



Changing Market Towns

STRATEGIC DEVELOPMENT FUNDING SUBMISSION

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The Church of England

Diocese of Ely

**Strategic Development Funding
Application Process - Second stage**

Diocese of Ely - Changing Market Towns

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1. Project Summary

The **Changing Market Towns** project will focus on enabling and sustaining church growth in small and medium-sized towns across the Diocese of Ely. The project will change market towns from areas of relative church weakness to relative strength. It is envisaged that both the process and the outcome will involve significant growth in lay training and participation in the life of the church, and significantly increased church involvement in the wider life of each town:

Wisbech | March | Chatteris | Littleport | Ramsey | Huntingdon | Downham Market

a. Anticipated outcomes

- **3.25% of the population** across market towns committed to involvement in the life of the church by 2025, involving both inherited-mode church and Fresh Expressions of church as part of a blended economy
- **1.5% increase in attendance** at inherited-mode churches across the towns
- **Reinforcing commitment** to improving the quality of inherited mode church
- **Doubling** the Diocesan blended target of 50/50 inherited mode and Fresh Expressions
- **780 new church attenders** across the towns involved over the three-year period from 2018-2021. (310 in inherited mode church, including church plants, and 470 across a range of Fresh Expressions, representing **73% growth** from current levels of church involvement)
- **25% increase** in planned giving

b. Funding requirements

Changing Market Towns has the full support of senior staff team, Bishop’s Council and Diocesan Synod, and will involve significant diocesan funding. The project will require significant levels of Strategic Development Funding to achieve its anticipated outcomes.

Overall costs summary		
Resource	SDF Funding	Ely Diocese Funding
Staff costs	£1.95 m	£1.9 m
Growth fund	£50,000 (ring-fenced)	£180,000 (open) £25,000 (ring-fenced)
Office costs	£49,000	£75,000
Training and other expenses	£82,000	£45,000
Total	£2.13 m	£2.23 m

c. Strategy

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

- **Restructuring** - Reorganising leadership where appropriate. Using pastoral reorganisation to remove small villages from market town benefices and to allow incumbents freedom to focus in town ministry
- **Strategic leadership** - appointing one strategic leader per town, supported by an operations manager
- Appointing **ordained and lay ministers, children/youth workers** and the effective use of **occasional officers** to grow ‘inherited church’
- Creating **Fresh Expressions of Church** through the appointment of lay ministers, evangelists and community workers developing a blended and sustainable economy of church
- **Planting** new congregations in the market towns where growth is unlikely in and through the existing parish church
- **Wisbech Learning Centre** established to deliver culturally relevant and geographically accessible lay training and to develop local ordination training
- **Targeted support** from Diocesan officers to reinforce all the above

d. Time scale

This project will be funded over five years. Planned strategic milestones will enable effective project governance and oversight.

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2. Changes since Stage 1 of the application process

a. Responses to guidance from the Strategic Investment Board

The project plan now contains elements which will strengthen and make more explicit the response of the Diocese to comments and guidance from the Strategic Investment Board, and these include:

Ensuring the Diocese has the capacity to deliver the project

- Appointment of a Strategic Programme Manager to oversee the phased delivery of **Changing Market Towns** in the context of the whole diocesan strategy
- Increasing SDF support for the educator post at the Wisbech Learning Centre. This is in recognition of the central role of significantly-enhanced lay learning in sustainability and providing outreach facilities for training and development
- Increasing Growth Fund capacity

Linking outreach interventions to intentionality in evangelism

- The integration of all interventions into an explicit 'journey to faith', expressed in the table at appendix c
- Appointing a part-time evangelism coach to work alongside clergy, lay Changing Market Towns (CMT) workers and local leadership teams, ensuring that the Journey to Faith is followed in each location
- Partnership with Ridley Hall, to deliver termly training in mission and evangelism for market towns

The preparatory work undertaken with parishes is addressed at section 3c below

b. Other changes in the proposals since Stage 1

Extending support in the Orchards School, Wisbech

Additional funding to allow the promising work of the Family Support Worker at the Orchards School to continue for the length of the project once Mothers' Union funding runs out. This will provide time for the Journey to Faith to be supported in those families where contact has now been made.

Appointment of a pioneer curate in Wisbech

This is a new and extra curacy, funded by the Diocese, created specifically to support mission in the most deprived market town, starting Petertide 2019. The families support worker, already in place at the Orchards School is preparing the ground through a ministry of presence and building up relationships.

Moving to full SDF support for operations management

High level Operations Management is a central part of the approach. In the light of diocesan commitment to a pioneer curate in Wisbech, the request for SDF support has been increased to cover the full costs of operations management. This includes an element for operations management support in Huntingdon, to support the town leader once appointed, and to enable plans for future investment to be developed.

Reduction in the funding allocated for early exit

While pastoral reorganisation and early exit remain significant parts of the programme, the element of funding for this has been reduced to £350,000 in total.

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Pioneer partners (Diocesan pioneer-focused enhanced CEMES scheme). Removal of 2018 cohort from plan.

Although clearly successful to date, the decision has been taken to continue with the current pioneer partners in 2018 and appoint a second cohort from 2019. This allows for a continuation and embedding of the scheme, but not for the level of expansion envisaged in the figures accompanying Stage 1. It reflects financial constraints, and also allows for a whole cohort to re-launch in 2019 as most of the current group opt to continue in post for two years.

Summary of the financial content of proposed changes since Stage 1:

Diocese: £107,300 increase on Stage 1, representing office costs, growth fund

Changes in SDF support requested from Stage 1 to Stage 2				
Category	Stage 1	Stage 2	Variation	Comments
Early Exit	£250,000	£200,000	-£50,000	Reducing need
Programme Manager	£100,000	£163,000	£63,000	Change to appropriate salary level
Educator (WLC)	£125,000	£196,000	£71,000	Change to F/T post to enhance sustainability of project
Training	£0	£40,000	£40,000	Add training to enhance sustainability
Expenses and set-up costs	£0	£69,500	£69,500	Recognition of full running costs of new posts
Enhanced Growth Fund	£0	£50,000	£50,000	Ensuring workers have adequate funding for imaginative projects
Evang coach P/T	£0	£73,500	£73,500	Reinforce evangelism across project
Ely pastoral support	£50,000	£43,500	-£6,500	Recognition of accurate costs of employment
CMT workers	£600,000	£539,000	-£61,000	Adjustment to reflect accurate employment costs
Ramsey CMT worker	£112,000	£97,000	-£15,000	Adjustment for loss of CAP link
Wisbech MU worker	£0	£50,000	£50,000	Continuation of post for length of CMT project

