, St Catherine	Horwich, St Catherine
	Horwich, St Elizabeth	Horwich, St Elizabeth
	Lostock, St Thomas and St John	Lostock, St Thomas and St John
	Rivington	Rivington
	Westhoughton, St Bartholomew	Westhoughton, St Bartholomew
		Chequerbent, St Thomas
The Hoskers, St George's LEP		
Wingates, St John The Evangelist	Wingates, St John The Evangelist	
2	Bolton le Moors, St Peter	Bolton le Moors, St Peter
	Bolton le Moors, St Philip	Bolton le Moors, St Philip
	Halliwell, St Margaret	Halliwell, St Margaret
	Halliwell, St Peter	Barrow Bridge Mission
		Halliwell, St Peter
		Johnson Fold, St Andrew
		Smithills Hall Chapel
	Heaton, Christ Church	Heaton, Christ Church
	Lever Bridge	Lever Bridge, St Stephen and All Martyrs
	Tonge Fold, St Chad	Tonge Fold, St Chad
	West Bolton	Daubhill, St George the Martyr
		Emmanuel Church Centre
Halliwell, St Luke		
Halliwell, St Paul		
	St Thomas the Apostle	
3	Astley Bridge, St Paul	Astley Bridge, St Paul
	Belmont, St Peter	Belmont, St Peter
	Bolton, St James (Brightmet)	Bolton, St James (Brightmet)
	Bradshaw, St Maxentius	Bradshaw, St Maxentius
	Harwood, Christ's Church	Harwood, Christ's Church
	Turton, St Anne	Edgworth, St James Mission Church
		Turton, St Anne
Walmsley, Christ Church	Bromley Cross, St Andrew	
	Walmsley, Christ Church	
4	Clifton	Clifton Green, St Thomas
		Clifton, St Anne
	Farnworth and Kearsley	Farnworth, St John the Evangelist
	Kearsley Moor, St Stephen	Kearsley Moor, St Stephen
	Little Lever, St Matthew	Little Lever, St Matthew
	Seven Saints	Bolton le Moors, St Simon and St Jude
		Great Lever, St Michael and St Bartholomew
		New Bury, St Catherine
		New Bury, St George
	Stoneclough	Prestolee, Holy Trinity
Ringley, St Saviour		
Tonge Moor, St Augustine	Crompton Way, St Aidan	
	Tonge Moor, St Augustine	

Salford & Leigh Deanery



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Mission Community	Population 2020	Total All Age Average Weekly Attendance 2019	Target Stipendiary Allocation 2026
1	100,076	1,165	5
2	57,402	606	3
3	84,979	735	4
4	99,480	671	5
TBC	-	-	1
Total	341,937	3,176	18

Salford & Leigh Deanery

MC	Parish	Worship Centres
1	Astley, St Stephen	Astley, St Stephen
	Atherton and Hindsford	Atherton, St Philip
		Atherton, St John the Baptist
		Atherton, St George
	Bedford, St Thomas and All Saints	Bedford Leigh, All Saints Mission
	Howe Bridge, St Michael And All Angels	Howe Bridge, St Michael And All Angels
	Leigh, St Mary The Virgin	Leigh, St Mary The Virgin
	Mosley Common, St John the Evangelist	Mosley Common, St John
	Pennington, Christ Church	Pennington, Christ Church
		Sports Village Church
	Tyldesley cum Shakerley, St George	Tyldesley, St George
Westleigh, St Paul	Westleigh, St Paul	
Westleigh, St Peter	Westleigh, St Peter	
2	Little Hulton, St John The Baptist	Little Hulton, St John The Baptist
	Peel, St Paul	Peel, St Paul
	Swinton, Holy Rood	Swinton, Holy Rood
	Walkden Moor, St Paul	Walkden Moor, St Paul
	Worsley, St Mark	Boothstown, St Andrew
		Ellenbrook, St Mary the Virgin
Worsley, St Mark		
3	Barton with Peel Green, St Michael and All Angels with St Catherine	Barton Peel Green, St Michael and All Angels with St Catherine
	Cadishead, St Mary The Virgin	Cadishead, St Mary The Virgin
	Eccles, St Andrew	Eccles, St Andrew
	Eccles, St Mary	Eccles, St Mary The Virgin
	Irlam, St John The Baptist	Irlam, St John The Baptist
	Monton, St Paul	Monton, St Paul
	Patricroft, Christ Church	Pantricroft, Christ Church
	Swinton and Pendlebury	Pendlebury, St Augustine
		Swinton, St Peter
		Wardley, All Saints
Winton, St Mary Magdalene	Winton, St Mary Magdalene	
4	Higher Broughton, St James	Higher Broughton, St James
	Hope, St James	Hope, St James
	Lower Broughton, St Clement with St Matthias	Lower Broughton, St Clement with St Matthias
	Lower Broughton, The Ascension	Lower Broughton, The Ascension
	Lower Kersal, St Aidan	Lower Kersal, St Aidan
	Ordsall and Salford Quays	Ordsall and Salford Quays
	Pendlebury, St John the Evangelist	Pendlebury, St John the Evangelist
	Pendleton and Claremont	Claremont, Holy Angels
		Pendleton, St Thomas
	Salford, St Paul with Christ Church	Salford, St Paul with Christ Church
	Salford, St Philip with St Stephen	Salford, St Philip with St Stephen
	Weaste, Seedley and Langworthy	Emmanuel LEP
		Weaste, St Luke with All Saints

