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Pioneer Project

2018-2025

Strategic Development Funding Application

Stage 2 – Project Plan

Foreword by the Bishop of Bath and Wells

When I think about the word ‘pioneer’ my thoughts immediately go to the Book of Hebrews where we read: ‘Let us run with perseverance the race that is set before us, looking to Jesus the pioneer and perfecter of our faith.’ (Chapter 12: 1 & 2). These words present Jesus as the ‘trailblazer’ or ‘pathfinder’ who goes before us in all things, who makes all things new and who has opened for us the way back to God. It pictures Jesus as an athlete who has run the race, who has kept the faith and who, by his death and resurrection, has become Lord of heaven and earth. By definition ‘pioneering’ is never easy and to be successful this project will require much more than financial investment. It will require courage, determination and prayer. In undertaking this our minds will be stretched, our faith tested and our vision extended. We will certainly have to fix our eyes on Jesus who promises to walk with us and watch over us.

I am extremely grateful to the Church Commissioners for the finances they have made available to enable dioceses to fulfil the hopes and aspirations which Jesus the pioneer is placing before us. As together we seek to proclaim the gospel afresh to this generation may we discover anew what it is to live and tell the story of Jesus.

+ Peter Bath and Wells

Rt Revd Peter Hancock

Bishop of Bath and Wells

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1. Project Summary

1.1 Aims

This project aims to:

1. create nine new pioneer posts;
2. foster a wide range of pioneering activity at grass roots level;
3. establish and embed a culture of pioneering and innovation in the Diocese.

The principal outcomes we expect from this are:

- An increase in fresh expressions of church (fxC) in the Diocese.
- An increase in the number of people engaged with fxC, outside the footprint of the inherited church, whether as disciples and worshippers, or as those at the start of their journey with Christ.

See section 7 for detail of outcomes and measures.

1.2 Outline

The nine pioneer posts will be phased in over three years, 2018-2020. Each post will be for an initial 5 years, giving an overall timescale for the project of 2018-2025.

Posts will be deployed using clear criteria which will ensure that the resources are focussed on areas and communities where the church currently has little impact. The principal criteria for deployment are:

- Areas of deprivation
- New communities
- Work with young people

The people appointed to these posts will pioneer fresh expressions of church (including the building of leadership teams for their ongoing growth and sustainability). They will also act as catalysts of further pioneering activity by championing pioneering values and the importance of cross-cultural, contextual mission. This will be achieved by the creation of networks, both formal and informal, and by the use of communications at all levels.

In conjunction with the catalysing activity of the nine pioneer posts, we will identify, train, and support emerging “grass roots pioneers”. These are voluntary, unpaid pioneers who have a vocation to mission in their own local context. Networks will be created for their support and a clear pathway will be in place in order to provide more substantial training for those who need it, including the possibility of moving to licensed and/or paid pioneer ministry.

In this context we expect to see a significant increase in pioneering activity and fxC during the timescale of the project. A register of fxC will be maintained in order to track the

numbers and type of fxC in the Diocese, and how this changes from the current baseline. By 2025, it is our hope and prayer that God will establish a new generation of ecclesial communities as He extends the Kingdom here in Bath and Wells.

Overall project costs to 2025 are projected to be £3,146,500. The Bath & Wells Diocesan Board of Finance's commitment will be £1,527,500 (48.5%) over this period demonstrating our capacity and desire to see this happen. A matching Strategic Development Funding award of £1,619,000 (51.5%) would enable delivery on a scale needed to make an impact across the whole Diocese and to realise our vision of becoming a diocese known for pioneering and innovation.

1.3 Changes from stage one application

Overall project costs to 2025 are projected to be £3,146,500, which is phased as £68,200 (2016/17), £2,304,100 (2018-2022) and £774,200 (2023-2025). We are seeking strategic development funding of £1,619,000, an increase of £369,000 on our Stage 1 Application. Our contribution has increased by £134,500, which will be funded from DBF general funds.

The reasons for the changes are as follows, covering a number of areas that we have identified as crucial to the success of the project:

1. Releasing 0.5 FTE of our Evangelism Team Leader, as lead project officer plus administration support in this role. This will deliver vital leadership and management capacity without which the project is unlikely to succeed. See section 4.1 for a more detailed rationale.
2. Pioneer training expenses to deliver the training described in 3.5, which were not costed in the stage 1 application.
3. The need for seedcorn funding for pioneers to meet early practical development expenses.
4. External support and review (section 7.6).
5. Additional lay pioneer development activity and overheads not explicitly allocated to the project in Stage 1 (nb. these will all be covered by our own funds).

A summary of the project costs and their comparison to our Stage 1 Application is given in the following table:

Summary of costs and funding £000's	This Application	Stage 1 App	Change	Notes
SDF funded:				
New Paid Pioneers	1,250.0	1,250.0	-	(1)
Pioneer Team Leader (0.5FTE) + support	171.5	-	171.5	(2)
Pioneer CMD and expenses	52.0	-	52.0) additional costs not included in
CMS certificate- Lay training	39.5	-	39.5) stage 1 application
Seedcorn project funding	92.0	-	92.0	(3)
Fresh Expressions review	10.0	-	10.0) additional costs not included in
External Project Accompanier	4.0	-	4.0) stage 1 application
Total SDF funded	1,619.0	1,250.0	369.0	
DBF Mission Development Reserve				
In-post pilot pioneer	280.8	280.0	0.8	Rounding difference. Includes 68.2 re 2016/17
New Paid Pioneers	1,080.4	1,113.0	(32.6)	(1)
Management Costs (project support)	10.3	-	10.3	(4)
Pioneer CMD and expenses	21.5	-	21.5	Not included in Stage 1 application
Total funded from DBF MDR	1,393.0	1,393.0	-	
DBF General Fund				
Overheads	65.5	-	65.5) General fund spend not shown in Stage 1
Lay pioneer development	69.0	-	69.0) application, but now included to show
Total funded from DBF General Fund	134.5	-	134.5) other pioneering contribution made by DBF
TOTAL	3,146.5	2,643.0	503.5	

(1) SDF contribution to new pioneer costs sought is 76% of 2018-2022 costs, 0% thereafter

(2) Backfill costs of releasing 0.5FTE of Evangelism Team Leader to project plus project admin support during 2018-2022, then 53% of project admin support to 2025

(3) Seedcorn facilitation funding not included in stage 1. Timing of seedcorn drawdown by pioneers will vary, but amounts should be committed from deployment

(4) 47% of ongoing project support costs for 2023-2025, see note (2)

2. Context

2.1 The Diocese

The diocese covers the historic county of Somerset, stretching from the Bristol Channel in the north to Dorset in the south, and from Frome in the east to Exmoor in the west. The population of 940,000 is in largely rural communities, served by 496 parishes, 181 church schools, 300 clergy and 350 lay ministers. In this context 40% of churches currently have a membership of 20 people or fewer and 60% 30 people or fewer, and multi-parish benefices are the norm. It goes without saying the congregations are predominantly elderly, and only 22,000 people (2.4% of the whole population) worship in our churches.

Densely populated areas are limited to Bath, Weston super Mare, Taunton, Yeovil, and Bridgwater. Several parishes in these areas are “Magnificat Parishes” (appendix 5), where the church is under-resourced and there is faithful parish ministry but little cross-cultural mission. Somerset is a significant target area for new housing developments with whole new estates being planned for all the above urban areas. Over the lifetime of this project, ONS projections (July 2016) for the total number of households in the local authorities of the Diocese show a 7.1% growth, rising from 412,000 in 2017 to 441,000 in 2025. We are aware that the vast majority of the new housing will be built within 5 miles of each of the M5 junctions (including a proposed new junction at Locking) together with Bath, Yeovil and Long Ashton.

Over the last 10 years we have seen a 9.1% decline in membership, even as the population in our area has grown by 8.3%. Whilst finances are stable thanks in part to good financial management and an admirable record of parishes paying parish share, giving has nevertheless fallen in line with declining congregation numbers.

46% of our stipendiary clergy will have passed their 65th birthday in the next 10 years, in line with the national pattern, and though we achieved through our vocations team an outstanding response to prayer for new, more and a broader range of vocations, we will not have sufficient replacement clergy for the coming years.

2.2 Diocesan Strategy

Our strategy supplies the framework for change, stemming from the appointment of Bishop Peter Hancock to the Diocese in 2014. A process of prayerful discussion and consultation culminated in the articulation of a vision and the strategy which was accepted by Diocesan Synod in July 2016. A timeline showing the development of the strategy can be accessed here: <http://www.bathandwells.org.uk/livingandtelling/timeline/>

The strategy is formulated to realise this vision:

"In response to God's immense love for us, we seek to be God's people living and telling the story of Jesus."

It is founded on three strategic priorities:

- To place mission and evangelism at the heart of all we do.
- To re-align our ministry resources towards mission.
- To identify, develop, and release the gifts of all our people.

The strategic priorities are interdependent and further underpinned by a number of active strands, including leadership development and deanery mission action planning. Deanery Mission Plans will help guide discussions about where the pioneers will be located and what focus their work will have. Implementation of the strategy is under the remit of a Strategic Programme Manager with recent experience as a Diocesan Missioner.

Early this year our Bishops held six Community Conversations in locations around the Diocese. These were well received by those who attended, and gathered hundreds of responses to consultation questions which will help shape the next round of planning.

2.3 God's Timing

We sense a *kairos* moment in the life of the Diocese of Bath and Wells.

We have a mission statement that ordinary people on the ground can identify with 'to live and tell the story of Jesus'; a new Diocesan Strategy with priorities to re-direct our human and financial resources towards mission and evangelism; a re-structured Diocesan support team in place headed up by mission-focussed bishops who lead from the front; an intention to develop more integrated thinking in mission and ministry; a five-year Diocesan Resourcing Plan; and in many places the people of God and their leaders straining to be set free to soar on the thermals of the Holy Spirit.

We have a strong Diocesan finance team with the skill and the desire to do the complex work of mission-centred change management. The Diocese has recently been recognised for the excellence of its financial management by both our auditors and our diocesan peer review. A 4.5% budget uplift was passed in October by the Diocesan Synod, showing the commitment of parishes and deaneries to the missional agenda.

Many church members have recently registered through our Community Conversations their 'conscious incompetence' in matters such as telling the gospel story to others. Their open acknowledgement of a need for support in mission offers an opportunity for learning and growth which will be capitalised upon by our training, mission, evangelism and discipleship teams.

The Diocese is an early adopter of a pilot project run by Dave Male, National Advisor for Pioneer Development, called 'The Innovation Unit'. The Unit comprises a small team made up of individuals in strategic roles across the Diocese, including the Bishop of Taunton, and teaches them the preconditions and principles behind innovative thinking, with the aim of starting ripples of change that will flow outward and gradually infect the whole organisation.

Taken together, these factors present a promising landscape for growth.

2.4 The Dream

We dream of a culture of innovation across the Diocese intentionally catalysed by an injection of high-profile pioneers.

We believe the primary task of this generation is to acquire and embed the skills of cross-cultural mission across the whole Church, so that the gospel can be proclaimed afresh to each generation. Without the ability to respond flexibly to the rapid pace of change which will characterise life in the next decades, the church will find itself unable to bridge the gap between the church and the local culture in coming times. The 'fit-for-purpose' response we need can be supplied by contextual theology and the skills of cross-cultural mission which, as they are acquired, open up the possibility of reaching a range of sub-cultures with the good news.

We wish to be radically open to God's future and so our dream is of culture change rather than specific outcomes. We believe our proposal creates propitious conditions for change without limiting what the outcomes might be, thus allowing for newness unconstrained by preconceived ideas that can flow from God's imagination. Our intention is to see God at work, but not to tell him how to work. In this way we set our course, but allow God to blow us where he will and help us navigate the seas of culture that, if we're honest, none of us know entirely how to cross.

The course we are setting in this project is for a culture of innovation within the Diocese of Bath and Wells. This culture of innovation will be characterised by:

- **Transformation**

The lives of ordinary people being transformed and re-directed by the invading Holy Spirit, with unforeseen missional developments emerging from God's imagination, given a conducive environment for new birth, with new ecclesial communities popping up like mushrooms and social enterprises forming with a missional heart for the marginalised, incorporating social action with opportunities for sharing the gospel.