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Changes in SDF support requested from Stage 1 to Stage 2				
Category	Stage 1	Stage 2	Variation	Comments
Ops Managers	£275,000	£456,000	£181,000	Reflecting accurate employment costs. Move of diocesan funding element to pioneer curate
Huntingdon Ops management	£25,000	£64,500	£39,500	Reflecting accurate employment costs. Move of diocesan funding element to pioneer curate
			£502,000	

The total being sought from the Strategic Development Fund, and the matching elements from the Diocese, are, in summary:

Overall costs summary		
Resource	SDF Funding	Ely Diocese Funding
Staff costs	£1.95 m	£1.9 m
Growth fund	£50,000 (ring-fenced)	£180,000 (open) £25,000 (ring-fenced)
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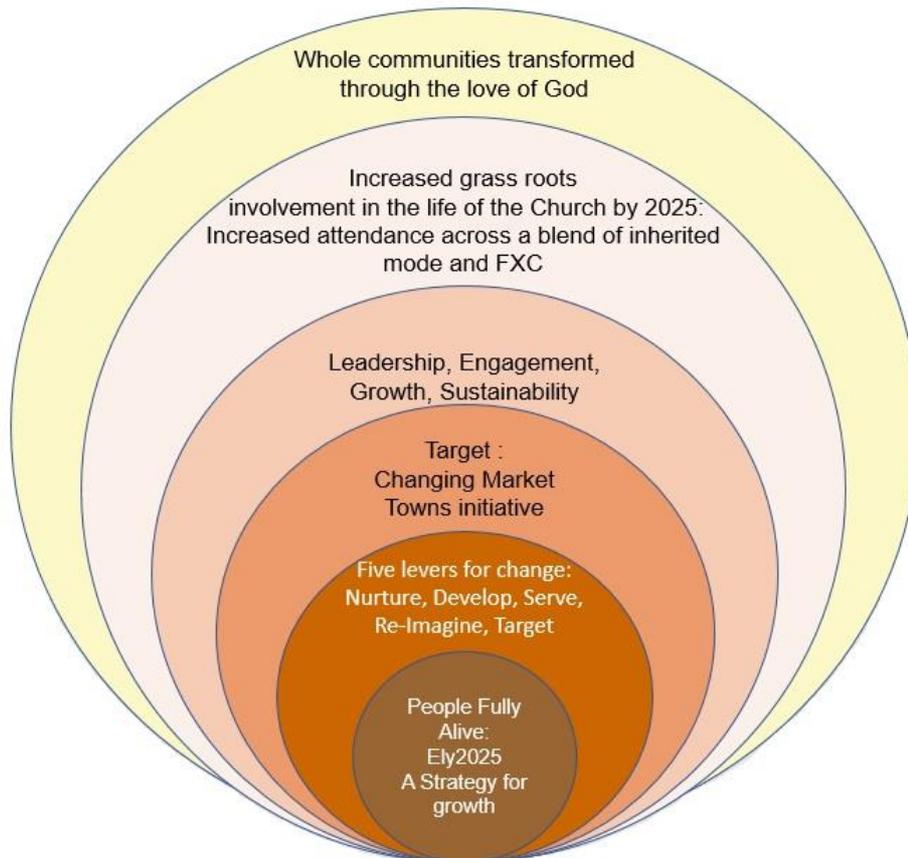
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3. Project Description

a. Background and Rationale

The following graphic captures the **Changing Market Towns** initiative, as part of Ely2025: A Strategy for Growth



The diocesan vision, the setting for Ely2025, is summed up under the following headings:

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

To enable this, Ely2025 identifies five ‘levers of change’:

- **Nurture** a confident people of God
- **Develop** healthy churches
- **Serve** the community
- **Re-imagine** buildings
- **Target** support to key areas

Changing Market Towns is the main diocesan response to the **Target support** lever. Market towns are areas of church weakness. Sunday Church of England attendance in Wisbech stands at 0.5%, and in Huntingdon at 0.3%, with the average across market towns being 0.9% when based on 2013

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– 2016 averages. This compares to 3% church attendance in Cambridge. The market towns of the Diocese are also areas of relative economic deprivation, separated geographically from the affluence of Cambridge. Isolation and disillusionment was expressed in the overwhelming support for a Leave vote in the 2016 EU referendum, in contrast to levels over 70% for Remain in the south of the Diocese.

The intention of the interventions envisaged in **Changing Market Towns** is to deliver a longer lasting change by enabling a process of church growth and the Journey to Faith, as summed up in the table at appendix c below.

The focus on market towns will help underpin the four other Ely 2025 'levers of change' and:

- **Nurture a confident people of God**, in areas of low ambition and self-esteem. Fresh attention, support, investment and inspiration will energise and inspire, releasing a large pool of untapped volunteering
- **Develop healthy churches**, as new ways of working make market town churches, in all their expressions, networks through which a journey of discipleship can take place
- **Serve the community** around each market town church, in ways that are needed and culturally-sensitive, and to link that service to sharing faith
- **Reimagine buildings** as locations of all-week activity and welcome, within which a range of opportunities for faith-discovery and worship can grow

Within this, the diocesan commitment is to have a blended economy of all kinds of fresh expressions alongside existing churches. The aim is to grow multiple fresh expressions on a scale that will take market towns well beyond this diocesan ambition.

New, free-standing housing areas, for example Cambourne and Hampton, are not included in **Changing Market Towns**. The dynamics within the community are different from those in long-established centres. As a separate element of the Diocesan Strategy, Ely2025, 8 – 10 new permanent stipendiary posts will be created in new housing areas through the targeted use of diocesan resources.

b. Changing Market Towns: aims and purpose

'Market Towns' for this project are defined as existing, communities over 7,000 in population that have a history of providing local services to the surrounding area. The towns concerned are:

Wisbech (with Walsoken) | **March** | **Chatteris** | **Littleport** | **Ramsey** | **Huntingdon** | **Downham Market**
+
Ely | Soham | Whittlesey | St Ives | St Neots

SDF support is designed to enable a step change in confidence, shared purpose, community engagement and church growth in the towns listed below where the conditions are right for immediate investment.