Appendix 2 Population and Attendance

Manchester Diocese - Overview

Deanery	Mission Community	Population 2020	Low IMD	High IMD	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
Rochdale	1	46,407	2%	27%	428	404	418	400	453	405		769
	2	47,044	3%	31%	332	326	335	334	330	327		576
	3	77,890	0%	80%	432	353	416	457	416	321		616
	4	36,010	5%	53%	317	290	274	300	263	243		328
		207,351			1,509	1,373	1,442	1,491	1,461	1,296		2,288
Oldham and Ashton	1	24,033	10%	43%	483	447	449	480	431	436		936
	2	49,699	2%	38%	598	522	468	488	483	489		881
	3	98,491	0%	10%	562	593	594	605	545	533		1,096
	4	50,862	2%	60%	390	410	409	420	418	443		770
	5	21,640	66%	90%	391	390	357	419	396	491		773
	6	50,956	3%	43%	356	350	317	299	321	291		730
	7	68,860	6%	25%	443	399	387	420	400	382		705
		364,541			3,222	3,109	2,979	3,129	2,993	3,064		5,891
Manchester North and East	1	82,492	1%	11%	316	331	280	284	248	226		419
	2	48,436	0%	18%	349	376	371	370	316	347		549
	3	118,683	0%	7%	375	355	353	372	340	364		710
	4	98,270	4%	76%	476	427	428	426	422	435		801
		347,881			1,516	1,489	1,432	1,453	1,325	1,371		2,479
Manchester South and Stretford	1	63,724	18%	83%	464	432	435	390	365	353		671
	2	38,455	1%	20%	811	753	774	863	715	697		1,085
	3	63,497	7%	19%	177	172	160	151	165	167		240
	4	98,477	8%	52%	534	528	511	500	539	553		858
	5	83,209	1%	31%	317	272	239	264	222	219		438
		347,362			2,302	2,157	2,119	2,169	2,005	1,988		3,292
Bury and Rossendale	1	69,461	7%	83%	483	455	483	464	461	495		813
	2	62,513	1%	42%	571	601	553	554	465	517		994
	3	28,058	42%	94%	407	391	394	367	350	357		597
	4	48,966	6%	70%	360	349	365	324	305	318		507
	5	43,157	16%	58%	362	299	370	437	405	341		448
		252,155			2,182	2,095	2,164	2,145	1,986	2,027		3,359
Bolton	1	78,126	10%	88%	1,072	1,076	1,012	958	891	896		1,567
	2	78,145	1%	71%	937	929	895	827	826	813		1,402
	3	59,449	5%	94%	687	698	712	657	673	652		964
	4	84,702	3%	61%	593	628	588	582	604	610		1,196
		300,422			3,288	3,331	3,207	3,024	2,994	2,971		5,129
Salford and Leigh	1	100,076	3%	63%	727	720	662	637	641	575		1,095
	2	57,402	1%	80%	384	379	357	325	323	354		606
	3	84,979	2%	46%	513	492	492	455	423	416		735
	4	99,480	0%	21%	335	319	342	399	430	723		671
		341,937			1,958	1,909	1,853	1,816	1,818	2,068		3,107
Manchester Diocese		2,161,649			15,977	15,463	15,195	15,226	14,581	14,785		25,544