- **A Permission-giving Culture**

Leaders at all levels being permission-givers who balance the competing demands of freedom to experiment with the need for support and accountability; the principle of subsidiarity being employed; office holders taking missional and entrepreneurial opportunities, supported by appropriate training, advice and support, willing to take risks and having freedom to fail, where failure becomes an opportunity for learning and disseminating the learning.

- **Fresh Missional and Contextual Theology**

New missional learning becoming cutting edge 21st century contextual theology and offering a map by which we navigate the next stage of the church's journey into God's future, and growing skills and understanding in contextual mission forming a down-payment that will enable the next generation of Christians to proclaim the gospel afresh.

- **A Growth in Capacity and Diversity**

A patchwork quilt of churches that embodies and reflects the local culture, stitched together with a common Anglican ecclesiology, with learning from pioneer contexts feeding into and re-invigorating the life and worship of the inherited church, marked by a rapid pace of change constantly creating capacity for more growth and generating many more recognised vocations as well as a broad range of new ones, predominantly lay.

2.5 Pioneering in the Diocese

At present there are four ordained pioneer ministers in the Diocese in addition to four ordinands and a growing number of candidates exploring ordination as pioneers. Given the cross-over of aspects of pioneer work with chaplaincy, youth work and the distinctive diaconate, there is a good deal of lay and ordained pioneer work taking place in different parts of the Diocese, although these are not specifically aimed at developing Fresh Expressions of church.

We have a small but increasing number of home-grown pioneers, incorporating volunteer, lay, self-employed, paid and ordained, with an experienced pioneer team leader. In August 2017 we received the results of our Fresh Expressions audit from the Church Army Research Unit which will provide us with a baseline for measuring future developments.

A number of pioneer 'hotspots' exist where there is excitement and energy among local groups of lay pioneers from particular parishes who know each other and encourage each other. Some 40 (mainly lay people) are members of the Bath and Wells Pioneer Facebook page. The Mission Shaped Ministry course has just been launched in two hotspots among medium-sized teams of lay pioneers and 10 members of our Diocesan Mission Enabling Group have been trained to offer flexible courses on demand.

Interest in pioneer work is growing across the Diocese while the work of communicating understanding and offering local training is in its early stages.

A pilot post for this project has also been created. The pilot envisaged a pioneer who would act simultaneously as an initiator and an enabler of mission across Bridgwater, its rural surroundings and large areas of new housing within Sedgemoor Deanery. Morey Andrews was appointed in October 2016 under a Bishop's Mission Order, paid for by the Diocesan Board of Finance. The funding for this is committed over five years.

The brief of the Sedgemoor Deanery post was to focus on building links with communities, councils and developers; to find ways of doing mission on new housing developments and in areas of socio-economic deprivation; and work with 24 parishes in the mission enabler role. At the end of the first year of this post relationships have been built with a variety of people, some mission training has taken place and some initiatives taken shape. An informal review has identified that the scope of the post is possibly too broad, particularly in light of the starting point of some churches. Each geographical or socio-economic area demands a different specialism and it is challenging to focus on and maintain a small, fixed number of priorities. Whilst the work shows signs of being fruitful in the long term we intend subsequent posts to be more targeted in scope.

2.6 Pioneer Project

The Pioneer Project builds on this context, with all its challenges and opportunities.

The vision of the Project is to create a broad landscape of pioneering mission and innovative church practice across the Diocese, of which nine paid pioneer posts will be the visible mountain tops and an extensive network of pioneers of all kinds will form the lower-lying contours.

The Project is a central element of our strategic programme. It is focussed to implement our three strategic priorities:

- *To place mission and evangelism at the heart of all we do:* pioneers share the Gospel with unchurched communities and make new disciples.
- *To focus resources on mission:* we are using our own funds (both income and reserves) in addition to Strategic Development Funding, to invest in pioneering and to enable the church of the future to come to birth.
- *To identify, develop and release the gifts of all our people:* pioneering is a grass roots movement enabling lay leaders and disciples to find out what God is doing, and join in.

The project will also enable us to focus resources on the areas of greatest need, where the inherited church currently has little impact. We have worked out three key criteria to enable this focus:

- Areas of deprivation: Pioneering in areas of deprivation, as identified by the “Magnificat Parishes” group (appendix 5).
- New communities: Pioneering in areas of recent or future housing development where there is little coverage by the local parish churches, focussed on developments of 1500+ homes, the size category we have identified as significant at a diocesan level.
- Work with young people: pioneering initiatives aimed at the millennial generation (broadly aged 20-35) or with teenagers.

3. Project Description

3.1 Pioneer posts

We intend to create 9 new pioneer posts between 2018-20. These pioneers will:

- Pioneer fresh expressions of church (according to the range in the Pioneer Spectrum – section 3.5)
- Build teams to lead emerging fresh expressions, nurture growth and discern their future direction
- Generate and share new learning in contextual mission
- Identify and nurture new pioneers who will work in their own context to grow further fresh expressions and kingdom-shaped social enterprises
- As a group, act as champions and communicators for pioneering values and the importance of cross-cultural, contextual mission.

These will be paid roles, open to either lay or ordained people with suitable gifts and experience. Role descriptions will draw on best practice in other Dioceses with a record of appointing pioneer ministers.

Each post has an initial 5 year timescale. It is envisaged that the sustainability of fresh expressions and pioneer projects will normally come from the building of local lay leadership teams during those 5 years. If it is appropriate for a post to continue beyond the 5 year point, we will consider contributing further funds from our Mission Development Fund reserve in order to allow for further growth in a second phase. In this case there will need to be a clear sustainability plan for the development of lay leadership and for financial stewardship.

Candidates for these posts are expected to come from two principal streams: firstly, those graduating from recognised pioneer training routes (eg. CMS pioneer mission leadership), and secondly, local candidates who have been developing their pioneer vocation in context (whether lay or ordained). The Evangelism Team Leader continues to build networks and three potential local candidates have been identified (see 3.2 for process).

See appendix 4 for a sample job description. This is a generic form which will be varied according to the specific context of posts – the variation will be in the person specification, with regard to the kind of experience and qualities required, and also in the exact nature of the ministry described in the job description. This will be particularly noticeable in posts placed in deprived areas.

3.2 Deployment

Decisions about where the pioneer posts will be deployed will be made by the Pioneer Deployment Panel. The panel will meet twice per year, beginning in February 2018, until the final posts are allocated.

The panel will use three principal criteria in order to prioritise proposals for placing and deployment of the pioneer posts:

- 1. Areas of deprivation/Magnificat Parishes (appendix 5)**
- 2. New communities**
- 3. Work with young people**

The panel will also ensure that, across the nine pioneer posts, there is a balance between these three criteria. The panel may consider other factors supporting the proposal, providing they are consistent with the overall aim of reaching contexts where the inherited model of church currently has little impact.

Further factors the panel will consider are:

- Whether there is enough of a pioneering culture and understanding for a pioneer to thrive, including where someone can be a supervisor/permission-giver.
- The ecumenical context: where there are opportunities for partnership working and whether these have been considered.
- Whether there are opportunities for the post to be created by re-deployment of resources (rather than using project funding), in line with our second strategic priority.

Proposals for pioneer posts need to be developed in consultation with three points of reference:

- **Parish & Deanery**
The parish and deanery where the proposed pioneer will be based will be asked to contribute to the development of the role description. This will increase local support for pioneers and also enable us to verify that there is sufficient infrastructure and team back-up for the pioneers. Deaneries will have the opportunity to identify potential contexts for the placement of pioneers through their Deanery Mission Plan.
- **Evangelism Team Leader & Vocations Team**
The ETL and Vocations Team Leader will work with emerging lay pioneers and pioneer ordinands in order to identify whether they are potential home-grown candidates for these posts.
Deaneries and parishes will be asked to work with the ETL while developing proposals. Proposals will not be considered by the panel until they have been agreed by the ETL.
- **Senior Staff (Bishops & Archdeacons)**
Proposals will be agreed by Bishop's staff before they are taken to the panel, in order to comment and to shape if appropriate. The approval of the relevant Archdeacon will be required. This assures engagement at senior level.

Proposed Pioneer Deployment Panel terms of reference and guidance on pioneer appointments are provided in appendix 6 and appendix 8 respectively.

3.3 Support for pioneers

Pioneers in post will be supported in a number of ways in order to ensure that they are able to work as effectively as possible.

- An informed and engaged local church culture
- A clear job description (appendix 4)
- Local supervisors/permission givers who are trained and supervised for the role
- Links into informal networks, hotspot gatherings and (in the early stages of the project) the Diocesan Mission Enabling group (3.4)
- Bespoke training (3.4)
- Fresh Expressions leaders will have a quarterly conversation with an allocated coach
- The nine full-time paid pioneers will have an annual review with the ETL
- Financial support will be provided where not available locally; expenses, start-up funds and CMD budget (including lay pioneer post-holders)
- Regular email updates from the ETL on Diocesan and national mission and evangelism research, resources and training opportunities

3.4 Pioneer Learning Hubs, Hotspots and Informal Networks

We will set up two kinds of Pioneer Learning Hubs. One type will focus on support for leaders and teams of existing Fresh Expressions of Church, and the second type will focus on contextualised pioneer learning in the round.

- **Specialised Learning Hubs**

Specialised Learning Hubs will be set up for the predominant types of fxC in Bath and Wells: All-Age Worship, Café Church and Messy Church. These Learning Hubs will meet once a year for a training day, will be supported by a small team of experienced practitioners recruited from the church nationally who will act as coaches and consultants, backed up by online forums to generate ideas, ask questions, and share learning. As the number and range of fxC grows from the current baseline of 38, team leaders of fxC in the Bath and Wells Diocese will be trained to act as the coaches and consultants to new groups.

- **Local Learning Hubs**

Local Learning Hubs will be an integral part of the CMS Certificate in Pioneering Mission. The first cohort will run from September 2018 – 2020 with new cohorts starting each year as required. The taught element of each module will be delivered in one centre over a whole day twice a term, with learners meeting in small groups more locally between day sessions to discuss their missional work in the context of the current module. These Local Learning Hubs will each have a named facilitator. As numbers of participants on the course grow, more hubs will be formed.

The CMS Pioneering Mission Certificate is described in appendix 7.

- **Hotspots**

Pioneer Hotspots are areas of the Diocese where pioneering is establishing itself and a number of people are engaged in creative contextual missional thinking and enterprise. Hotspots will bring pioneers and pioneer permission-givers together with the aim of encouraging engagement with pioneer work and partnering with non-church groups interested in re-shaping society and culture. The intention is to foster centres of innovation hosted by the church. Current potential hotspots include: Bath, Weston super Mare, Shepton Mallet Deanery, Nailsea/Portishead, Frome, Wellington, and Ilminster/Chard.

- **Informal Networks**

The Evangelism Team Leader will use her overview of pioneering across the Diocese to encourage the formation of informal networks wherever there is potential. These may cross Fresh Expression specialism, learning pathway, and geography. A Facebook group has been set up for Bath and Wells Pioneers, and an informal network has begun to take shape among pioneering children and families' workers in Portishead, Nailsea and Clevedon.

These groups will set their own aims and objectives and have their own rhythm of meeting and methods of communication.