This phase will focus on the following locations:

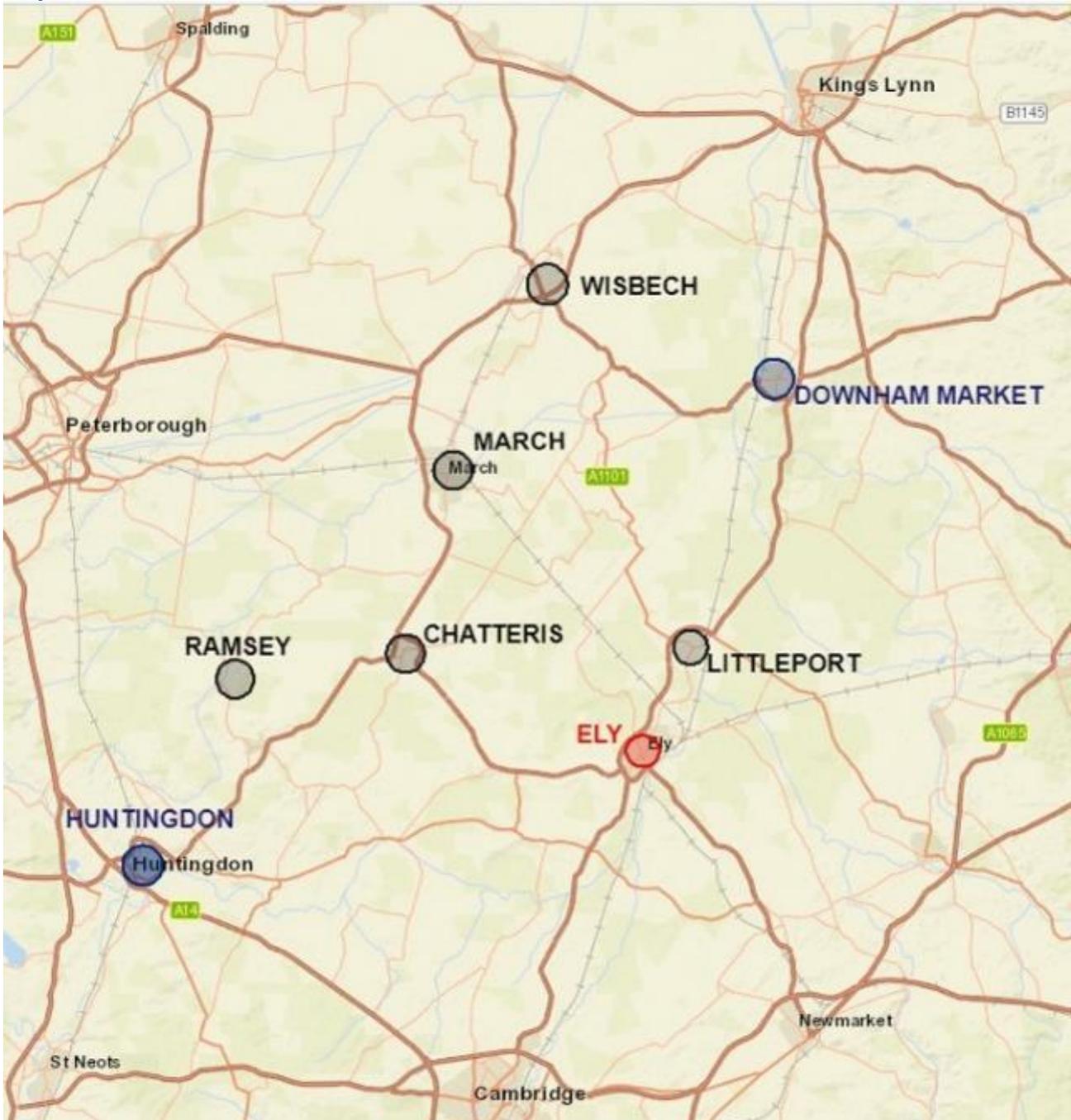
- **Changing Market Towns workers and operations management** support in: **Wisbech, March, Chatteris, Ramsey and Littleport**
- **Church plants into Huntingdon and Downham Market.** Operations management support will be brought into Huntingdon

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- **Enhanced training and support** across all towns, with a major investment in the **Wisbech Learning Centre**
- **Enabling increased financial strength** through the early roll-out of the Parish Giving Scheme in these towns

Map of the Market Towns



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c. Progress to date

The Bishop's Change Officer (BCO) has been in post since November 2016, present on the ground, researching, developing relationships and encouraging local initiatives, with diocesan support where appropriate.

Wisbech:

The Rural Dean has been appointed as town leader by the Bishop, overseeing the direction of mission across three parishes.

A Family Support Worker, appointed jointly with Mothers' Union, working in the most deprived school in the Diocese, in partnership with the Diocese of Ely Multi Academy Trust, is building relationships, running a thriving Fun and Faith club, and preparing the ground for a future worshipping community.

Huntingdon:

Thirty people are committed to a church plant with nine households having moved into the Huntingdon area in advance of the public launch of Christ Church in September 2018.

In Huntingdon, the schools' worker, supported jointly by deanery and diocesan funding, is in touch with 15 young people as a mentor, and has recruited eight volunteer mentors.

March:

The team ministry has been re-shaped with the appointment of a team vicar with a 50% mission focus.

Chatteris:

Multiple arts linked activities have been developed, with a growing evangelistic potential.

Whole Diocese:

Newly-appointed diocesan officers have focused on the following areas:

- o *Baptism Plus Co-Ordinator*; developing follow-up to large numbers of baptisms in the north of the Diocese
- o *Vocations Adviser*; with a focus on the north of the Diocese
- o *Lay Learning and Formation Officer*; moving forward plans for the Wisbech Learning Centre
- o *Pioneer Partners* (interns with a pioneer focus); appointed in four market towns: Ely, Chatteris, Ramsey and Littleport

d. Major elements to be funded by SDF support

The intention of investment is to **significantly increase the capacity of churches**, enabling church growth in those market towns where adequate leadership and a desire to grow is in place, leading to further community engagement and further church growth.

Funding is sought for four main strands:

- i. Leadership and operations management
- ii. Community engagement and church multiplication
- iii. Church planting
- iv. Growth and Sustainability

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i. Leadership and operations management

The Diocese recognises the potential of the **Changing Market Towns** project and has already invested in advance of the SDF application. Pivotal to this arrangement is the Bishop's Change Officer (BCO). The BCO is an experienced member of clergy with skills in human geography, community analysis, communication and theological education. This full-time post will continue beyond the SDF investment period. The BCO has been reshaping town leadership in advance of the investment.

Operations management in market towns

Create a system of structured support through **operations management** at a level that will organise clergy and lay volunteers – not simply administration that depends upon the initiative of clergy – and will allow leaders to focus on mission.

Operations managers will develop and embed efficient working practices, and free up clergy time to enable:

- Effective team working with CMT workers and volunteers, including supervision time
- Training and regular consultations with the Bishop's Change Officer and evangelism coach to develop strategic plans for mission
- Direct involvement with practical mission and evangelism, including discipleship and nurture courses
- A work-life balance that makes Christian discipleship attractive to outsiders

Operations managers in market towns will operate at a level that allows significant influence on clergy working patterns and will take on high level practical leadership. Considering evidence from within the Diocese, and from the Diocese of Sheffield, lower level administrative support is of limited use and effect for clergy.