Rochdale

Parish	Population 2020	IMD percentile	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
Langley	12,132	2%	79	81	84	76	92	71		86
Middleton, St Leonard	13,606	8%	103	88	80	80	75	83		157
Rhodes, All Saints	4,579	8%	24	25	25	25	27	25		28
Thornham with Gravel Hole	2,032	11%	59	66	61	60	47	54		88
Tonge-cum-Alkrington, St Michael	14,058	27%	162	145	168	159	213	172		410
Mission Community 1	46,407		428	404	418	400	453	405		769
Castleton, St Martin	6,370	8%	55	50	52	50	45	42		66
Heywood, St James	8,680	4%	20	22	19	17	13	16		17
Heywood, St Luke	4,095	3%	22	27	27	25	23	24		58
Heywood, St Margaret and Heap Bridge, St George	7,110	4%	46	45	45	41	43	41		70
Hopwood, St John	7,668	31%	67	68	69	70	74	72		138
Oakenrod, St George	4,090	9%	47	43	49	35	38	38		76
Sudden, St Aidan	9,031	7%	77	72	75	96	94	94		151
Mission Community 2	47,044		332	326	335	334	330	327		576
Ashworth, St James	115	21%	18	6	15	18	17	12		17
Bamford, St Michael	3,702	77%	108	74	133	178	119	81		167
Belfield, St Ann	9,265	3%	28	28	34	21	25	19		20
Deeplish, St Luke	5,410	3%	31	24	29	25	21	17		23
Healey, Christ Church	15,500	44%	39	38	34	51	59	42		59
Kirkholt, St Thomas	5,138	0%	22	22	23	11	13	20		32
Newbold, St Peter	3,535	0%	11	13	13	14	14	16		151
Norden, St Paul	7,997	80%	58	49	55	55	49	41		61
Rochdale, St Chad	8,104	1%	48	33	28	33	42	35		42
Rochdale, St Mary in the Baum	9,025	1%	31	31	18	20	21	12		14
Spotland, St Clement	10,099	11%	37	36	35	34	36	27		32
Mission Community 3	77,890		432	353	416	457	416	321		616
Calderbrook, St James	2,209	14%	15	16	16	19	19	19		42
Dearnley, St Andrew	7,545	53%	91	82	78	75	75	72		74
Littleborough, Holy Trinity	3,227	20%	35	35	34	39	29	29		40
Milnrow, St James	7,987	30%	51	50	54	55	49	43		51
Newhey, St Thomas	3,228	23%	43	41	38	42	41	34		56
Shore, St Barnabas	3,119	48%	45	52	41	45	37	34		35
Wardle and Smallbridge	8,695	5%	38	14	14	27	14	14		31
Mission Community 4	36,010		317	290	274	300	263	243		328
Rochdale	207,351		1509	1373	1442	1491	1461	1296		2288