- **Diocesan Mission Enabling Group**

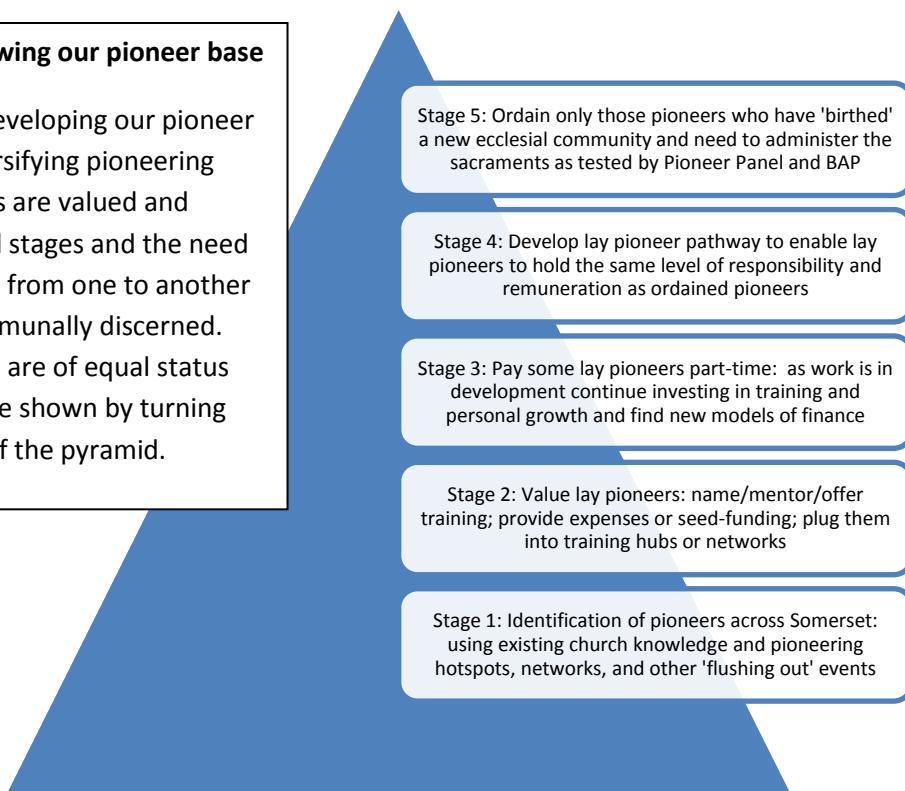
In the early years of the Project the pioneers will automatically join the existing Diocesan Mission Enabling Group, the team of lay and ordained missionaries of all kinds, which meets three times a year under the leadership of the Evangelism Team Leader to find out about the latest developments with the Diocesan Strategy and consider how they can contribute to its flourishing at a parish or deanery level.

3.5 Growing our Pioneer Base

The infrastructure to create a pioneer landscape and ensure an ongoing supply of pioneers will be developed according to the diagram below (Fig.1). The process of identifying pioneers at all stages of the pyramid is currently underway, with recent initiatives commissioning a part-time lay pioneer on a self-employed basis and the release of seedcorn grants for small start-up projects. There is an excitement among the pioneer community that their charism is being recognised and welcomed by the church, which is itself generating interest among their church communities and social circles.

Figure 1: Growing our pioneer base

Strategy for developing our pioneer base and diversifying pioneering roles; pioneers are valued and accepted at all stages and the need for movement from one to another would be communally discerned. Stages 4 and 5 are of equal status which might be shown by turning over the top of the pyramid.



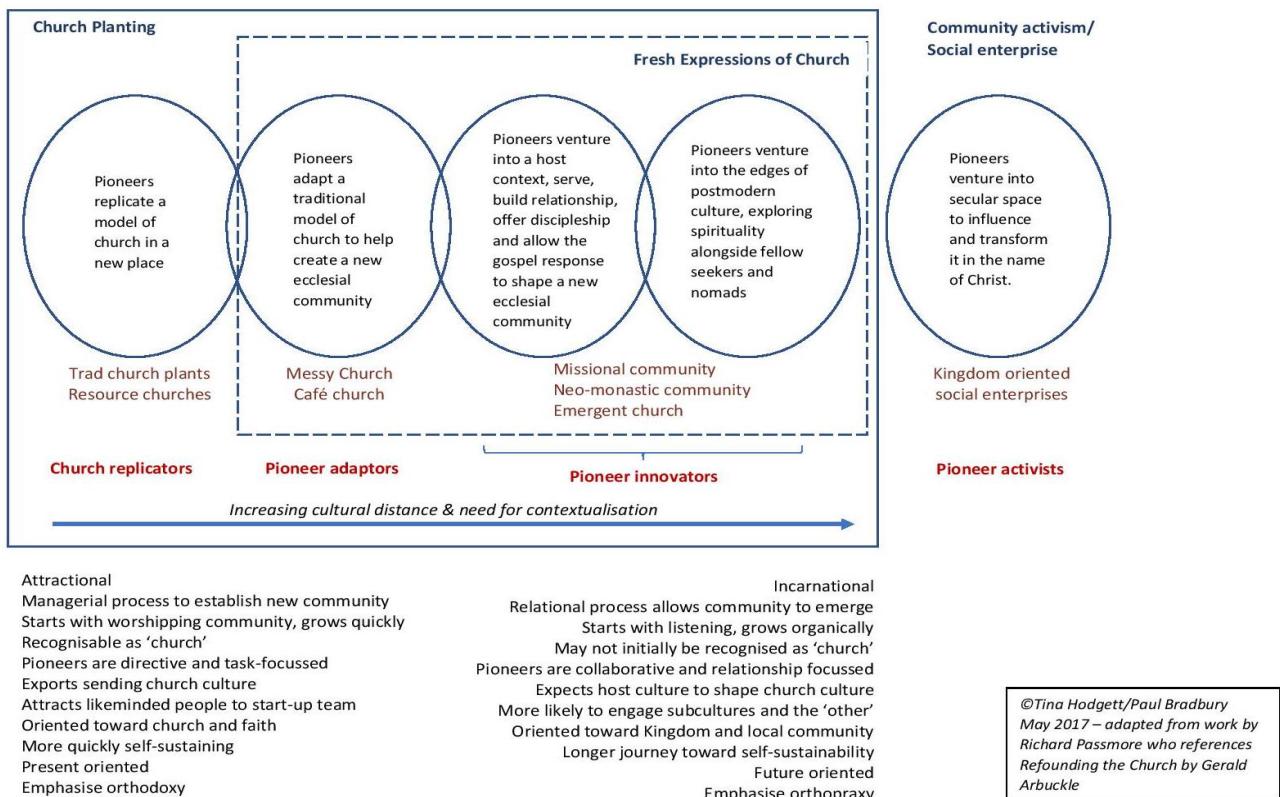
Stage 1: Identifying grass roots pioneers

We will build on Hubs, pioneer hotspots and informal networks (section 3.4) to create centres of pioneering and innovation where there is already evidence of pioneering taking place. In each of these centres we will hold events hosted by the local church and facilitated by pioneers through their community links to share innovative ideas which are of interest to the local population.

These events will act as a “flushing out” process, drawing out those who are interested and potentially called to pioneering. From this we will identify new and potential pioneers who are emerging, for further development and training.

We will identify pioneers according to the diagram in figure 2 below:

Fig. 2: Pioneer Spectrum



Stages 2 – 4: Lay Pioneer Training

Our proposed model of pioneer training owes much to research and experience from Leicester and Salisbury Dioceses. It will comprise various learning pathways:

- Local bespoke team-based training** Mission-shaped Ministry courses delivered locally to existing teams leading or growing fresh expressions of church by members of the Mission Enabling Team or from the MSM website. We have trained six members of our Mission Enabling Group to deliver MSM in a flexible and bespoke way. Course leaders are required at an early stage to consider which course members might be potential future MSM trainers, and to explore this possibility with them. Training to deliver MSM will be held at least annually.
- Church Mission Society Certificate Level Pioneer Missional Leadership** course offered locally in Learning Hubs aimed at pioneer leaders of some experience. These could be open to experienced lay people with little missional training, to experienced missionaries with little formal theological education, or to clergy who want a deeper understanding of pioneer thinking and cross-cultural mission.

- c) **Occasional degree level modules** from St Mellitus, CMS or Trinity College Bristol for home-grown volunteer lay pioneers with the potential to become full- or part-time paid lay pioneers.
- d) **Full-time lay pioneer training** with the most appropriate training provider over 2 or 3 years for individuals identified as having the call, ability and track record in pioneer mission.
- e) **Continuing Ministerial Development** one-day training courses to provide ongoing training for pioneers in post (whether lay or ordained).

3.6 Encouraging culture change

A principal aim of this project is to establish and embed a culture of pioneering and innovation in the Diocese. If this is to be achieved, we will need to engage widely with clergy, lay leaders, congregations, and communities throughout Bath and Wells, in order to increase understanding and engagement with pioneering, and use every possible opportunity to encourage and facilitate the culture change we are seeking.

Role modelling

- Our Bishops, Pioneer Project Team, and Diocesan staff will model the values inherent in the Pioneer Project in their ways of working and align the medium with the message
- Through our regular Diocesan communications systems we will celebrate the work of pioneers and the emergence of Fresh Expressions
- Through pioneer hotspot gatherings and hubs we will share a range of stories and ideas, and draw newcomers into the pioneer circle
- Through an annual awards ceremony we will focus attention on initiatives at different stages of development
- We will conduct new high-profile Diocesan events that demonstrate and promote pioneering practice in mission and evangelism, and audit our traditional flagship events for their messages about pioneer work across the breadth of the traditions.

Harnessing gifts

- We will make our 9 posts available to lay and ordained pioneers on an equal basis
- Training will be delivered in a local, bespoke way to lay and ordained pioneers together by means of the pioneer training app, Mission Shaped Intro, Mission Shaped Ministry flexi and online and the Certificate in Pioneering Mission
- We will commission our more experienced pioneers to act as advocates, coaches, teachers and vocations advisers to existing projects and as encouragers and enablers to newcomers to pioneering
- CMD on pioneering will be included annually with Reader training, IME 2 training, and the Diocesan Training offer to all clergy and licensed lay people

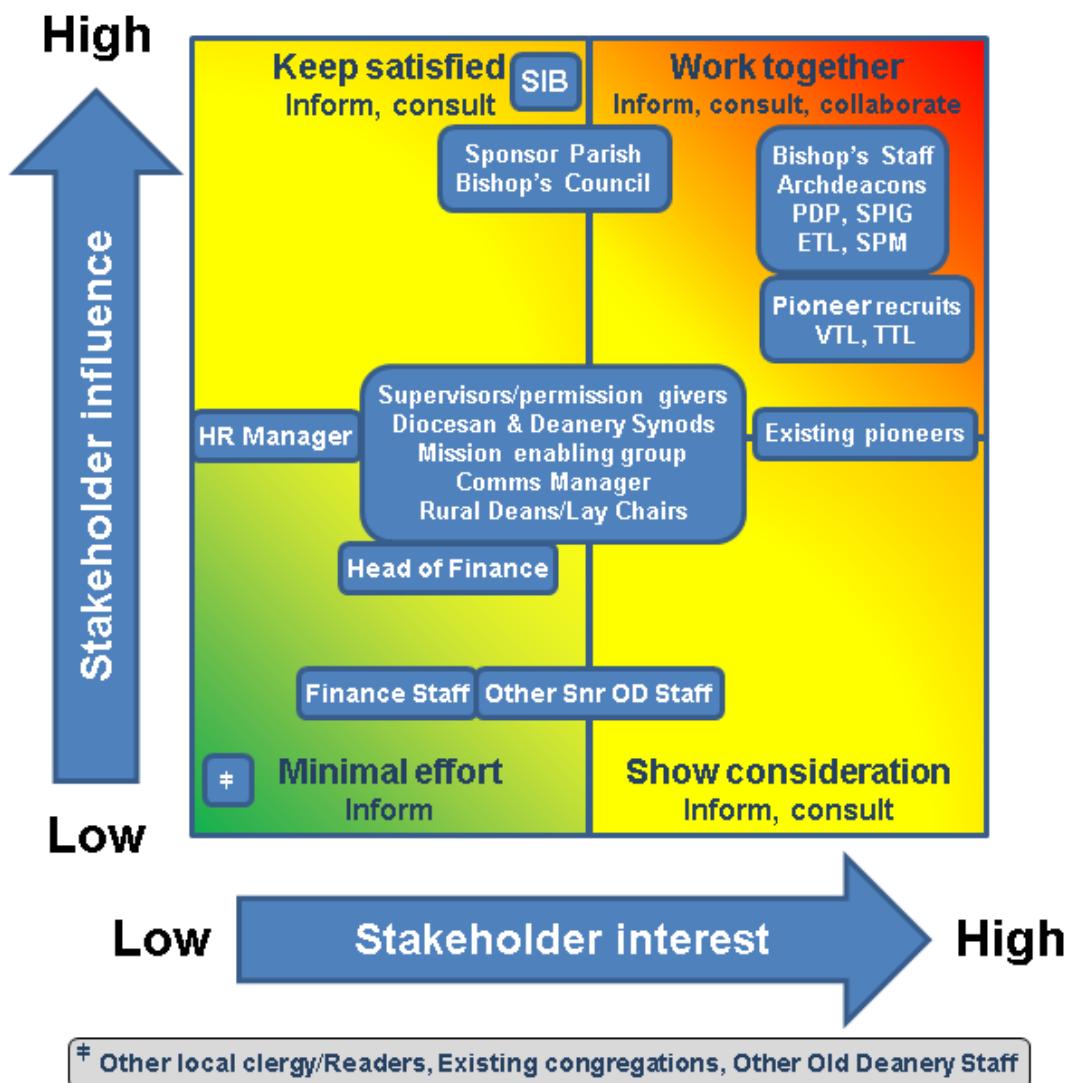
Communication and consultation

In addition to the above

- We will ensure that the Pioneer Project and related initiatives are communicated effectively across all diocesan channels. Fresh and engaging resources will be developed with a particular focus on creating new content for the diocesan website.
- We will host pioneer roadshows at Diocesan and Deanery Synods to share stories and allow space for discussion, feedback and constructive comment from beyond the pioneer circles.
- We will consult with congregations and clergy from under-represented traditions in Fresh Expressions and pioneering to find ways of encouraging more liberal, sacramental and contemplative Fresh Expressions.