The role will involve:

- Developing expertise in administering:
 - clergy
 - occasional offices
 - faculty applications
 - communications
 - safeguarding
 - data protection (including handling databases and ensuring GDPR compliance)
- Guiding clergy in forward planning to ensure mission opportunities are followed up
- Encouraging clergy to use others in the town team, including lay funeral celebrants
- HR management of CMT workers
- Sharing best practice across the operations managers team, supported by the Projects and Development Officer, bringing market towns into shared patterns of working

Early exit to bring in high quality leadership

Early exit is to allow clergy who are not flourishing to move on. This will be a process of negotiation, the outcome of which cannot currently be predicted with certainty. The project financial plan includes sufficient funding to cover a number of outcomes.

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Appointing a Strategic Programme Manager to increase central diocesan capacity

In response to the guidance of the Strategic Investment Board and the advice in the October 2017 Peer Review that the Diocese was to ‘...use every opportunity to inject a fresh sense of urgency to this work, in part by giving a greater focus to a relatively small set of priorities for the year ahead’, the Diocese has appointed a Strategic Programme Manager to oversee delivery of the Ely2025 strategy, in which Changing Market Towns is the largest single element.

This post has been started with Strategic Capacity Funding, and SDF support is sought to cover the next three years.

ii. Community engagement and church multiplication

Appoint lay staff members, known collectively as Changing Market Towns workers, to roles that reflect both need and mission opportunity in each place. The posts will be long enough (five years) to allow significant impact.

*Appointing seven **Changing Market Towns (CMT) Workers*** in five towns where there is a clear sense of purpose and competent leadership, providing a catalyst for change.

Allocation by town:

Town	Role
Wisbech	Children and Families Worker
	Youth Worker
March	Children and Families Worker
	Youth Worker * (appointment expected in Summer 2019)
Chatteris	Music and Arts Mission Worker
Littleport	Children and Families Worker
Ramsey	Community Mission Worker

The Children and Families Workers, Youth Workers, Music and Arts Mission and Community Mission Workers will be standard job descriptions. The appointments will include ‘further particulars’ to outline the connection to the Changing Market Towns project and reflect the missional aspects of the role. CMT workers, as a group, will meet monthly with the BCO for pastoral governance and for training and team support.

The appointments will reflect need and opportunity in each town. Each will be a senior colleague, joining the lead incumbent and ministry team, inspiring and driving change.

The CMT workers will focus on:

- Identifying need
- Inspiring volunteers
- Encouraging engagement with training opportunities
- Looking for opportunities to develop fresh expressions of church but with full commitment to the life and mission of the parish church
- Understanding and communicating the Journey to Faith model
- Working as part of a learning community
- Sharing ideas and inspiration, and enabling mutual resourcing with other market towns

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iii. Church Planting

Changing Market Towns seeks SDF support to enable two plants.

Drawing on the resources of stronger churches:

- A clergy-led plant into Huntingdon, with a medium-sized team of approximately 30
- A lay-led plant into Downham Market, with a small team of approximately 10-15 people with training and support from the sending church

Each will provide a contrasting style of worship to the existing parish churches. It is envisaged there will be no transfer of congregation from existing local parish churches to the new church plants.

iv. Growth and Sustainability

Provide coaching and support to clergy and CMT workers to align community engagement with the aims of the Changing Market Towns project. This will ensure that impact is not merely social action, but leads to effective evangelism and significant church growth across all expressions of church.

Appointing a part time (0.5 FTE) Evangelism Coach to work closely with clergy, CMT workers and local leadership teams to ensure community engagement feeds into the Journey to Faith.

Enabling people involved in the CMT project access to resources through the *Ely2025 Growth Fund* for local initiatives. SDF *'ring-fenced' funding* will create an element of the Growth Fund exclusively for Market Towns. Accountability and mission focus will be assured through the use of the existing Diocesan Growth Fund Committee to ensure viability and impact.

Enhancing training via partnership with Ridley Hall to deliver three training days per year in mission and evangelism at venues in the north of the Diocese, focused particularly on market town mission.

Sustainability beyond the project (5-years), will be achieved through:

- church growth
- increased volunteering
- raised levels of giving
- social entrepreneurship that creates self-funding programmes
- continued Diocesan support of the Bishop's Change Officer (See section 9)

e. Outcomes

i. Overall quantitative measures

The **Changing Market Towns** project expects the following high-level outcomes.

Over the next three years:

- SDF investment will lead to 780 new church attenders across the towns involved (410 in inherited mode church, including church plants, and 370 across a range of Fresh Expressions, representing 73% growth from current levels of church involvement)
- A 25% increase in planned giving across the market towns parishes, reflecting both church growth and introduction of the Parish Giving Scheme

By 2025:

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- 3.25% of the population across market towns committed to involvement in the life of the church involving both inherited-mode church and Fresh Expressions of church as part of a blended economy
- Attendance at inherited-mode church rising to 1.5% minimum across the towns, giving a total weekly attendance of 3000
- More than doubling the Diocesan blended target of 50/50 inherited mode and Fresh Expressions, to give at least two Fresh Expressions for each current parish church, involving over 3000 people in a wide range of Fresh Expressions across market towns

ii. Town-specific quantitative measures

On a town by town basis, the expected numerical growth by the end of 2021 is indicated in the table below:

Town	Inherited mode			Church plants			FXC		
	end 2019	end 2020	end 2021	end 2019	end 2020	end 2021	end 2019	end 2020	end 2021
Wisbech	10	15	30	0	20	30	30	60	90
March	20	40	50				20	50	80
Chatteris	30	30	40				20	40	60
Ramsey	10	20	30				30	60	70
Littleport	10	15	20				40	60	70
DM				30	55	80			
Huntingdon	10	20	20	40	60	80			
Ely				20	25	30			
Totals	90	140	190	90	160	220	140	270	370

NB:

- The definition of inherited-mode church, church plants and Fresh Expressions of church is being used with a degree of flexibility. Some Fresh Expressions will be extensions of the work of existing parish churches, whereas it is envisaged that others will be culturally and geographically very distinct
- The projected church growth reflects the size of community, the strength of the existing congregation and the likely impact of changed leadership where it occurs

iii. Qualitative outcomes: What will 'great' look like?