Oldham & Ashton

Parish	Population 2020	IMD percentile	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
East Crompton, St James	9,703	20%	146	157	150	166	133	116		210
High Crompton, St Mary	4,678	43%	146	111	119	133	129	129		329
Shaw, Holy Trinity	4,549	10%	72	74	59	64	70	85		204
Thornham, St James	5,103	41%	119	105	122	117	100	107		193
Mission Community 1	24,033		483	447	449	480	431	436		936
Chadderton, St Mark	8,331	3%	47	36	29	34	29	35		35
Chadderton, St Matthew with St Luke	9,420	38%	151	144	142	135	135	149		283
Heyside, St Mark	3,780	36%	59	50	45	56	57	52		96
Middleton Junction, St Gabriel	7,828	28%	83	46	36	51	36	35		103
Oldham, St James with St Ambrose	5,861	2%	45	45	43	43	32	31		102
Royton, St Anne, Longsight	7,522	23%	91	81	79	81	85	86		118
Royton, St Paul	6,957	24%	123	121	94	88	109	101		145
Mission Community 2	49,699		598	522	468	488	483	489		881
Balderstone, St Mary	11,288	5%	57	54	56	52	41	35		44
Chadderton, Christ Church	16,893	5%	102	126	123	136	103	105		167
Coldhurst, Holy Trinity	4,426	2%	29	37	33	26	25	17		22
Failsforth, St John	10,800	10%	71	64	62	70	74	62		121
Lower Moor, St Stephen and All Martyrs	2,322	0%	36	42	44	33	26	19		26
Oldham, St Mary with St Peter	6,364	0%	70	73	71	61	65	65		83
Oldham, St Paul	14,788	4%	40	45	39	42	38	35		62
Werneth, St Thomas	6,450	2%	34	29	30	32	33	31		214
Mission Community 3	73,331		438	468	456	451	404	368		737
Clarksfield, St Barnabas	6,291	2%	33	39	36	41	34	37		49
Glodwick, St Mark with Christ Church	16,738	2%	50	43	43	40	21	21		23
Hey, St John the Baptist	6,408	60%	88	101	103	120	137	120		216
Leesfield, St Thomas	7,603	4%	96	104	93	80	75	78		118
Oldham, (Moorside), St Thomas	8,651	18%	67	61	56	61	63	67		140
Waterhead, Holy Trinity	5,171	5%	56	63	79	77	88	120		225
Mission Community 4	50,862		390	410	409	420	418	443		770
Denshaw, Christ Church	922	66%	25	22	15	26	17	17		46
Dobcross, Holy Trinity	2,783	88%	40	32	31	32	34	33		55
Friarmere, St Thomas	2,294	71%	54	59	57	61	54	51		71
Friezland, Christ Church	2,421	90%	49	69	48	52	43	127		132
Greenfield, St Mary	3,192	87%	80	72	67	79	99	102		162
Lydgate, St Anne	5,323	82%	51	49	49	81	77	86		191
Saddleworth, St Chad	4,705	86%	92	87	90	88	73	77		118
Mission Community 5	21,640		391	390	357	419	396	491		773
Ashton-under-Lyne, Christ Church	11,937	9%	127	105	85	61	84	66		241
Ashton-under-Lyne, The Good Shepherd	19,140	3%	94	95	96	97	99	87		119
Bardsley, Holy Trinity	9,700	7%	78	79	96	106	95	114		220
Hurst, St John the Evangelist	15,460	5%	46	46	42	49	46	51		194
Mossley, St George	8,042	16%	63	63	52	48	53	54		118
Roughtown, St John the Baptist	3,672	43%	15	15	18	17	14	16		94
Stalybridge, St George	8,165	4%	58	73	66	75	71	68		105
Mission Community 6	76,116		480	475	455	453	462	456		1089
Audenshaw, St Hilda	7,074	8%	25	24	22	23	21	22		25
Audenshaw, St Stephen	7,294	20%	28	25	25	23	20	23		67
Denton, Christ Church	6,701	25%	74	60	65	59	60	63		146
Denton, St Lawrence	9,287	11%	42	43	42	45	56	37		110
Droylsden, St Andrew	7,017	6%	26	28	28	28	29	26		34
Droylsden, St Martin	5,616	10%	53	47	45	40	45	34		68
Droylsden, St Mary	14,138	13%	65	55	56	70	60	47		90
Haughton, St Anne	8,124	10%	30	24	23	26	18	33		132
Haughton Green, St Mary the Virgin	3,609	9%	102	94	82	107	92	98		36
Mission Community 7	68,860		443	399	387	420	400	382		705
Oldham and Ashton	364,541		3222	3109	2979	3129	2993	3064		5891