3.7 Stakeholder Analysis and Engagement Strategy

Project stakeholders have been identified and for each an assessment made of the level of their **influence** in achieving successful project outcomes and their **interest** in the success of the project by virtue of their role. This analysis informs the engagement strategy as shown in the diagram below.



The engagement strategy will inform the development of the communications strategy. The programme nature of this project (as described in Section 3.8) means that it will be essential to keep engagement and communication strategies under review, adjusting in response to project management information and perceived progress towards the desired outcomes. The following table provides more detail on the initial underlying analysis.

Stakeholder	Influence	Interest	Engagement Strategy
Bishop's Staff	HIGH	HIGH	Engagement activity commenced. Regular updates on project progress provided by Strategic Programme Manager who is also a member of the Bishop's Staff. This includes project shaping during development phases and MI during its delivery. +Taunton, Diocesan Secretary and SPM members of SPIG and hence Project Board.
Archdeacons	HIGH	HIGH	Engagement activity commenced through membership of Bishop's Staff. ETL to meet with Archdeacons to explain the desired outcomes of the project and the project responsibilities which fall to the Archdeacons. Particularly important as all are relatively new to post (0-13 months at project start). Involvement of Archdeacons as reviewers/sign-off of individual proposals before going to deployment panel.
Pioneer Deployment Panel	HIGH	HIGH	General engagement of individual members managed through their membership of other categories as senior clergy. For individual proposals, prior review and sign-off procedures involve review by some panel members
SPIG	HIGH	HIGH	Engagement activity commenced. Terms of Reference will be amended so that SPIG will act as Project Board within defined project governance framework. Prior to this, SPIG has received regular reports on project development progress from SPM as agenda item
Evangelism Team Leader (ETL)	HIGH	HIGH	Fully engaged, key input and shaping of project over full lifecycle
Strategic Programme Manager (SPM)	HIGH	HIGH	Fully engaged and active in leading project and driving forward.
SIB	HIGH	MED	Engagement activity commenced. Seek comments and advice of CC Strategy & Dev Unit on draft application document at key points of development, including near final draft on 20 Oct 17
Sponsoring parishes	HIGH	MED	Role modelling by Bishops, project team and diocesan staff. Incorporation of proposals into DMPs.
Bishop's Council	HIGH	MED	Engagement activity commenced. Formal project reporting: receive Project Board minutes (quarterly) and written project summaries (6-monthly)
Pioneer Recruits	HIGH/MED	HIGH	High profile and attractive advertising based on identifying challenging opportunities with high potential and excellent support structures. Use of experienced pioneers as advocates/coaches, hotspots/hubs etc as per existing pioneers.
Vocations Team Leader (VTL)	HIGH/MED	HIGH	Engagement activity commenced as part of Ministry for Mission leadership team. Accountabilities under project to be incorporated within BAU objectives through discussion with SPM who is also head of MfM. Ongoing discussions with Training Team Leader and Vocations Team Leader on changes required to Vocations and Training programmes and processes in light of pioneer focus.

Stakeholder	Influence	Interest	Engagement Strategy
Training Team Leader (TTL)	HIGH/MED	HIGH	Engagement activity commenced as part of Ministry for Mission leadership team. Accountabilities under project to be incorporated within BAU objectives through discussion with SPM who is also head of MfM. Ongoing discussions with Training Team Leader and Vocations Team Leader on changes required to Vocations and Training programmes and processes in light of pioneer focus.
Existing Pioneers	MED	HIGH	Engagement activity commenced through ETL networking. Development of hot spots /hubs/award ceremonies to share ideas/celebrate successes.
Supervisors/Permission Givers	MED	MED	Individual to be identified and approached early in development of pioneering deployment proposal, expectations and training needs discussed with ETL and agreement confirmed.
Diocesan Synod	MED	MED	Reports from Bishop's Council. Pioneer roadshows to be held to share stories, facilitate discussion/feedback
Deanery Synods	MED	MED	Involvement with DMP development/review processes. Pioneer roadshows to be held to share stories, facilitate discussion/feedback
Mission enabling group	MED	MED	Training of course leaders in delivering MSM courses. Updates on project progress through tri-annual gatherings. Expertise and advice called on for coaching, training, disseminating of information. Conduit for enabling contextual mission to seep into lower priority areas. Story sharing effecting cross-pollination of pioneer mission with other mission strands.
Communications Manager	MED	MED	Comms Manager is a core member of SPIG and hence the Project Board. Cultural change objectives recognised and defined through identification as distinct project workstream. Meeting of SPM/ETL with Comms Manager to be held to discuss components of comms strategy to support this and define workpackages.
Rural Deans & Lay Chairs	MED	MED	Use Deanery Mission Plan process to engage in discussions on local pioneering opportunities. Pioneer roadshows to be held to share stories, facilitate discussion/feedback. Involvement as members of other categories.
HR Manager	MED	LOW	Engagement activity commenced. Involvement during bid development to advise on salary and recruitment costs. SPM/ETL to meet with to discuss HR support in detail for development of employment contracts, advertising roles and recruitment.
Head of Finance	MED/LOW	MED/LOW	Actively involved in preparation of bid financial projections. Have agreed to hold early meeting on developing an appropriate project accounting structure to support MI for this and future projects. Existing Dimensions accounts package has flexibility for this.

Stakeholder	Influence	Interest	Engagement Strategy
Other senior Old Deanery Staff	LOW	MED	Engagement activity commenced. SPM member of senior staff and reports project progress at leadership team meetings. SPM also has role as head of Ministry for Mission and Diocesan Secretary is member of SPIG.
Finance Staff	LOW	MED/LOW	Engagement will be through Head of Finance in relation to specific work requirements. Exposure more generally as per other Old Deanery staff
Other local clergy & Readers	LOW	LOW	Pioneering ministry incorporated into CMD/CME of clergy and Readers. Involvement in development and review of Deanery Mission Plans. Consultation with under-represented traditions in FreshXps and pioneering to shape encouragement of liberal/sacramental/contemplative forms. Role modelling by Bishops, project team and Old Deanery staff.
Existing congregations	LOW	LOW	Engagement activity commenced through fliers and Diocesan website to communicate Living the Story, Telling the Story. Exposure to high profile Diocesan events promoting pioneering in mission & evangelism. Consultation with under-represented traditions in FreshXps and pioneering to shape encouragement of liberal/sacramental/contemplative forms.
Other Old Deanery Staff	LOW	LOW	Use of monthly all staff meetings to describe project progress and celebrate successes.
Wider/General communications			Development of Diocesan website to provide engaging and accessible material focused on Pioneer Project, incorporating (e.g.) video stories, signposting to events, networks, hubs etc, plus vocations, training and key FreshXps data.

3.8 Project Workstream Overview

Workstream Aspect	Pioneer Deployment	Pioneer Recruitment	Growing Pioneer Base
Key elements	<ul style="list-style-type: none"> Identification of potential areas and works for posts Proposals and input from parishes and DMPs 	<ul style="list-style-type: none"> From scheme graduates From locally recognised pioneers Emerging lay pioneers and pioneer ordinands ETL engagement and networking 	<ul style="list-style-type: none"> Use of hotspots, local knowledge and activity Establish centres of pioneering innovation Hosted local events to raise the profile of pioneer work Local informal groups Fresh expression themed hub Growing broader understanding of what pioneering is and who can be involved
Quality Assurance & Management	<ul style="list-style-type: none"> Defined aim and balanced priorities: deprivation, new communities/centres of population growth, young people Clear criteria taking account of context Clear stakeholders Prior sign-offs by ETL, Archdeacon and Bishops Staff 	<ul style="list-style-type: none"> Role descriptions Best practice from elsewhere including National Pioneer Development Adviser ETL and VTL review 	<ul style="list-style-type: none"> Multi-stage model allowing for entry at each stage and progression, both ordained & lay Sharing best practice and ideas Structured approach to pioneer spectrum
Decision Maker	Pioneer Deployment Panel	Archdeacon in consultation with local clergy, ETL and deployment panel	Evangelism Team Leader in line with allocated budget
Outcomes	<ul style="list-style-type: none"> 10+ new sustainable and growing Fresh Expressions with identified leadership and 500+ worshippers At 5yr point further 10-20 new developing Fresh Xps engaging with 500+ outside inherited footprint 	9 new pioneer posts created and filled between 2018-20 (giving 10 in total)	<ul style="list-style-type: none"> 5+ local learning hubs and 5+ specialised learning hubs 100+ pioneers in hubs & hotspots Proportion of those discerning a vocation as pioneer through Diocesan Vocations process ≈20%
Assumptions	<ul style="list-style-type: none"> Opportunities are able to be identified with sufficient clarity Route to sustainability will be determined Local clergy and leaders have capacity (time) to support and engage Local clergy and leaders have willingness to support and engage Growth is from outside current congregations, and identified where not 	<ul style="list-style-type: none"> Availability of suitable candidates Retention of pioneers once in post 	<ul style="list-style-type: none"> Sufficient volunteer lay pioneers with appropriate gifts will emerge organically Pioneers will want to network and hub
Dependencies	<ul style="list-style-type: none"> Local understanding and community knowledge Supportive local parish clergy Local engagement through DMPs Clarity in needs and opportunities Matching of opportunity with suitable pioneer 	<ul style="list-style-type: none"> Suitable deployment opportunities for pioneer 	<ul style="list-style-type: none"> Collaborative and mutually supportive pioneer culture Pioneer oversight model
Constraints	<ul style="list-style-type: none"> Community contexts within the diocese. 	<ul style="list-style-type: none"> Number of paid posts initially limited by project budget. Subsequent organic growth limited by operational budget which is expected to grow through pioneer success. 	<ul style="list-style-type: none"> Project budget Likely time limited availability of SDF funds and requirement for drawdown to be linked to Pioneer appointment

Project Workstream Overview (contd.)