Across all market town parish churches in the Diocese of Ely, it is envisaged the following characteristics will be achieved:

- A clear awareness of each church's significance in God's purposes, and a desire to grow in numbers and in effectiveness
- A clear sense of shared purpose, with recognition of partnership in mission between the market towns in the Diocese of Ely
- Effective, town-wide working, involving clergy / lay teams that together own God's call to mission
- A growing body of confident, trained lay leaders, significantly encouraged and supported through on-going involvement with the Wisbech Learning Centre

(This will be evidenced using the criteria outlined in section 8.c below)

SDF support will enable:

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- Numerical growth in inherited-mode church life: maintain and provide increased mission opportunities in Sunday worship, seasonal activities and occasional offices while showing continuity and innovation in worship styles
- Church Plants: well-established, culturally relevant and self-supporting new congregations as the result of church planting in Huntingdon and Downham Market. Each working in respectful partnership with existing churches as part of the Diocese's blended economy. Each beginning to plan future church plants into surrounding areas
- Multiple fresh expressions of church: involving significant numbers of new disciples, across the whole of the blended range in Wisbech, March, Chatteris, Ramsey and Littleport. Some will be close culturally and / or geographically, to existing inherited-mode churches. Others will be breaking new ground culturally and may test the definition of 'church'
- New geographical presence in the outer estates of market towns with focus on: North Wisbech with a flourishing new congregation on the Waterlees estate, closely linked to Orchards School; 'Street Klubs' and other community activity leading to informal gatherings and worshipping communities across the fringes of March, Littleport, Chatteris and Ramsey
- Effective patterns of working: operations management support allowing stipendiary clergy time to focus on mission priorities
- Engaged churches: through all elements of the blended economy, involved with their communities, responding to need, and seen as Good News in action by the wider community, enhanced through an effective social media presence
- A confident people of God: boosted by several years of significant investment, and supported by effective ordained and lay stipendiary ministry. A large pool of volunteers, encouraged by diocesan officers, mission funding and training that responds to their needs. Financial strength will be an expression of that confidence, with increased giving enabling continued mission
- Towns growing in confidence: seeing the Church is alive and active, viewing their community as significant. Churches acting as a catalyst for change across the whole community

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f. Wider project elements not requiring direct SDF support

Pastoral reorganisation to reduce small-parish extra work load for market town clergy:

- Separation of four small villages from the Oxmoor estate and Huntingdon Town Centre within the greater Huntingdon area
- Re-shaping of Ely Team to reduce the small-parish responsibility of the team rector and allow focus on town ministry and church planting
- Introducing focal ministry, using two retired clergy, in villages linked in a single benefice with Ramsey

Training lay funeral celebrants

From 2020 the Diocese of Ely will add a specific training route for Licensed Lay Ministers with a funeral celebrant specialism. The intention is both to reduce the time load on clergy and also to create a group of specialists who will have the commitment and skills to begin encouraging more families to opt for a Christian funeral. Operations managers will oversee the allocation of funerals and ensure that clergy are aware of specific pastoral and missional openings that may require their involvement.

Funerals ministry can have significant pastoral impact, but create unpredictable additional work load for clergy. One lay member of St Peter and St Paul, Wisbech, is already an independent funeral celebrant, and there is clearly scope both for expanding this role and for tying it in more closely with the pastoral and missional opportunities provided by clear church links.

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4. Project Management and Governance

- a. **Project management capacity:** significantly enhanced through the appointment of a Strategic Programme Manager (initially with Strategic Capacity Funding) in March 2018, with a brief to oversee the practical roll-out of **Changing Market Towns** and to integrate this project within the delivery of the wider diocesan strategy, Ely2025
- b. **The Bishop's Change Officer:** in place since November 2016 allowing extensive contact and communication with market town churches, and enabling the development of in-depth knowledge of each local situation. This is a permanent, full-time post, providing significant capacity for continued support and monitoring of progress
- c. **The Projects and Development Officer:** in post since December 2017 providing office support for the project, with a major role working with operation managers once these are in post. The post is shared with responsibility for the delivery of the Parish Giving Scheme within the Diocese, allowing scope for overlap and synergy to maximise uptake of the scheme in market towns
- d. **Local operations management:** allowing greater capacity at local level and enabling effective use of new resources brought into each town
- e. **Project Board:** The Changing Market Towns project will be overseen by a Project Board comprising key stakeholders, diocesan staff involved in the delivery of the project, and two non-executive members bringing outside skills and perspectives.

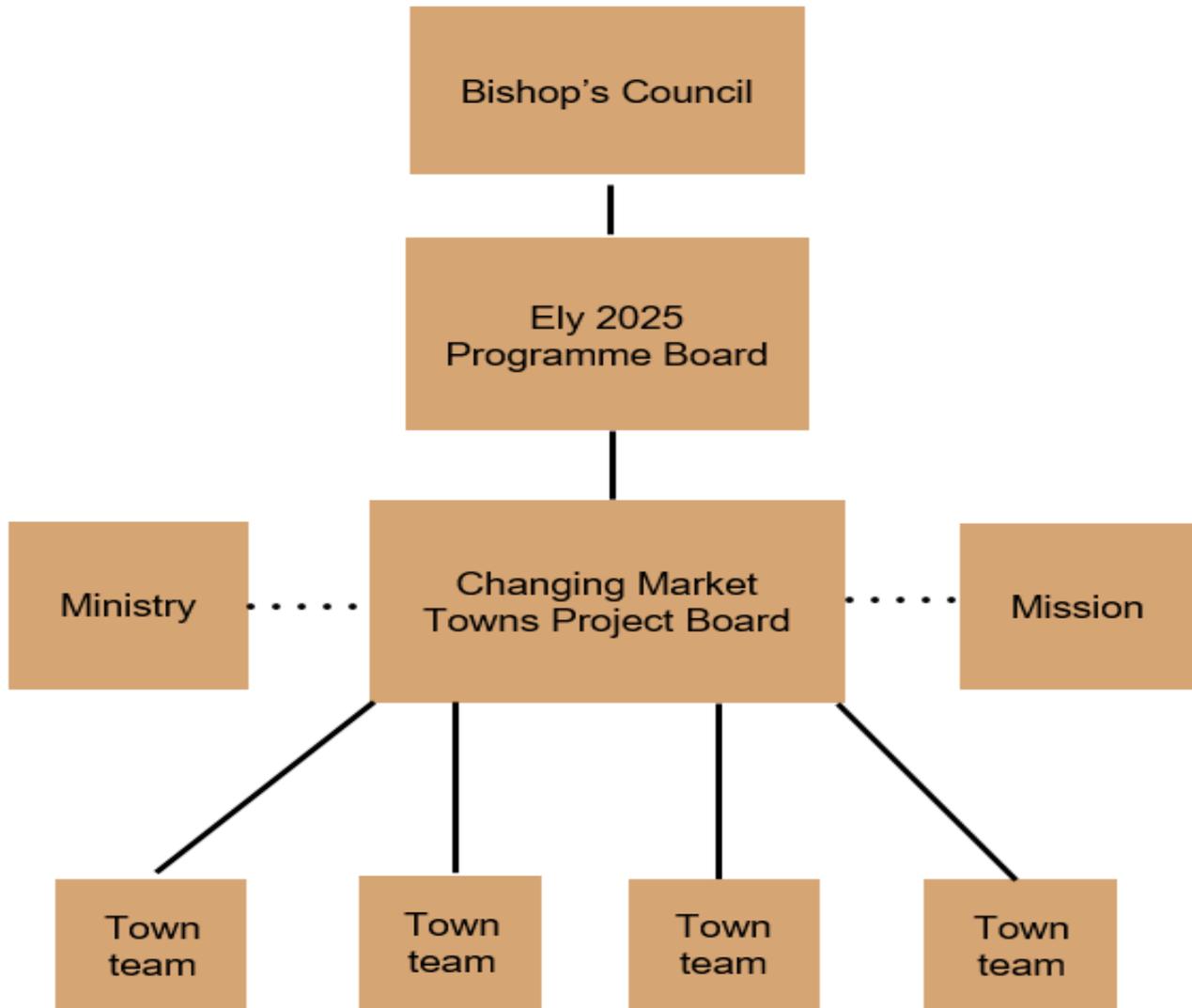
The Project Board will meet quarterly and will update the Bishop and Bishop's Staff Meeting on a regular basis. It will report to the Strategic Programme Board and through this to the Bishop's Council.