Manchester North & East

Parish	Population 2020	IMD percentile	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
Blackley, St Andrew	7,826	3%	52	52	36	36	32	28		38
Blackley, St Paul	8,210	1%	50	50	49	51	45	45		89
Blackley, St Peter	6,735	2%	29	29	24	35	21	21		26
Cheetham	12,944	3%	19	21	13	13	13	8		13
Crumpsall, St Matthew with St Mary	13,888	5%	37	46	39	38	37	32		36
Lower Crumpsall, St Thomas with Cheetham, St Mark	7,300	3%	22	24	18	18	18	18		22
Moston, St John	5,275	1%	29	28	29	32	26	26		45
Moston, St Mary	16,755	4%	41	50	41	38	35	27		128
New Moston, St Chad	3,559	11%	39	33	32	25	22	22		22
Mission Community 1	82,492		316	331	280	284	248	226		419
Blackley, Most Holy Trinity	4,915	2%	48	48	43	44	45	39		70
Chadderton, Emmanuel	5,888	18%	55	51	46	56	62	67		98
Collyhurst, the Saviour	4,543	0%	27	21	24	21	18	22		28
Failsforth, the Holy Family	8,378	14%	64	85	76	72	74	65		117
Harpurhey, Christ Church	4,911	0%	74	74	97	97	52	86		142
Hollinwood, St Margaret and Limeside, St Chad	14,164	2%	60	70	60	47	48	47		62
Lightbowne, St Luke	5,637	1%	22	27	26	34	18	22		33
Mission Community 2	48,436		349	376	371	370	316	347		549
Birch-in-Rusholme, St Agnes with Longsight, St John with St Cyprian	15,849	4%	50	35	31	27	28	30		33
Clayton, St Cross with St Paul	7,477	1%	41	29	32	52	46	46		69
Eastlands	12,887	2%	38	37	41	55	44	44		81
Gorton with Abbey Hey	5,759	1%	34	31	30	29	30	39		86
Gorton, Emmanuel	6,028	1%	12	9	8	7	10	11		43
Gorton, St Philip	11,514	1%	16	16	10	8	8	8		8
Higher Openshaw, St Clement	11,033	2%	52	54	57	69	67	68		190
Longsight, St Luke	7,952	2%	32	32	27	27	27	15		30
Manchester, Church of the Apostles	8,198	2%	10	9	12	8	8	8		13
Miles Platting, St Cuthbert	3,140	0%	13	16	14	12	8	9		13
Newton Heath	12,392	0%	42	52	46	37	36	42		60
Victoria Park, St Chrysostom	16,454	7%	35	35	47	43	30	45		85
Mission Community 3	118,683		375	355	353	372	340	364		710
Burnage, St Margaret	11,490	6%	72	70	72	71	67	65		92
Heaton Chapel, St Thomas	8,128	59%	44	44	46	40	40	28		35
Heaton Mersey, St John the Baptist	8,898	76%	68	71	55	72	61	67		126
Heaton Moor, St Paul	5,671	74%	48	32	61	46	47	26		49
Heaton Norris, Christ with All Saints	7,172	5%	21	19	20	25	22	32		44
Heaton, Reddish, St Mary	6,657	15%	29	28	19	24	35	28		113
Levenshulme, St Mark	5,539	4%	19	22	24	19	17	19		24
Levenshulme, St Peter with St Andrew	14,826	5%	28	24	29	25	29	33		40
Norris Bank, St Martin	4,806	44%	24	17	14	10	13	54		82
North Reddish, St Agnes	13,251	11%	67	47	35	33	34	28		36
Reddish, St Elisabeth	11,832	12%	57	54	53	64	57	57		161
Mission Community 4	98,270		476	427	428	426	422	435		801
Manchester North and East	347,881		1516	1489	1432	1453	1325	1371		2479