Workstream Aspect	Training & Support	Pioneer Oversight	Resource Alignment
Key elements	<ul style="list-style-type: none"> Dev/use of "GodSend" App Flexible MSM courses for local bespoke team-based training New MSM trainers grown from attendees CMS certificate level courses in pioneer missional leadership offered locally through learning hubs to lay and clergy Occasional degree level modules for volunteer lay pioneers with potential Full-time 2-3 yr lay pioneer training for identified high potential pioneers CMD one-day training 	<ul style="list-style-type: none"> Lead project officer is ETL (0.5 FTE allocation) Requirement to consider availability of supervisor / permission-giver Specialised training for supervisor/permission giver Use of best practice guidelines from the National Community of Pioneers Pioneer employment contracts, line management and accountability, policy compliance, mentoring 	<ul style="list-style-type: none"> £280k over 5 yrs already allocated by DBF for pilot post £1.25m further DBF funding, £1.6m sought from SDF Use of DMP process to identify pioneering opportunities Identification of resource redeployment and synergy opportunities integral to development of pioneer proposals (human, financial, property) ETL allocated 50% to project Use of DBF project office capability
Quality Assurance & Management	<ul style="list-style-type: none"> Trained diocesan team to deliver MSM courses Recognised training award bodies (CMS, St Mellitus, Trinity College Bristol) Role modelling of experienced pioneers External accompanier of national standing 	<ul style="list-style-type: none"> Experience of ETL Bishops' personal visits and engagement with fresh expressions Support from local clergy (parish priests and rural deans) Tailored and pre-agreed qualitative and quantitative metrics and milestones Agreed employment and management model 	<ul style="list-style-type: none"> Tested against and alignment with diocesan strategic priorities and supporting work strands Incorporation within diocese 5-yr financial plan Requirement to consider context of proposed deployments, including likelihood of thriving, ecumenical partnership and possibility of achieving through re-deployment
Decision Maker	Evangelism Team Leader in line with allocated budget	Project Board, DBF Head of HR, ETL, Archdeacons	Project Board in line with agreed terms of reference and diocesan financial and strategic plans
Outcomes	<ul style="list-style-type: none"> 100+ lay and ordained pioneers across diocese at 5yr point participating in some form of network, training course or learning hub 10+ experienced pioneers acting as coaches/critical friends 10+ new teams completed MSM 25+ people gained CMS Cert. 	<ul style="list-style-type: none"> Pioneers working within an operative framework of support and challenge High retention and role satisfaction of employed pioneers 	<ul style="list-style-type: none"> Existing resources identified and used to best effect in support of pioneering developments Measured realignment of ministry resources towards mission Project spend subject to full budgetary controls and variance management
Assumptions	<ul style="list-style-type: none"> Pioneers will engage with training and allocate time to own development Funding for training available Availability of diocesan trainers where training provided locally 	<ul style="list-style-type: none"> Importance of oversight and development appreciated by pioneers, including voluntary lay, and current leaders Current leaders have capacity (time & capability) to supervise and act as permission givers Fresh Expression may be accommodated within CofE structure 	<ul style="list-style-type: none"> Funds once agreed are ring-fenced and available to project Appropriate cost controls and project accounting available
Dependencies	<ul style="list-style-type: none"> Acceptance of identified pioneers by external training providers 	<ul style="list-style-type: none"> Training and support for supervisor / permission-givers 	<ul style="list-style-type: none"> Approval and draw-down profile of SDF funding Diocesan level decisions for resource realignment across the entire strategic programme
Constraints	<ul style="list-style-type: none"> Project and BAU training budgets 	<ul style="list-style-type: none"> Legal structures of CofE CofE policies Possible emergence of wider CofE approaches Employment legislation and other statutory requirements 	<ul style="list-style-type: none"> Project budget Re-allocable resources

Project Workstream Overview (contd.)

Workstream Aspect	Cultural Change	Programme Governance
Key elements	<ul style="list-style-type: none"> • Diocesan communication and engagement strategy developed by communications team and enacted by ETL • Role modelling by experienced pioneers • Pioneers act as exemplars and champions more widely • Use of social media together with print and online comms to share pioneer stories • Incorporation within CMD 	<ul style="list-style-type: none"> • SPIG to function as project board receiving quarterly report from lead officer • SPIG to be sub-group of Bishop's Council • Bishop's Council to receive SPIG minutes and written project report summaries • Development of comprehensive suite of project management metrics to monitor progress and drive successful outcomes • Full project management disciplines
Quality Assurance & Management	<ul style="list-style-type: none"> • Involvement of diocesan communications team • Bishops, Pioneer Project team and Diocesan staff to model values • Experienced pioneers to act as advocates • Formal CMD on pioneering • Seeking and responding to feedback from all traditions 	<ul style="list-style-type: none"> • Lead project officer is ETL (0.5 FTE allocation) • SPIG chair is SPM who is senior officer and full member of Bishop's Staff • Regular reporting to Bishop's Staff meetings • Experience of ETL & SPM • Engagement of specialist consultancy, TI, for transformation index measures
Decision Maker	Evangelism Team Leader, Communications Manager	ToR agreed by Bishop's Council
Outcomes	<ul style="list-style-type: none"> • Pioneering established and accepted (by clergy & lay) as integral part of mission and ministry • A culture of humility, partnering, learning how to do contextual mission, understanding contextual theology, theological reflection, risk taking, with a bias to the poor and those most distant from the church 'not like us' 	Well managed project delivering to time and budget to standards agreed with sponsors
Assumptions	<ul style="list-style-type: none"> • Desire of existing church to learn about and engage positively with pioneer and Fresh Expression movement 	<ul style="list-style-type: none"> • Timely data available to support project metrics • Stakeholders have capacity to allocate sufficient time to project
Dependencies	<ul style="list-style-type: none"> • Support and engagement with change by local church communities 	<ul style="list-style-type: none"> • All project leaders to provide timely and open input to project governance process
Constraints	<ul style="list-style-type: none"> • Culture and attitudes of established traditional church communities (ordained and lay) 	<ul style="list-style-type: none"> • Data availability to support project MI • Project budget allocated to project management

3.9 Project management characteristics

Programme rather than project

The Pioneer Project brings together within a single strategic, coherent framework multiple individual projects driven forward by pioneers responding to the direction of the Holy Spirit. It is neither possible nor desirable to define immutable outputs in advance for the overarching Pioneer Project. Instead, broad strategic outcomes are described and the inherent uncertainty will be managed through regular evaluation, reflection and review. We recognise that in project management terms the Pioneer Project is a programme rather than project and will require programme management techniques for its effective management. A programme is typically characterised by there being a collection of projects linked by a cohesive aim being delivered within contexts where there are significant levels of uncertainty and change. Short term plans and objectives aligned with the strategic direction of travel will be relatively well defined, whilst those further out will move progressively into focus, requiring realignment and review.

Progression of individual pioneering works

Each of the individual pioneering posts will have their own context, attributes and objectives. We do, however, identify some generic phases and characteristics against which the progression of the individual works may be assessed, noting that the time taken to travel from initiation to fruitfulness will show significant variance. A chart showing these phases is provided in section 7.5 .

3.10 Timeline – Route to first deployed pioneer

Ref	Activity	Start	End	Responsibility
1	Identification of deployment opportunity:			
1.1	Shortlist of potential opportunities	started	10 Nov	ETL
1.2	Pen portrait of each opportunity identifying alignment with strategic aims and principal criteria	13 Nov	24 Nov	Sponsoring parish/deanery
1.3	Selection of up to two proposals for detailed assessment	27 Nov	01 Dec	ETL
1.4	Progress report to Project Board (date of SPIG)	11 Dec	19 Dec	ETL
2	Development of detailed proposals			
2.1	First draft proposals available to ETL	04 Dec	08 Jan	Sponsoring parish/deanery
2.2	Review of draft proposals by ETL	08 Jan	12 Jan	ETL
2.3	Draft tailored job description and accountabilities for pioneer post	15 Jan	26 Jan	ETL
2.4	Identification of supervisor/permission-giver – e.g. from experienced local ordained	15 Jan	26 Jan	ETL
2.5	Revision of proposals and sign-off by ETL	15 Jan	26 Jan	Sponsoring parish/deanery with ETL
2.6	Review by Bishop's Staff	w/c 29 Jan		Archdeacon
2.7	Sign-off for proposing to PDP	29 Jan	02 Feb	Archdeacon
3	Consideration by Pioneer Deployment Panel			
3.1	Confirm PDP meeting date with panel members	ASAP	10 Nov	Proj Support
3.2	PDP meet to consider proposals. First deployment position(s) agreed.	w/c 12 Feb		PDP
4	Recruitment			
4.1	Draft employment contract for post	19 Feb	23 Feb	HR Manager
4.2	Advert for pioneer post agreed	19 Feb	23 Feb	Comms Manager
4.3	Advertisement, interviews, appointment (5 weeks)	26 Feb	29 Mar	ArchD/HR/ETL
4.4	Progress report to Project Board (date of SPIG)	12 Mar	20 Mar	ETL
4.5	Allowance for notice period of appointee (3 months)	29 Mar	29 Jun	
5	Initial Deployment Phase			
5.1	Pioneer starts in post	02 Jul		
5.2	3-month plan agreed with supervisor/permission-giver.			Pioneer / supervisor
5.3	Initial review at 100 day point	w/c 08 Oct		ETL
6	Initiation of wider cultural change and engagement			
6.1	Follow up to Hotspots briefing	13 Nov	30 Nov	ETL
6.2	Individual conversations with leaders of Fresh Expressions	13 Nov	23 Dec	ETL
6.3	First two local Hotspot gatherings complete	01 Dec	23 Dec	ETL
6.4	Launch of Specialised Learning Hubs	08 Jan	30 Jan	ETL/TTL
6.5	Base line meeting with Project Accompanier	late Jan/early Feb		ETL
6.6	Launch of Coaching & Training	01 Feb	28 Feb	TTL
6.7	Second two local Hotspot gatherings complete	08 Jan	28 Feb	ETL
6.8	Wider communications re first deployment	03 Apr	29 Jun	Comms Manager / ETL

4. Management & Governance

4.1 Management

The lead officer for the Pioneer Project is the Evangelism Team Leader (ETL), with 50% of her time dedicated to this project. The ETL is an experienced pioneer who already has responsibility for the support and development of pioneers within the Diocese.

The 50% of her time spent on the project is a change to the job description of the ETL and will release her for the following tasks which are currently not allowed for:

- Initiation of hubs, hotspots, and informal networks
- Working with parishes to prepare proposals for Pioneer Deployment Panel
- Oversight of MSM and development of the lay pioneer training programme
- Supporting local supervisors of pioneer posts.
- Oversight of data collection and regular reporting to SPIG

We will cover the duties relinquished by the ETL by making a new 0.5 fte appointment to the evangelism team from our own funds for the duration of the project. This post will be principally concerned with parish development in the inherited church.

The ETL reports directly to the Strategic Programme Manager (SPM), who has overall responsibility for the Diocesan strategy. The SPM is a full member of Bishop's Staff and the senior officer responsible for the project.

The senior clergy of the Diocese are fully engaged with the pioneer project through:

- Membership of the Pioneer Deployment Panel
- Membership of SPIG (appendix 2)
- Regular reporting to Bishop's Staff meeting
- Bishops' personal visits and engagement with fresh expressions

4.2 Governance

The Strategic Programme Implementation Group (SPIG) has been in place since October 2016. The role of SPIG is to shape the Diocesan strategy and ensure that the Diocese's three strategic priorities are being implemented. SPIG is chaired by the Strategic Programme Manager.

SPIG will be the project board for the Pioneer Project. This will entail some minor changes to the terms of reference and a review of the membership to ensure that expertise in both pioneering and project delivery is available.

SPIG will take reports from the lead officer (Evangelism Team Leader) on a quarterly basis.

SPIG will be a sub-group of the Bishop's Council which will receive the minutes, including written summaries of the project reports.

Appendix 2 provides a change marked version of the revised SPIG general terms of reference together with its terms of reference when acting as project board. These are currently draft pending approval by the Bishop's Council.

5. Financial Information

Overall project costs to 2025 are projected to be £3,146,500, which is phased as £68,200 (2016/17), £2,304,100 (2018-2022) and £774,200 (2023-2025). We are seeking strategic development funding of £1,619,000.