The Strategic Programme Manager will attend Project Board meetings, and will have responsibility for maintaining alignment between the **Changing Market Towns** project and the overall delivery of the Ely2025 strategy.

Progress in each town will be monitored by the board. The board will also relate to the ministry and mission departments, which will have direct responsibility for delivery of programmes at the Wisbech Learning Centre and for the pioneer partners scheme respectively.

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Membership of Project Board		
Name	Role	Responsibility
Brian Atling	Chair of DBF	Chair
Martin Kenward	Projects and Development Officer	Secretary
Hugh McCurdy	Archdeacon of Huntingdon and Wisbech	Implementation alignment
Adam Evans	Strategic Programme Manager	Strategic alignment
Paul Evans	Diocesan Secretary	Strategic oversight
Mike Booker	Bishop's Change Officer for Market Towns	Lead Project Manager
TBA	Outside non-executive member	Assurance
TBA	Outside non-executive member	Assurance
Matthew Bradbury	Rural Dean, Wisbech	Key local stakeholder
Becky Dyball	Curate, Ramsey	Key local stakeholder
Chris Hill	Rector, Ely	Key local stakeholder
TBA	New incumbent of Huntingdon	Key local stakeholder

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5. Timetable and project landmarks

a. First 100 days: The diagram below shows the approach, focus and alignment of the key activities planned in the first 100 days of the project.

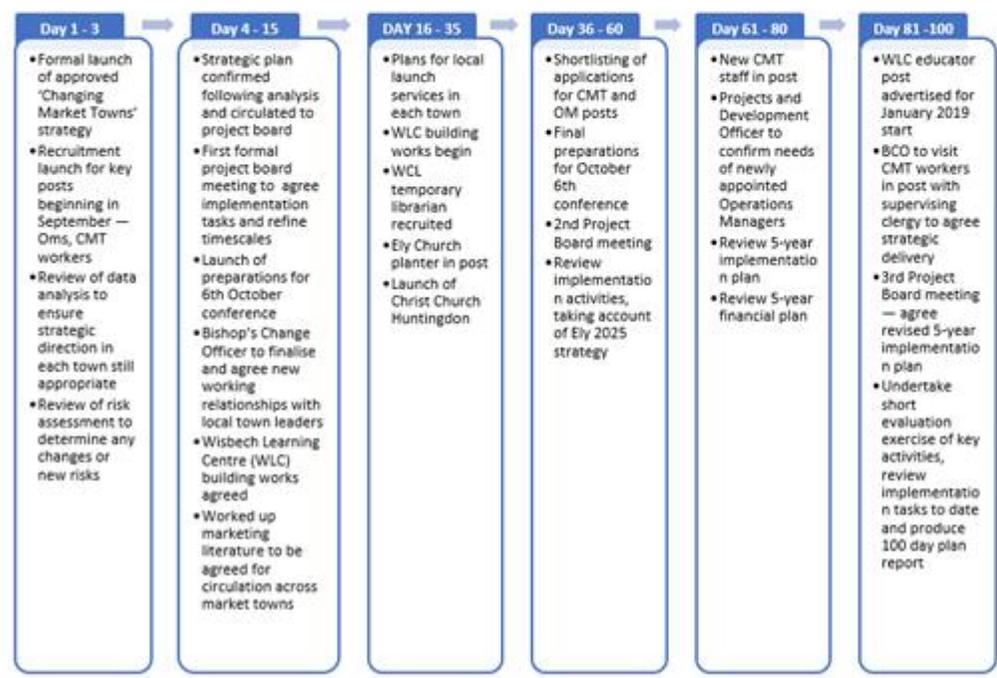
Diocese of Ely 'Changing Market Towns' 100 Day Plan

Approach

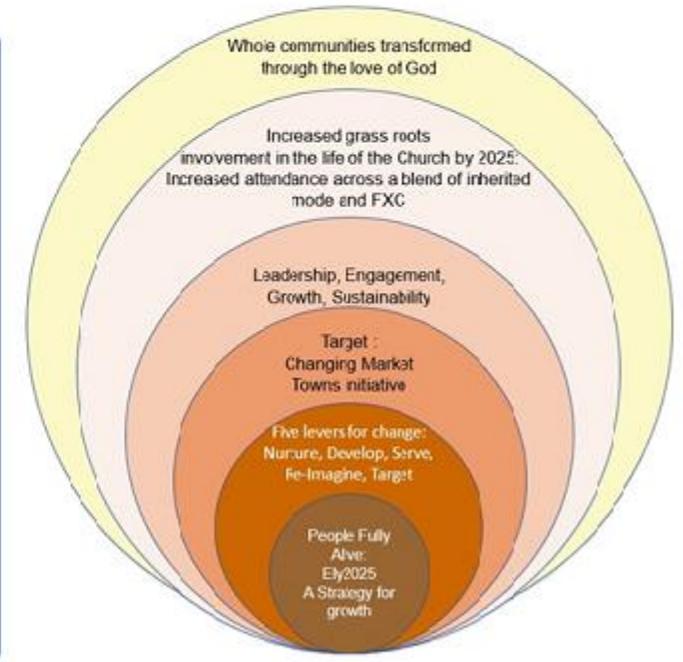


Guiding principles for success

- Full preparation for successful launch
- Compelling plans and systems in place to measure and hold people to account
- Stakeholder buy-in
- Measurable outcomes and progress communicated to stakeholders



Project Alignment



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b. Project timeline and landmarks