Manchester South & Stretford

Parish	Population 2020	IMD percentile	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
Davyhulme, Christ Church	6,275	69%	40	38	37	32	36	30		52
Davyhulme, St Mary the Virgin	10,084	83%	116	108	96	98	97	92		221
Flixton, St John	6,596	46%	40	42	44	44	42	37		59
Flixton, St Michael	7,123	73%	116	92	121	82	57	71		135
Stretford, All Saints	11,786	23%	29	29	38	36	36	38		45
Stretford, St Matthew	10,106	18%	63	56	52	42	44	38		49
Urmston, St Clement	11,754	41%	61	67	46	58	54	48		110
Mission Community 1	63,724		464	432	435	390	365	353		671
Chorlton-cum-Hardy, St Werburgh	11,279	20%	23	23	23	46	34	17		33
Firswood and Gorse Hill	13,908	20%	58	51	51	53	47	47		67
Moss Side, Christ Church	12,060	5%	61	61	58	54	54	61		80
Moss Side, St James with St Clement	5,142	1%	42	38	32	25	27	29		38
Old Trafford, St Bride	4,894	3%	40	36	33	32	41	33		47
Old Trafford, St John the Evangelist	9,717	11%	46	47	45	46	42	52		71
Rusholme, Holy Trinity	5,317	2%	416	373	404	478	348	348		681
Whalley Range, St Edmund	3,474	4%	61	62	75	80	77	53		75
Whalley Range, St Margaret	9,861	7%	46	46	33	33	33	42		39
Withington, St Crispin	10,086	3%	19	18	23	18	14	15		36
Mission Community 2	38,455		811	753	774	863	715	697		1166
Brunswick, Christ Church	4,878	7%	42	42	41	38	38	36		52
Hulme, The Ascension	27,918	12%	21	21	21	21	27	27		72
Manchester, St Ann	24,166	19%	99	92	78	69	71	79		81
Salford, Sacred Trinity	6,535	14%	15	18	21	24	29	25		35
Mission Community 3	63,497		177	172	160	151	165	167		240
Birch with Fallowfield	17,606	13%	47	44	59	64	59	59		60
Burnage, St Nicholas	6,070	10%	37	37	38	42	42	44		52
Chorlton-cum-Hardy, St Clement	14,765	28%	65	61	58	52	51	59		154
Didsbury, St James and Emmanuel	14,572	52%	222	222	201	204	239	263		371
Ladybarn, St Chad	9,716	13%	45	40	43	40	48	37		71
West Didsbury, Christ Church and Withington, St Christopher	20,552	8%	70	62	58	55	48	53		89
Withington, St Paul	15,196	18%	49	63	56	45	53	41		61
Mission Community 4	98,477		534	528	511	500	539	553		858
Baguley, St John the Divine (Brooklands)	15,604	31%	115	95	80	92	79	69		113
Benchill, St Luke	18,989	1%	36	36	32	39	23	24		37
Lawton Moor, St Michael and All Angels	9,287	4%	33	27	27	23	18	22		142
Northenden, St Wilfrid	6,388	14%	36	38	34	37	37	37		77
Wythenshawe, St Martin with St Francis	14,949	2%	31	20	17	18	18	21		23
Wythenshawe, St Richard of Chichester (Peel Hall)	5,795	3%	21	18	18	22	15	15		15
Wythenshawe, William Temple	12,197	2%	46	39	32	34	33	32		32
Mission Community 5	83,209		317	272	239	264	222	219		438
Manchester South and Stretford	347,362		2302	2157	2119	2169	2005	1988		3372

Bury & Rossendale

Parish	Population 2020	IMD percentile	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
Ainsworth, Christ Church	3,918	63%	91	94	78	66	63	74		140
Hillock and Unsworth	14,115	30%	102	80	79	76	63	67		92
Radcliffe, St Andrew	9,189	24%	54	54	91	85	94	93		163
Radcliffe, St Mary	6,169	10%	31	36	33	35	30	30		36
Radcliffe, St Thomas and St John	15,697	7%	64	45	65	68	73	105		129
Stand, All Saints	16,218	26%	100	102	95	91	82	81		195
Walshaw, Christ Church	4,155	83%	42	44	42	45	58	47		59
Mission Community 1	69,461		483	455	483	464	461	495		813
Birclay, St John the Baptist	3,674	9%	26	31	31	30	32	34		52
Bury, Roch Valley	16,733	8%	77	80	66	74	68	84		210
Bury, St John with St Mark	7,894	5%	69	89	85	75	62	85		186
Bury, St Mary the Virgin	1,586	7%	178	176	171	172	117	116		226
Bury, St Paul	6,108	1%	15	17	19	19	17	15		20
Elton, St Stephen	9,013	37%	61	75	69	63	51	51		76
Kirklees Valley	12,517	39%	90	81	63	66	67	82		160
Walmersley, Christ Church	4,988	42%	55	52	50	56	53	50		65
Mission Community 2	62,513		571	601	553	554	465	517		994
Edenfield	2,711	69%	43	38	40	39	42	38		56
Holcombe and Hawkshaw	8,244	94%	108	111	96	101	78	93		141
Ramsbottom, St Andrew	4,985	80%	57	57	57	49	39	49		154
Ramsbottom, St John and St Paul	4,511	42%	48	48	46	36	48	40		57
Stubbins, St Philip	890	43%	25	21	17	17	20	18		36
Tottington, St Anne	6,717	83%	126	117	139	125	123	119		153
Mission Community 3	28,058		407	391	394	367	350	357		597
Bacup, Christ Church with St John	7,776	6%	23	27	27	27	21	28		41
Constable Lee, St Paul	3,638	53%	39	42	41	27	27	29		34
Edgeside, St Anne	3,890	13%	46	46	43	43	45	42		69
Facit, St John the Evangelist	2,763	20%	35	32	37	24	27	28		70
Goodshaw, St Mary and All Saints with St John	4,826	70%	34	36	38	38	32	37		68
Newchurch, St Nicholas with St John & St Michael	6,774	18%	66	59	66	67	63	74		107
Rawtenstall, St Mary	6,440	18%	61	50	54	51	46	45		57
Tunstead, Holy Trinity with Bacup, St Saviour	7,786	8%	41	41	43	31	30	23		32
Whitworth, St Bartholomew	5,073	20%	16	16	18	18	16	12		31
Mission Community 4	48,966		360	349	365	324	305	318		507
Kersal Moor, St Paul	12,431	17%	107	79	94	109	96	82		85
Prestwich, St Gabriel	9,415	58%	18	18	16	16	14	13		18
Prestwich, St Hilda	3,266	16%	69	52	46	54	45	60		84
Prestwich, St Margaret (Holyrood)	9,935	30%	93	69	91	94	97	72		90
Prestwich, St Mary	8,110	25%	75	81	123	164	153	115		172
Mission Community 5	43,157		362	299	370	437	405	341		448
Bury and Rossendale	252,155		2182	2095	2164	2145	1986	2027		3359