A	New Paid Pioneers	Total	2016/17	2018	2019	2020	2021	2022	2023	2024	2025
Pioneer Nos - year of intake		9		3	4	2	-	-	-	-	-
Average in post		9		1.5	5.0	8.0	9.0	9.0	7.5	4.0	1.0
Pioneer cost avg/post £000's				41.1	41.9	43.0	44.1	45.2	46.3	47.5	48.6
B	Project costing £000's	Total	2016/17	2018	2019	2020	2021	2022	2023	2024	2025
Paid pioneers											
Pioneer salary/housing	2,003.8			61.6	209.7	343.9	396.5	406.5	347.2	189.8	48.6
Recruitment/redundancy	64.1			9.6	14.8	6.7	-	-	11.0	14.7	7.3
Finance costs of housing (5)	262.5			8.8	29.2	46.7	52.5	52.5	43.8	23.3	5.8
	2,330.4			79.9	253.6	397.3	449.0	459.0	402.0	227.8	61.8
Other project costs											
Pioneer CMD and expenses	73.5			2.3	7.7	12.6	14.5	14.9	12.7	7.0	1.8
Lay pioneer development-DBF funded	69.0			11.6	10.6	9.6	8.6	7.6	7.0	7.0	7.0
CMS certificate- Lay training	39.5			5.3	9.3	7.5	7.0	7.0	3.5	-	-
Seedcorn project funding	92.0			30.0	41.0	21.0	-	-	-	-	-
Fresh Expressions review	10.0			-	-	-	-	10.0	-	-	-
External Project Accompanier	4.0			1.3	1.3	1.3	-	-	-	-	-
	288.0			50.4	69.9	52.1	30.1	39.5	23.2	14.0	8.8
Management costs											
Pioneer Team Leader (0.5FTE)	126.5			24.1	24.7	25.3	25.9	26.6	-	-	-
Administration support (0.3FTE)	55.3			6.3	6.5	6.7	6.8	7.0	7.2	7.3	7.5
	181.8			30.4	31.2	31.9	32.7	33.6	7.2	7.3	7.5
Overheads-DBF funded											
Team	28.3			4.0	4.1	4.3	4.4	4.5	2.3	2.3	2.4
Departmental	22.1			3.4	3.4	3.5	3.6	3.7	1.5	1.5	1.5
Central	15.1			2.3	2.4	2.4	2.5	2.5	1.0	1.0	1.0
	65.5			9.7	9.9	10.2	10.4	10.7	4.7	4.8	5.0
In-post pilot pioneer - DBF funded	280.8	68.2	55.3	56.3	57.3	43.7					
TOTAL	3,146.5	68.2	225.7	420.8	548.7	566.1	542.7	437.1	254.0	83.1	
Funding											
Strategic Development funding	1,619.0			130.2	283.9	377.4	396.8	415.5	7.3	3.9	4.0
DBF- Mission development reserve	1,393.0	68.2	74.2	116.4	151.5	150.3	108.9	418.1	238.2	67.1	
DBF- General Fund	134.5			21.3	20.5	19.8	19.0	18.3	11.7	11.8	12.0
	3,146.5	68.2	225.7	420.8	548.7	566.1	542.7	437.1	254.0	83.1	

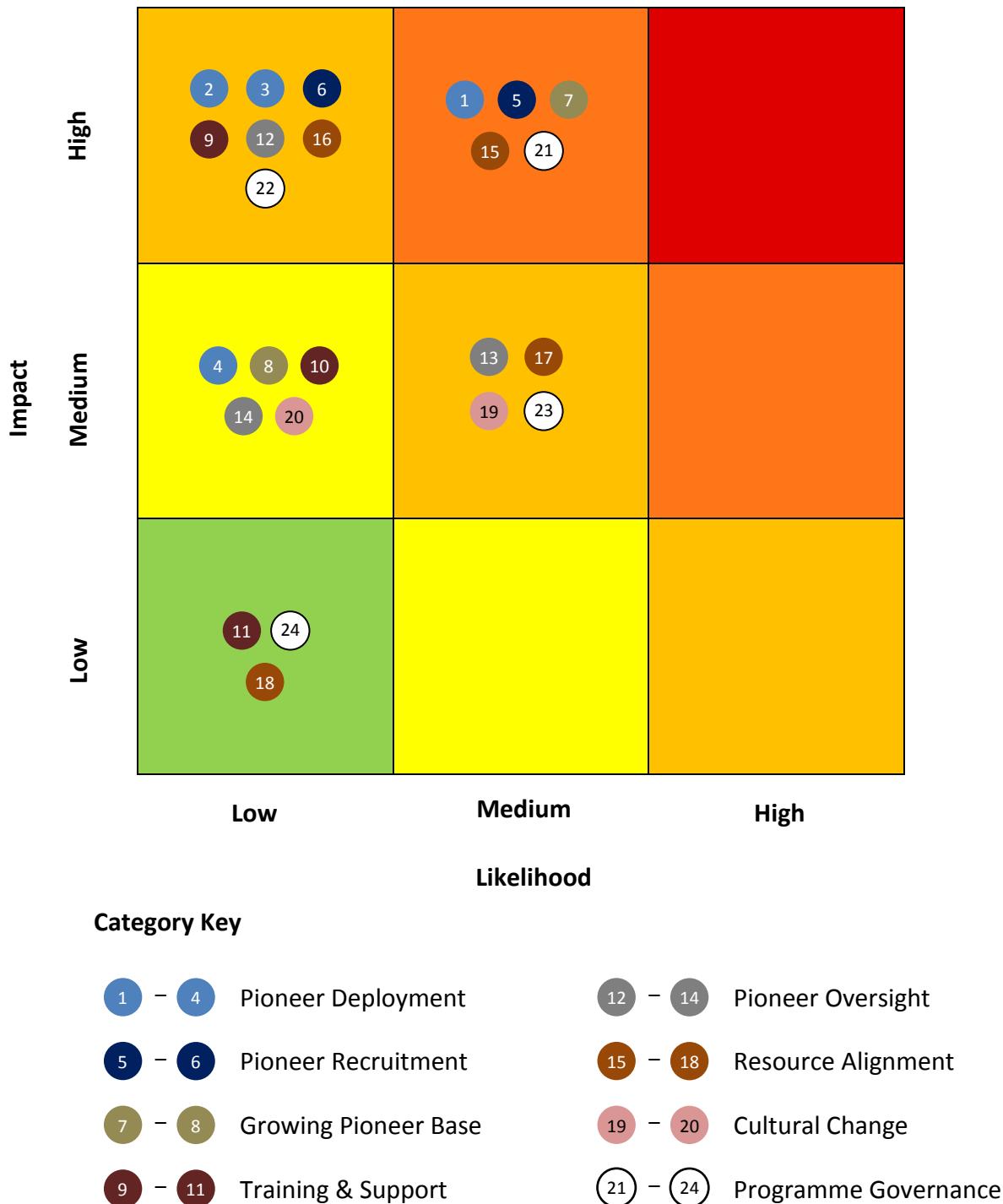
C	Application by funding stream £000's	Total	2016/17	2018	2019	2020	2021	2022	2023	2024	2025
SDF funded:											
New Paid Pioneers	1,250.0	-	61.0	193.4	303.0	342.5	350.1	-	-	-	-
Pioneer Team Leader (0.5FTE) + support	171.5	-	30.4	31.2	31.9	32.7	33.6	3.8	3.9	4.0	
Pioneer CMD and expenses	52.0	-	2.3	7.7	12.6	14.5	14.9	-	-	-	
CMS certificate- Lay training	39.5	-	5.3	9.3	7.5	7.0	7.0	3.5	-	-	
Seedcorn project funding	92.0	-	30.0	41.0	21.0	-	-	-	-	-	
Fresh Expressions review	10.0	-	-	-	-	-	10.0	-	-	-	
External Project Accompanier	4.0	-	1.3	1.3	1.3	-	-	-	-	-	
Total SDF funded	1,619.0	-	130.2	283.9	377.4	396.8	415.5	7.3	3.9	4.0	
DBF Mission Development Reserve											
In-post pilot pioneer	280.8	68.2	55.3	56.3	57.3	43.7	-	-	-	-	-
New Paid Pioneers	1,080.4	-	19.0	60.2	94.2	106.5	108.9	402.0	227.8	61.8	
Management Costs (project support)	10.3	-	-	-	-	-	-	3.4	3.5	3.5	
Pioneer CMD and expenses	21.5	-	-	-	-	-	-	12.7	7.0	1.8	
Total funded from DBF MDR	1,393.0	68.2	74.2	116.4	151.5	150.3	108.9	418.1	238.2	67.1	
DBF General Fund											
Overheads	65.5	-	9.7	9.9	10.2	10.4	10.7	4.7	4.8	5.0	
Lay pioneer development	69.0	-	11.6	10.6	9.6	8.6	7.6	7.0	7.0	7.0	
Total funded from DBF General Fund	134.5	-	21.3	20.5	19.8	19.0	18.3	11.7	11.8	12.0	
TOTAL	3,146.5	68.2	225.7	420.8	548.7	566.1	542.7	437.1	254.0	83.1	

A summary of the key financial assumptions underlying these projections is provided in appendix 3.

6. Risk assessment

Summary Risk Matrix

A detailed description of each identified risk and its mitigation is provided in appendix 1.



Risks have been considered for each of the project workstreams. No high likelihood items have been identified. Risks will be monitored throughout the project, amending impact or likelihood assessments and adjusting mitigation strategies when required.

Five principal risks have been identified:

Pioneer Deployment (Risk 1)

High impact/medium likelihood Owner: Pioneer Deployment Panel / Evangelism Team Leader

Description: **Deployed pioneer posts have less than planned impact.** Although established as a promising opportunity with good potential, pioneer outcomes over life of project are lower than anticipated.

Mitigation: High level of scrutiny and challenge of pioneer project proposals, including from local churches, within DMP, ETL and Archdeacons. Tailored development plan including milestones, metrics and reporting to be agreed for each project. Clear pioneer recruitment criteria and role description. Oversight and challenge framework to be developed incorporating supervision and permission givers.

Pioneer Recruitment (Risk 5)

High impact/medium likelihood Owner: Evangelism and Vocations Team Leaders

Description: **The pool of candidates for initial stipendiary pioneer posts proves insufficient.** Failure to appoint leads to pioneer project delay. Pressure to appoint wrong people may lead to ineffective ministry. Overall pioneering outcomes less than planned.

Mitigation: Build on valuable experience from pilot appointment to inform recruitment into attractive and targeted roles. Stipendiary nature allows recruitment from national pioneer scheme graduates as well as recognition of local experienced pioneers. ETL and VTL working with emerging lay pioneers and pioneer ordinands as potential candidates. Advertising strategy and build a diocese reputation.

Growing Pioneer Base (Risk 7)

High impact/medium likelihood Owner: Evangelism and Vocations Team Leaders / Established Pioneers

Description: **Number of identified actual / potential lay pioneers less than expected.** Slower/reduced growth in the pioneer base and fewer attendees at training courses. Capacity to pioneer second generation projects is less than planned. There may be increased reliance on stipendiary posts at higher cost. Achievement of pioneering outcomes is less than expected and opportunities are missed.

Mitigation: Use of hotspots, local knowledge and activity, together with development of centres of pioneering innovation, hosted local events, local informal groups and fresh expression themed hubs. A multi-level training structure facilitates the spotting and development of pioneer potential. Established pioneers to identify and encourage emerging pioneers. VTL to consider pioneer potential in potential ordinands. Cultural change supports prayerful consideration of pioneer calling more widely across established worshipping communities.

Resource Alignment (Risk 15)

High impact/medium likelihood Owner: Project Board / Evangelism Team Leader

Description: **A sustainable financial model is not achieved.** E.g. stipendiary pioneer post(s) are not supportable through giving. This leads to possible reallocation or loss of post(s) with consequential impact on the ability to pursue deanery mission plans or individual fresh expressions of church.

Mitigation: Stewardship teaching support through framework of parish giving scheme and linked to communication strategy and cultural change programme. Progression towards sustainable funding to be a visible part of project MI and management.

Programme Governance (Risk 21)

High impact/medium likelihood Owner: Head of Finance / Project Board

Description: **Projected costs for full delivery exceed those budgeted and agreed.** This requires either allocation of further resources to maintain scope at cost to other activities, or a reduction in project scope or size to prevent overspend. There may be loss of confidence in the project and withdrawal of funding yet to be released.

Mitigation: Phased release of funding with accountability and controls over application. Key central financial planning assumptions set consistently with project milestones and timeline, and agreed with accountable senior managers. Sensitivity to assumptions tested through what-if scenario analysis to determine key drivers and magnitude of risk.

7. Measurement, evaluation and learning

7.1 Principal measures: Concrete change within Diocesan structures

At the 5 year point from the start of the project, (early 2023), we expect to have reached the following targets:

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

Progress towards these targets will be measured and reported on an annual basis.

7.2 Fresh expressions: measurement of growth

We hope and expect, God willing, to see the following outcomes at the 5-year point from the appointment of the last pioneer post (mid 2025):

- At least 10 new sustainable and growing fxC with an identified leadership team, with a total of 500+ worshippers.
- A further 10-20 new fxC at the 5 year point (which may be at an early stage of development), engaging with a further 500 people (at least) outside the footprint of the inherited church.

We have a recent (August 2017) Church Army Research Unit report which will serve as a baseline for the measurement of fxC. A register of fresh expressions in the Diocese will be established and maintained on a continuing basis, enabling us to track number, type, and health of fxC.

Reporting on the register of fxC will be twice yearly in order to track progress toward these targets.

7.3 Lead Measures

The following measures will be used to record the activity that we will expect to see early in the project, and will provide evidence that we are seeing the signs of growth that will be necessary if the Pioneer Project is to have sufficient momentum to achieve the aims:

- Number of people attending “flushing out” and introductory events
- Number of recognised lay pioneers (correlated against the Pioneer Spectrum and Training Pyramid)
- Number of teams beginning MSM training
- Numbers of people engaged in hubs, hotspots and networks
- Drawdown of seedcorn funds by pioneers in post

These measures will be reported quarterly for the first two years (2018-2019), and twice yearly thereafter.