Key deliverable	Timescale
Appointment of Strategic Programme Manager	March 2018
Agreement of new working patterns in St Neots	June 2018
Appointment of Downham Market church planter	June 2018
Early exit 1 and 2	July 2018
Recruiting of OMs	July-Sept 2018
New lead minister elect appointed to Huntingdon	August 2018
Advertising and appointment of CMT workers	September-Dec 2018
Public launch of Christ Church Huntingdon and licensing of Revd	September 2018
Recruitment of Wisbech Learning Centre director	September 2018
Bishops Change Officer meeting with CMT workers and supervising clergy in situ at least twice	Sept-Dec 2018
Projects and Development Officer meets with Operations Managers at least twice	Sept-Nov 2018
Agreement on mission-shaped stipendiary post for N Wisbech	October 2018
Changing Market Towns diocesan day conference	October 2018
Team vicar in mission appointed to St Neots	November 2018
Appointment of P/T evangelism coach and ministerial support	January 2019
Launch of CMT workers training programme	January 2019
Mission-shaped stipendiary appointment to N Wisbech	April 2019
Annual review of project impact to date	June 2019
Pioneer curate appointed to Wisbech	June 2019
Early Exit 3	August 2019
Downham Market planting team identified and meeting regularly	September 2019
Second cohort of Pioneer Partners allocated to market towns	September 2019
Second CMT worker appointed to March	September 2019
Public launch of N Wisbech new congregation	September 2019
Bishop's Council agrees outline content of second SDF bid for southern market towns	November 2019
Submission of second SDF bid	November 2019
Public launch of new Downham Market congregation	March 2020
Submission of full project plan for second SDF application	May 2020
Annual review of project, including assessment of FXC growth	June 2020
Recruitment and appointment of CMT workers for St Neots, Huntingdon and other smaller towns	September 2020
Annual review, with focus on move towards sustainability of Phase 1 work. Initial assessment of start of Phase 2	June 2021

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c. Annual expenditure and quarterly break-down

The full financial plan is available.

d. Action plan

An action plan outlining the key deliverables of the project and their timings is available. The action plan indicates the planned phasing of the whole project and its component parts, integration of SDF-supported elements, and projected moves into a second phase with further SDF support.

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6. Risks and Issues

a. Risk Assessment

The overall risk assessment will fall under the Ely2025 programme, and a register of risks specific to **Changing Market Towns** has been developed and broken down into areas of delivery.

In summary, there are 29 risks, across five key areas. One is deemed to be overall high level, 18 medium and 10 low. All have mitigating actions against them and nominated people responsible for monitoring and reporting on each risk.

b. Recruitment

There is potential for recruitment to be a significant challenge, and this will be given particular attention. Response to this will be made through the use of networking and identifying local contacts, in addition to advertising. This has proved effective in recruiting a first cohort of six pioneer partners. To date, in response to the recruitment challenge the Diocese has:

- Appointed a strategic programme manager (locally based) through national advertising
- Appointed a family support worker in Wisbech through local advertising and contacts
- Appointed an ordained church planter for Huntingdon from a partner church in the Diocese
- Identified, and provisionally interviewed, a lay church planter for Downham Market
- Identified four potential operations managers through local church contacts
- Identified two potential CMT workers through local church contacts
- Hosted a diocesan day, attracting 24 people, for clergy interested in joining the Diocese

This gives confidence that future recruitment challenges will be met.

c. Addressing Culture Change

Culture change within the Diocese has been an extended process. Following his arrival, the current Diocesan Bishop began to open up thinking with two brief documents, *Naming Our Hopes* and *Imagining the Future*.

The adoption of Ely2025 as the diocesan strategy followed extensive consultation, involving qualitative analysis of 1,600 responses undertaken by the Judge Business School. This revealed significant desire for change, and a willingness to accept difficult decisions. The adoption of Ely2025 was accompanied by 'roadshows' at all deanery synods led by the Archdeacons and followed by visits to each deanery synod by the Directors of Mission and Ministry to outline training opportunities and mission support. The concept of the 'blended economy' is gaining traction across many parishes.

The full-time post created for the Bishop's Change Officer has allowed for extensive contact with clergy, PCCs and congregations over a period of 18 months, and will be on-going to ensure the embedding of culture change.

It is envisaged there will be a gathering momentum for change. Early exit in the first locations will raise awareness of the significant changes going on. The impact of pioneer partners and other diocesan-funded posts is already being felt in a positive way, with a growing recognition that church growth is possible.

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d. Exit Strategy

The full commitment of the Diocese to the project, along with a comprehensive governance and reporting structure, means that the project will continue to be managed effectively and evaluated fully. **Changing Market Towns** is responding to a need which cannot be overlooked. However, the Project Board may decide upon curtailment of employment, or the cancellation of a whole town-specific element of the project if there is clear and persistent evidence of:

- A complete inadequacy in local leadership
- Failure to make any progress towards agreed goals
- Irreconcilable relationship breakdown

Regular monitoring by the Project Board and on the ground involvement of the Bishop's Change Officer should enable changes needed to address these issues before the situation is beyond repair.

7. Evidence Base

While elements of this project, and the specific focus on market towns, are breaking new ground, it draws on approaches that have already been shown to correlate to effective church growth. These include:

- Church planting – evidence of significant growth in multiple locations across the country, and also in current projects linked to St Andrew the Great and St Mary's Ely within the Diocese of Ely
- Fresh Expressions of church – significant growth across the Diocese, as recorded in the Church Army research Department's report, which also identified market towns' weakness in this area to date
- Congregational growth in diocesan market towns where high quality leadership is in post
- Significantly increased regular giving where the Parish Giving Scheme is introduced
- The impact of those support posts already created in market towns

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8. Evaluation

Evaluation is essential to a successful project and will be built in at various stages to take account of progress and any changes required to meet goals. For example, early evaluation will be undertaken as part of the '100 day plan' to take stock, and make any changes required, to maximise impact.

a. Lead measures

- 3 new operations managers appointed by Oct-18
- 6 (of 7) CMT workers appointed by end 2018
- Positive year-on-year growth in number of baptism Authorised Lay Ministers (ALMs)
- Positive year-on-year growth in number of people attending enquirers and discipleship courses
- Delivery of 52 specific Wisbech Learning Centre (WLC) training courses per year after opening
- Minimum 50% attendance (through to completion) for WLC courses
- Positive year-on-year growth in numbers actively exploring ALM, Licensed Lay Ministers (LLMs) and ordination
- Active social media presence in each of the market towns
- Positive year-on-year growth in web site hits and click-throughs
- The market towns signed up to the Parish Giving Scheme (PGS) by Oct-18
- 50% of planned givers on direct debit by Apr-19

b. Lag measures

Involvement:

- Number of instances of FXC
- Number of attendance at FXC per month
- Number of Average Weekly Attendance (AWA) at inherited mode services at existing parish churches
- Number of AWA at church plants in Huntingdon, Wisbech (Waterlees), and Downham Market
- Number of ALMs, LLMs and ordained ministers

Finance as a measure of discipleship:

- Total church income by town within the project
- Average giving per planned giver

c. Qualitative evaluation

Assessing the degree to which cultural change and expectations of growth are taking root. This will take the form of an assessment by the BCO and other diocesan officers of progress towards the description of "What will 'great' look like?" from 3.e above.