Bolton

Parish	Population 2020	IMD percentile	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
Blackrod, St Katharine	5,244	59%	104	88	80	89	85	92		132
Bolton le Moors, St Bede	4,851	10%	42	43	16	38	35	34		70
Daisy Hill, St James	6,580	50%	57	79	71	51	44	51		104
Deane, St Mary the Virgin	18,705	18%	272	255	253	238	222	199		330
Horwich, Holy Trinity	8,758	26%	122	125	118	126	117	134		202
Horwich, St Catherine	4,916	19%	49	47	38	34	35	24		59
Horwich, St Elizabeth	6,320	23%	59	52	41	40	39	46		72
Lostock, St Thomas and St John	4,272	88%	90	81	78	72	68	66		94
Rivington	133	83%	67	67	63	45	49	50		60
Westhoughton, St Bartholomew	15,699	46%	145	145	177	167	142	140		332
Wingates, St John the Evangelist	2,648	32%	65	96	79	60	58	62		113
Mission Community 1	78,126		1072	1076	1012	958	891	896		1567
Bolton le Moors, St Peter	7,176	1%	86	81	82	72	70	95		155
Bolton le Moors, St Philip	5,172	4%	25	31	22	25	24	34		78
Halliwell, St Margaret	6,039	11%	47	48	41	46	43	41		55
Halliwell, St Peter	9,617	13%	335	354	333	315	309	293		468
Heaton, Christ Church	7,468	71%	151	151	116	129	120	106		141
Lever Bridge	4,981	5%	65	63	60	49	54	51		224
Tonge Fold, St Chad	3,861	10%	19	12	7	8	10	9		10
West Bolton	33,831	2%	210	189	234	184	199	185		273
Mission Community 2	78,145		937	929	895	827	826	813		1402
Astley Bridge, St Paul	17,850	2.2%	149	149	139	129	115	109		176
Belmont, St Peter	686	77%	40	42	44	53	51	51		67
Bolton, St James (Brightmet)	11,654	5%	50	38	39	37	45	40		74
Bradshaw, St Maxentius	7,583	86%	105	95	104	94	101	90		196
Harwood, Christ's Church	9,863	11%	96	125	110	111	111	139		232
Turton, St Anne	3,059	94%	84	86	91	103	85	88		109
Walmsley, Christ Church	8,754	90%	163	164	185	131	166	135		109
Mission Community 3	59,449		687	698	712	657	673	652		964
Clifton	8,023	7%	85	95	72	80	71	61		84
Farnworth and Kearsley	12,418	3%	63	79	74	73	56	66		158
Kearsley Moor, St Stephen	5,016	15%	53	68	51	48	55	59		98
Little Lever, St Matthew	10,771	2.7%	127	125	146	133	120	100		203
Seven Saints	33,114	4%	102	109	104	102	145	133		286
Stoneclough	4,397	6.1%	79	79	64	64	90	116		250
Tonge Moor, St Augustine	10,963	3%	85	75	79	83	68	77		118
Mission Community 4	84,702		593	628	588	582	604	610		1196
Bolton	300,422		3288	3331	3207	3024	2994	2971		5129