7.4 What will culture change look like?

If we achieve our aim of significant culture change in the Diocese by 2025, we will see the following:

New language for mission

- The word ‘pioneer’ will be a standard part of church vocabulary. It will be used in many places with a sophisticated understanding and an appreciation of how the pioneer vocation enriches the catholicity of the church
- The words ‘context’ and ‘culture’ used accurately will inform the majority of discussions on mission and evangelism, flowing into the mainstream from the pioneer centres of the Diocese

Mission more possible

- Churches will have a broader grasp of mission as expressed by the Five Marks, and there will be a greater emphasis on integrating all or a majority of the five in the service of their communities
- Living and telling the story of Jesus will be seen as something possible for significantly more members of our congregations, and some will have grown noticeably in confidence in sharing their faith with others as they understand they can do it ‘in their own way’ and according to context
- Congregations and individuals will have more refined skills in discerning where God is at work, and be more open to His missional activity outside the church
- People with a pioneering spirit at every point of the vocational spectrum (from occasional volunteer lay through full-time ordained paid) will know they have

permission to explore new or contextually adapted routes for telling the story of Jesus, and know where to apply for support

- There will be a cross-Diocesan conversation about what it means for each tradition to ‘live and tell the story of Jesus’ and early signs of a ‘re-mixing’ of traditional approaches
- Churches will be starting to bear effective and transformative witness among people groups where there was little impact previously

New attitudes towards resources

- Congregations will have a changing understanding of resources: people open to the Holy Spirit, relationships, social capital, partner organisations, creativity and courage will equal buildings, tradition and money in terms of essential requirements for mission and evangelism
- Conversations about resources will prioritise the areas of highest need in terms of socio-economic disadvantage and unchurched populations
- There will be a much greater emphasis on learning as one of the outcomes of mission and a developing learning culture
- More churches will appreciate the importance of partnership working with community groups, outside agencies, other Anglican churches and ecumenical partners, and will be unselfish in investing in projects led by others
- Churches will be on the journey towards ‘outward-moving’ from ‘inward-looking’
- Support for beginner pioneers will be clearly sign-posted through Deaneries, Local Learning Hubs, and Diocesan communications

Evidence of these indicators will be gathered and reported annually.

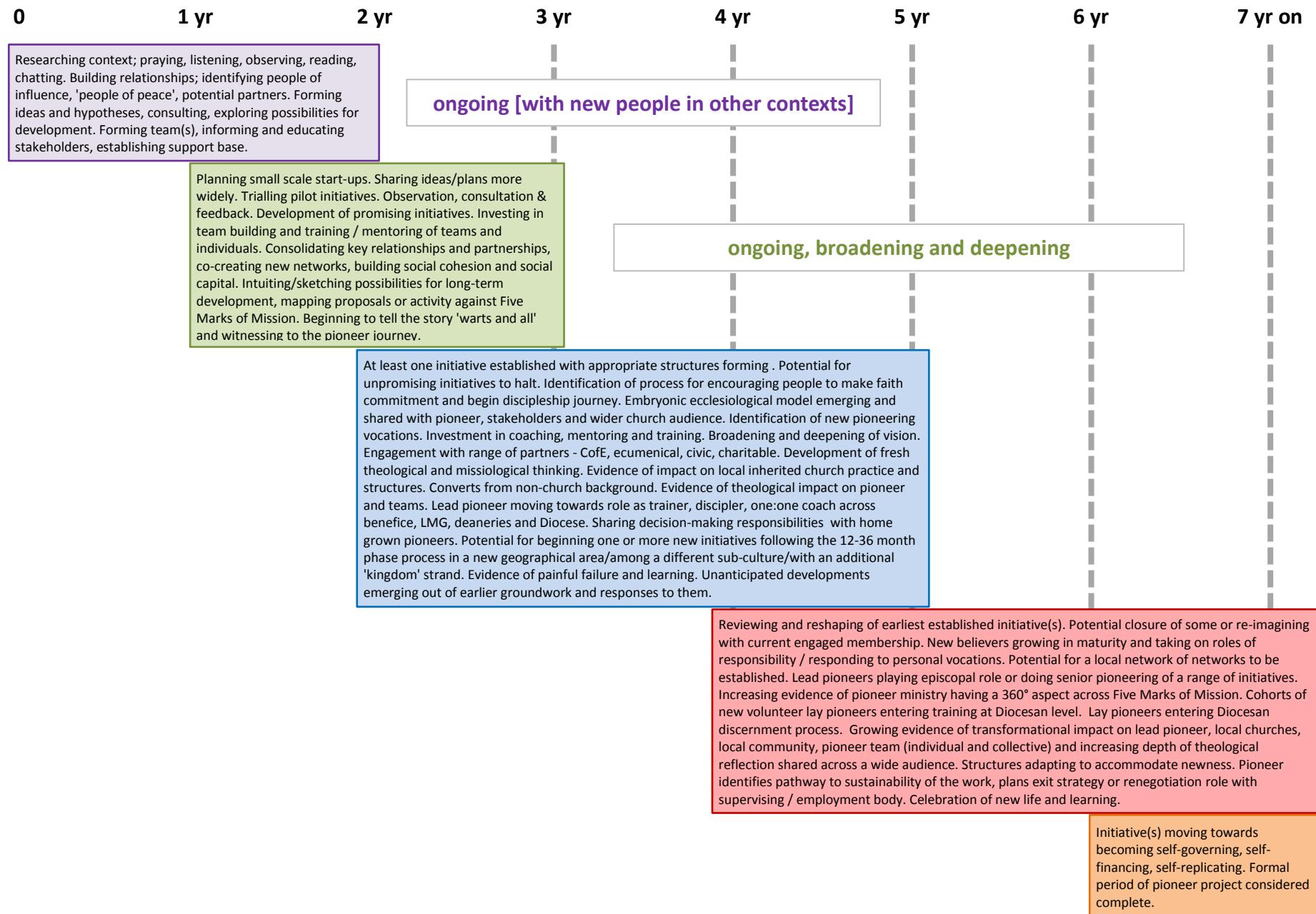
7.5 Timeline for individual pioneer posts

The timeline is a rough guide to where pioneer work might be at the end of a specific time period. It exists as a skeleton framework for standard pioneer work in order to help supervisors and stakeholders understand the nature and rate of development of a pioneer project, and to enable them to ask intelligent questions about its shape and direction.

The timeline may be used to evaluate progress, but it is not prescriptive and will be subject to context. Progress rarely happens at a steady growth rate, particularly in an environment where many factors are outside the control of the pioneer’s agency. It is therefore subject to fluctuations, and the timeline should be seen in terms of a regression line based on a range of data with generous standard variations.

See diagram on next page.

Timeline of pioneer ministry



7.6 Learning and review

- The ETL will have a tri-annual visit from Michael Moynagh¹ in his role as Project Accompanier over the first three years of the project, which will shape learning and future direction
- Quarterly reports to the NCI and SPIG will involve regularly reviewing progress against lead measures and stated outcomes
- Each of the nine pioneers will have an annual review with the ETL and results will be recorded as part of our learning and fed into the lead officer's reporting to the Project Board
- Presentations of work generated as part of the Certificate for Pioneering Mission will be collated and made available on the Diocesan website as appropriate
- The mid-term review of the project will provide an opportunity for assessing what we have learned up to that point, and making any necessary changes to the management and direction of the project.
- The Church Army will be commissioned to conduct a follow-up research project on Fresh Expressions in the Diocese to measure distance travelled since September 2017

¹ <http://community.sharetheguide.org/about/team/michaelmoynagh>

Appendices

Appendix 1

Risk Assessment

Reference Category Key

1 – 4	Pioneer Deployment	12 – 14	Pioneer Oversight
5 – 6	Pioneer Recruitment	15 – 18	Resource Alignment
7 – 8	Growing Pioneer Base	19 – 20	Cultural Change
9 – 11	Training & Support	21 – 24	Programme Governance

Key to Owners

ETL	Evangelism Team Leader
VTL	Vocations Team Leader
TTL	Training Team Leader
SPM	Strategic Programme Manager
PB	Project Board (to be included in terms of reference of Strategic Programme Implementation Group)
SPIG	Strategic Programme Implementation Group where acting other than as pioneer project board
DFin	Head of Finance at Diocesan Board of Finance
PDP	Pioneer Deployment Panel
ArchD	Archdeacons
HR	HR Manager at Diocesan Board of Finance
EstPnr	Established Pioneers

Appendix 1 (cont.)

Ref	Risk	Possible Impacts*	Impact	Likelihood	Mitigation	Owner(s)
1	Deployed posts have less than planned impact	Although established as a promising opportunity with good potential, pioneer outcomes over life of project are lower than anticipated	High	Medium	High level of scrutiny and challenge of pioneer project proposals, including from local churches, within DMP, ETL and Archdeacons. Tailored development plan including milestones, metrics and reporting to be agreed for each project. Clear pioneer recruitment criteria and role description. Oversight and challenge framework to be developed incorporating supervision and permission givers.	PDP ETL
2	Insufficient opportunities identified for pioneer deployment	Achievement of pioneering outcomes* less than expected. Missed opportunities. Unproductive effort.	High	Low	Multi-channel approach to identifying opportunities, including developing existing works and locally produced Deanery Mission Plans by each deanery in diocese. Project spend linked to actual deployments. Recruitment will be to identified and approved opportunities.	ETL
3	Pioneer deployment not well matched to pioneer skillset	Square pegs in round holes, ineffective pioneer ministry, reduced ability to serve target community.	High	Low	High level of scrutiny and challenge of pioneer project proposals, including from local churches, within DMP, ETL and Archdeacons, ensuring requirements well understood. Clear pioneer recruitment criteria and role description. Recruitment follows deployment decision.	PDP ETL ArchD
4	Approval of suboptimal deployment proposals	Precious pioneer resources are deployed to areas with only limited potential and ultimate impact of pioneer is reduced.	Medium	Low	Clarity from diocesan leaders on aim and balanced priorities. Clear deployment panel process and prior sign-offs by senior clergy. ETL working with parishes/deaneries to assure quality of proposals.	PDP

Appendix 1 (cont.)

Ref	Risk	Possible Impacts*	Impact	Likelihood	Mitigation	Owner(s)
5	Insufficient pool of candidates for initial stipendiary pioneer posts	Failure to appoint leading to pioneer project delay. Pressure to appoint wrong people leading to ineffective ministry. Overall pioneering outcomes less than planned.	High	Medium	Build on valuable experience from pilot appointment to inform recruitment into attractive and targeted roles. Stipendiary nature allows recruitment from national pioneer scheme graduates as well as recognition of local experienced pioneers. ETL and VTL working with emerging lay pioneers and pioneer ordinands as potential candidates. Advertising strategy and build a diocese reputation.	ETL VTL
6	Poor pioneer retention experience	Loss of key personnel. Delay to pioneer project growth and maturity. Morale impact within new worshipping communities and across pioneer team.	High	Low	Development of a supportive environment through pioneer innovation centres, team collaboration, sharing best practice and provision of supervision, local permission givers and the freedom to develop their ministry as the Holy Spirit directs. A clear commitment to development and training allowing progression for pioneers.	ETL
7	Number of identified actual / potential lay pioneers less than expected	Slower/reduced growth in pioneer base. Fewer attendees at training courses. Capacity to pioneer second generation projects less than planned. Increased reliance on stipendiary posts at higher cost. Achievement of pioneering outcomes less than expected. Missed opportunities.	High	Medium	Use of hotspots, local knowledge and activity, together with development of centres of pioneering innovation, hosted local events, local informal groups and fresh expression themed hubs. A multi-level training structure facilitates the spotting and development of pioneer potential. Established pioneers to identify and encourage emerging pioneers. VTL to consider pioneer potential in potential ordinands. Cultural change supports prayerful consideration of pioneer calling more widely across established worshipping communities.	ETL EstPnrs VTL

Appendix 1 (cont.)