Evidenced by:

- Conversations regarding increased spiritual and numerical growth
- Open conversations about faith both inside and outside church buildings
- Outward looking attitude towards involvement of church members in the wider community
- Positive and hopeful narrative from both clergy and church members
- Openness and positivity towards training and developing new gifts

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9. Sustainability

Multiple routes to sustainability have been planned for in each town. These will include:

- a. **Church growth.** The project plans for significant numerical growth, allowing for both volunteering and giving to rise. This is likely to be most rapid in church plants.
- b. **Increased giving** through growing church membership and through the roll-out of the Parish Giving Scheme in all market towns.
- c. **A significant and sustained expansion of lay ministry at all levels.** CMT workers will be trained to encourage this, and the Wisbech Learning Centre and other planned interventions will train and equip. The potential for this is large – these are communities with low self-confidence where volunteers have held back in the past.
- d. **Social entrepreneurship** with the help of experienced local partners.
- e. **Continued diocesan support** through the mainstreaming of lay posts via a flexible approach to stipendiary appointments, continued mission fund support and the long-term presence of the Bishop's Change Officer.

The specific route to sustainability in each town will be assessed mid-way through the period of appointment of CMT workers: Spring 2021

10. Shared Learning

Listening, learning and sharing best practice, based on feedback from all participants, will be at the forefront of the project

National networking

The Bishop's Change Officer is in touch with colleagues working in market towns or with rural resource churches in the Dioceses of Hereford, Truro, York, Leicester and St Edmundsbury and Ipswich. These links will grow, and some will deepen considerably, as the approaches taken in each Diocese begin to unfold.

Promotion and shared learning

As a published author and an experienced speaker with a background in theological education, the Bishop's Change Officer is well placed to communicate learning from the project, once the impact can be assessed.

Communications

The diocesan communications department will provide support through timely and accurate communications using online, social, and traditional print media. The support offer will be regularly reviewed to ensure continued effective delivery.

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11. Consultation

The origins of the **Changing Market Towns** project lie in the consultation process in developing Ely2025. Within this, recognition of finite resources and of the need to focus on priority areas was accepted.

The BCO has visited every market town parish, deanery chapter, all clergy and PCCs or lay church officers in every setting, including at several away days with parishes. The variety and the local adaptation of the project reflect this local consultation.

The BCO works closely with the Diocesan Mission and Ministry Departments on a daily basis to ensure partnership and shared goals, and attends the Diocesan Board of Education. As a member of the Bishop's staff team, the BCO works closely with the senior staff. The Bishop has given personal leadership, visiting key towns and outlining the vision at diocesan meetings.

Presentations to Bishop's Council and Diocesan Synod by the BCO have outlined the rationale for the project and updated the wider Diocese on progress. Each stage of development will be reported to the Bishop's Council.

The bulk of stakeholder engagement will rest with the involvement on the ground of the Bishop's Change Officer. Repeated visits and regular personal contact will have been in place for over eighteen months before the investment planned as a result of SDF support.

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Appendix c – the Journey to Faith model

	Engage		Grow	Deepen	
	<i>Contact and engagement</i>	<i>Service and interaction</i>	<i>Exploration and faith discovery</i>	<i>Discipleship</i>	<i>Service</i>
Inherited mode church growth	Effective use of occasional offices. Social events. Festival follow-on. Focus on Nov 11 th 2018. Stories on the Street (Wisbech) Friends schemes. Increased social media presence	Opening up use of church buildings Parents and toddlers. After-school clubs. Response to loneliness and bereavement support. Response to need for parenting support. Review all seasonal and special services to increase accessibility	Regular accessible services. Engagement with existing messy church, plus launch in new venues. Creation of new groups and services close to existing church	Integration with church. Increasing variety in worship patterns. Small group membership. Discipleship course and Way of life. Confirmation and adult baptism.	PCC, church officers. Initiating fresh outreach activities
Church plants	Leader contact with community and local church leaders. Team engagement with community life. Social media engagement.	Initial open events. Involvement of team in existing community service openings. Social media presence.	Enquirers courses. Accessible worship.	Discipleship course and Way of Life. Discerning spiritual gifts. Confirmation and adult baptism.	New members take on increasing leadership role. Increased community service and engagement Re-planting.
FXC growth	Street Klub (all) School-linked groups (March, Wisbech, Littleport) Community arts engagement (Chatteris) Food bank and community hub development (Ramsey). Social media engagement.	Parents and toddlers. After-school clubs. Response to loneliness. Youth club and detached work. Response to need for parenting support. Groups growing from special interest courses below. Social media presence.	Enquiry groups. Increasing intervention of faith exploration. Increasing 'church' character of Kingdom events outside existing church structures. Baptisms in context of FXC. Social media development of explicit church identity.	Growth of FXC. Introduction of sacramental worship. Discipleship course. Way of life. Engagement with parish giving. CAP money management course. Confirmation and adult baptism expressed in creative ways that respect FXC.	New members assuming leadership roles. Planting further FXC Movement towards financial self-sufficiency
Role of CMT workers	Community exploration. Building contacts. Inspiring congregation. Developing strong partnership with incumbent(s)	Creation of activities for service and interaction. Drawing in volunteers. Seeking opportunities for FXC. Working with BCO to ensure genuine shared leadership in every setting. Effective use of courses.	Enabling spiritual questioning – leading enquirers courses. Providing routes for growth in faith and integration with church. Initiating FXC	Team building and working for sustainability. Leading discipleship courses. Working with clergy and BCO to identify potential for local leadership continuity, and priority areas for continued diocesan support	Preparing for end of contract. Encouraging training. Supporting social enterprise. Encouraging fresh community service and engagement to enable continued growth.

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	Engage		Grow	Deepen	
	<i>Contact and engagement</i>	<i>Service and interaction</i>	<i>Exploration and faith discovery</i>	<i>Discipleship</i>	<i>Service</i>
Diocesan support throughout	Baptism plus guidance. Evangelism coaching. Termly mission training days with Newbiggin Centre. Clergy learning community. Pioneer partners present as catalysts across different towns at different stages. Wisbech Learning Centre as key delivery point for training. BCO consultancy and training. Projects and Development Officer oversees increasingly effective operations management. Clergy freed to partner CMT workers in delivery. On-going prayer support, especially by older church members. OMs keep it live and informed.				
Courses and resources	Everybody welcome. LYCiG Happiness Lab	Table Talk. Parenting. Nooma.	Puzzling Questions. Alpha. Start! Pilgrim 1	Moving on Pilgrim 2 Discipleship course. Way of life.	
Training	Baptism ALM training	CAP Money management. Safeguarding, food hygiene. Youth mentor ALM training	Strategic use of 2020 day conference – evangelistic element. Spring Harvest / Walsingham etc	Allia partnership for social enterprise. Spring Harvest / Walsingham etc	All ALM routes. LLM Ridley Diploma Funeral celebrants training