Salford & Leigh

Parish	Population 2020	IMD percentile	2014 Adult Regular AWA	2015 Adult Regular AWA	2016 Adult Regular AWA	2017 Adult Regular AWA	2018 Adult Regular AWA	2019 Adult Regular AWA	Trendline	2019 Total All Age AWA
Astley, St Stephen	5,996	50%	108	102	98	94	90	52		113
Atherton and Hindsford	17,917	6%	116	119	104	115	107	103		372
Bedford, St Thomas and All Saints	14,955	9%	43	37	43	41	33	33		67
Howe Bridge, St Michael and All Angels	5,198	63%	47	49	43	52	52	37		50
Leigh, St Mary the Virgin	10,152	6%	95	86	69	76	85	89		109
Mosley Common, St John the Evangelist	6,810	47%	45	47	41	41	35	36		49
Pennington, Christ Church	7,567	31%	145	157	143	101	135	121		251
Tyldesley cum Shakerley, St George	15,577	39%	46	46	41	39	40	34		45
Westleigh, St Paul	7,984	5%	56	51	50	44	36	42		78
Westleigh, St Peter	7,920	3%	27	27	31	35	29	29		32
Mission Community 1	100,076		727	720	662	637	641	575		1165
Little Hulton, St John the Baptist	7,571	3%	36	28	38	33	31	33		74
Peel, St Paul	14,646	1%	55	64	71	59	44	31		61
Swinton, Holy Rood	6,227	66%	52	49	47	47	46	39		42
Walkden Moor, St Paul	13,091	11%	69	62	51	58	51	51		168
Worsley, St Mark	15,867	80%	171	176	150	129	152	202		262
Mission Community 2	57,402		384	379	357	325	323	354		606
Barton with Peel Green, St Michael and All Angels with St Cather	10,767	5%	42	32	39	34	36	30		53
Cadishead, St Mary the Virgin	7,291	10%	28	26	25	29	32	24		29
Eccles, St Andrew	7,364	6%	30	30	26	23	23	23		44
Eccles, St Mary	6,186	7%	49	39	43	47	34	36		50
Irlam, St John the Baptist	13,124	20%	49	46	52	42	45	49		141
Monton, St Paul	3,701	46%	55	48	44	48	44	42		46
Patricroft, Christ Church	4,671	2%	26	23	33	23	17	20		29
Swinton and Pendlebury	24,146	12%	203	210	193	181	161	161		297
Winton, St Mary Magdalene	7,729	6%	32	38	36	29	32	32		47
Mission Community 3	84,979		513	492	492	455	423	416		735
Higher Broughton, St James	12,938	2%	26	20	16	21	23	24		28
Hope, St James	6,855	21%	23	22	24	28	23	20		30
Lower Broughton, St Clement with St Matthias	9,293	2%	16	12	19	16	22	21		28
Lower Broughton, The Ascension	2,403	1%	24	25	21	21	20	20		22
Lower Kersal, St Aidan	2,555	1%	20	22	25	20	19	25		29
Ordsall and Salford Quays	16,528	7%	21	22	29	29	31	25		28
Pendlebury, St John the Evangelist	9,257	14%	33	31	35	29	36	34		55
Pendleton and Claremont	14,333	3%	70	70	58	65	85	89		108
Salford, St Paul with Christ Church	4,756	0%	38	35	38	39	35	47		54
Salford, St Philip with St Stephen	7,137	12%	31	27	32	106	102	388		218
Weaste, Seedley and Langworthy	13,425	2%	35	35	48	25	36	33		73
Mission Community 4	99,480		335	319	342	399	430	723		671
Salford and Leigh	341,937		1958	1909	1853	1816	1818	2068		3177