Ref	Risk	Possible Impacts*	Impact	Likelihood	Mitigation	Owner(s)
8	Establishment of regional learning hubs and collaborative working of pioneers proves difficult to achieve	Cross-fertilisation of ideas and sharing of best practice is less effective. CMD of pioneers restricted.	Medium	Low	Promotion of the value of sharing experience and best practice. Role modelling and exemplar recognition of experienced pioneers. Communication strategy to share successes.	ETL
9	Poor personal welfare outcomes for pioneers through stress, isolation, perceived competition and possible burn-out	Reduced effectiveness or loss of pioneers. Personal cost.	High	Low	Support networks established through local hubs, supervision, external accompanier. Creation of stipendiary posts to support increased capacity of emerging pioneers. Freedom and encouragement given to develop lay pioneers to support project as training ground for future independent pioneering.	ETL
10	Candidates for full-time training not accepted by external training providers	Pioneers do not reach full potential. Loss of skilled pioneers.	Medium	Low	Structured approach to pioneer development recognising maturity/skills hierarchy in pioneer ministry, pioneering spectrum and multiple training routes. Involvement of ETL and VTL in selection process. Use of early experience to shape subsequent preparation and assessment.	VTL ETL
11	Pioneers' engagement with training is at a low level	Recruitment to courses and/or successful completion is lower than expected. Development of pioneer skills and numbers is adversely affected.	Low	Low	Training provision will offer a wide variety of training opportunities, including modular approach, matched to need and stage of ministry development. Investment in training diocesan deliverers, and use of respected external provider which allows flexibility to maintain high quality and attractive offering. Building of pioneer networks allows mutual support and peer encouragement. Access to respected external accompanier.	ETL

Appendix 1 (cont.)

Ref	Risk	Possible Impacts*	Impact	Likelihood	Mitigation	Owner(s)
12	Local or diocesan compliance failure w.r.t. CofE or legal policies and requirements	Key requirements such as safeguarding and financial control may not be well controlled in rapid growth and more informal environments	High	Low	Clear pioneer role descriptions and accountabilities. Structured oversight through local supervision and permission givers, supported by senior clergy in line with CofE policies. Employees and volunteers required to gain DBS clearance and follow safeguarding policies.	ArchD HR
13	Current leaders do not have capacity (time, capability) to supervise pioneers and act as permission givers	Levels of support and challenge to pioneers reduced. Pioneers feel isolated. Lack of oversight leading to compliance gaps being missed.	Medium	Medium	Cultural change identified as separate workstream with defined aims and work programme. Intentional reallocation of resources towards mission identified within principal strategic aims. Increased participation of laity emphasised in strategy freeing capacity of current leaders. Support for pioneering integral to DMP development, challenge and continuous review process. Targeted CMD for clergy who are supervising pioneers	ETL Rural Deans ArchD SPIG
14	Approved deployment outcomes and oversight perceived as an imposition rather than embraced	Pioneer frustration leading to lower levels of engagement with diocesan project. Effectiveness of support and challenge processes reduced.	Medium	Low	Project allows for breadth of outcomes and diversity. Clear pioneering role descriptions and accountabilities. Structured oversight through local supervision and permission givers. Supportive approach emphasising the benefits of supervision and own CMD for personal growth and that of worshipping community. Use of experienced pioneers exemplars.	ETL PDP HR ArchD
15	Sustainable financial model not achieved.	Stipendiary pioneer post(s) not supportable through giving. Possible reallocation or loss of post with consequential impact on ability to pursue DMP or individual Fresh Expression	High	Medium	Progression towards sustainable funding to be a visible part of project MI and management.	PB ETL

Appendix 1 (cont.)

Ref	Risk	Possible Impacts*	Impact	Likelihood	Mitigation	Owner(s)
16	Diversion of project resources from changes to strategic priorities	Change in project scope or size and reduction in pioneering outcomes	High	Low	Benefits aligned to grant drawn down through phased release of funding with accountability and controls over application. Implications of project for high level financial ratios (e.g. debt ratio impact from accommodation provision) incorporated into financial projections and planning.	DFin SPIG
17	Management stretch	Reallocation of time and focus of oversight and development personnel, reducing effectiveness in other areas and increasing stress.	Medium	Medium	Realistic and informed resource planning incorporated within project planning. Ring-fenced leadership time for project. Intentional and managed reallocation recognising that other accountabilities are either backfilled or reduced. Additional administration and project support resources engaged / allocated. Increased participation of laity emphasised in strategy freeing capacity of current leaders	PB SPM
18	Adverse impacts from reallocation of resources away from current communities towards new communities and pioneer works	Increased pressures on local parishes. Reduced ordained FTE available for traditional church ministry.	Low	Low	Project resources within the central team identified to provide support where required. This includes financial support where parishes do not have their own. Prior recognition of impacts identified as pioneering proposals developed with reference to local DMPs and subject to scrutiny and challenge, ultimately by deployment panel.	PDP SPIG SPM

Appendix 1 (cont.)

Ref	Risk	Possible Impacts*	Impact	Likelihood	Mitigation	Owner(s)
19	Poor levels of engagement with strategy by existing traditional church communities	Reduced level of support for local initiatives. Pace of cultural change slower than hoped and progress of diocesan strategy delayed. Missed opportunities. Education programme on pioneering and mission approaches compromised. Existing church communities feel threatened by local new initiatives.	Medium	Medium	Cultural change identified as separate workstream with defined aims and work programme. Clear communication strategy. Education on Fresh Expressions & pioneering ministry to be included in all clergy CMD. Establishment of local hubs and events promote wider contact and involvement. Involvement/contact between FreshXp and traditional church within local parish. Sensitive education and discussion at local level by incumbents together with wider cultural change and communication strategies..	ETL TTL Rural Deans Local Clergy
20	Support from local clergy and leaders (time, capacity, engagement) less than required	Fewer opportunities identified. Availability of supervision and permission givers restricted. Cultural change proceeds more slowly.	Medium	Low	Cultural change identified as separate workstream with defined aims and work programme. Understanding of pioneering to be included within CMD, and clear communication strategy. Pioneer opportunity consideration integral to DMP development, challenge and continuous review process.	ETL TTL Rural Deans
21	Projected costs for full delivery exceed those budgeted and agreed	Allocation of further resources to maintain scope at cost to other activities. Reduction in project scope or size to prevent overspend. Loss of confidence in project and withdrawal of funding yet to be released.	High	Medium	Phased release of funding with accountability and controls over application. Key central financial planning assumptions set consistently with project milestones and timeline, and agreed with accountable senior managers. Sensitivity to assumptions tested through what-if scenario analysis to determine key drivers and magnitude of risk.	DFin PB
22	Key person dependencies <ul style="list-style-type: none">• ETL has significant accountabilities in multiple workstreams and currently spread thinly	Delays to project elements from loss of person until replacement found and trained.	High	Low	Succession planning. Provision of adequate support and resources for roles. Individuals appointed to project roles share its strategic vision and are motivated to deliver its outcomes.	PB SPM

Appendix 1 (cont.)

Ref	Risk	Possible Impacts*	Impact	Likelihood	Mitigation	Owner(s)
23	Data quality or availability insufficient to support effective project evaluation and management	Progress towards and achievement of project outcomes unable to be measured. Project board and managers have only partial MI.	Medium	Medium	Investment in project office capability. Engagement of specialist consultancy to assist in development of transformation index measures tailored to available data. Data requirements identified early and incorporated into milestones and targets of project proposals.	SPM DFin
24	Apparent growth distorted by movement of traditional church members to Fresh Expression	Misleading impression created of pioneering impact and growth. Deleterious impact on traditional church communities	Low	Low	Sources of growth within new worshipping communities to be identified and form part of project MI. Target outcomes to be clear in definition of growth as to include only those engaged with outside inherited church footprint.	PB

*To avoid repetition, reference to “pioneering outcomes” incorporates creating opportunities for people to engage with the gospel, come to faith, grow as disciples, form new worshipping communities and serve others. Reduced outcomes implies impact in some or all of these areas would be adversely affected by the risk if crystallised.

Appendix 2a

Draft change marked amendments to terms of reference for the Strategic Programme Implementation Group

Strategic Programme Implementation Group - Terms of Reference

Membership

Core members:

- Strategic Programme Manager (Chair)
- The Bishop of Taunton (or in her absence, a Ministry for Mission team leader)
- One Archdeacon of Taunton
- Diocesan Secretary
- Communications Manager
- One Deanery Lay Chair
- One Rural Dean

Where the Group is acting as a project board in accordance with its terms of reference, core members may appoint individuals through co-option to be members of that project board.

Other individuals representing specific areas e.g. schools and chaplaincy will be asked to attend meetings of the Group as required.

Meeting Frequency

The Committee will meet monthly (~~apart from excluding~~ August) ~~from October 2016 for three years.~~
Where business needs require, additional meetings may be arranged at the discretion of the Chair.

Terms of Reference

To promote the diocesan vision and ~~eversee advise on~~ the implementation of the diocesan strategy.

To act in the capacity of Project Board for individual strategic projects as directed by Bishop's Council.

In its steering work, the Group will:

- Advise the SPM in the delivery of the Diocese's agreed strategic priorities
- Monitor and review the strategic programme plan
- Seek to create a culture which:
 - supports and strengthens relationships across the diocese
 - facilitates necessary change
 - delivers growth
- Advise on the allocation of available resources
- Develop key performance/impact indicators to monitor progress, increase understanding, provide motivation and maintain momentum

Authority

The Group is a sub-group of Bishop's Council which receives its minutes. The Chair will provide a verbal and/or written report to Bishop's Staff. This will include any recommendations and required actions.

Bishop's Staff will determine authorities required for any recommendations and required actions through subsequent meetings of Bishop's Council and Diocesan Synod.

Review

The Group's Terms of Reference will be reviewed annually. The duration of the Group is for three years from October 2016, after which its function and constitution will be reviewed.

October 201⁷⁶

Appendix 2b

Draft terms of reference for the Project Board

Pioneer Project Project Board Terms of Reference

Responsibilities

The Pioneer Project aims to create nine new pioneer posts within the Bath & Wells Diocese, foster a wide range of pioneering activity at grass roots level, and establish and embed a culture of pioneering and innovation in the Diocese.

The Project Board is accountable to Bishop's Council for the overall direction and management of the project. The Board is responsible for defining and realising benefits, agreeing financial allocation within approved budgetary limits, and monitoring risks, quality and timeliness.

Specifically the Board:

- Ensures the project's scope, key deliverables and programme of work aligns with the strategic aims of the diocese and is agreed with the sponsor
- Approves project initiation documents ensuring compliance with diocesan standards and policies.
- Identifies and assigns key project roles: sponsor, lead officer, project manager, project assurance, change manager, workstream leaders
- Ensures that any inter-dependencies are identified, communicated and managed
- Specifies quality assurance and any other constraints
- Reviews each stage of the project and approves progression to next, committing resources required
- Ensures stakeholders are engaged throughout the programme and approves the Communication Plan
- Provides guidance and direction to the project keeping it within the agreed constraints and compliant with diocesan standards and policies
- Ensures effort and expenditure are appropriate to stakeholder expectations
- Reviews and tracks project progress against the agreed outcomes, ensuring project status reporting is appropriate and timely, using both lead and lag indicators
- Ensures issues are resolved in a timely manner and risks are identified, monitored and managed, escalating to Bishop's Staff as necessary
- Reviews changes to project scope, budget, timescale or outcomes and approve/escalate as appropriate
- Provides written project report summaries to Bishop's Council
- Ultimately ensures that the programme delivers the agreed outcomes on time, within budget and to required standards.
- Approves the Post-Project Review Plan, ensuring all items of follow-up are assigned to individual managers
- Approves the End Project Report ensuring that this includes a review of successes and learning points for subsequent projects

Appendix 2b (cont.)

Membership

All core members of the Strategic Programme Implementation Group are members of the Project Board. The Strategic Programme Implementation Group has the authority to appoint further members in accordance with its terms of reference.

The Chair of the Project Board is the Strategic Programme Manager.

Other individuals may be invited to attend meetings to provide specific information and advice to support the Project Board's activities.

Authority

Responsibility for the Diocesan Strategic Implementation Programme rests ultimately with the Diocesan Synod, as exercised through the Bishop's Council which is the standing committee of the Synod. The Project Board is accountable to the Bishop's Council. The Strategic Programme Implementation Group advises the Strategic Programme Manager and may act as the Project Board if directed by Bishop's Council.

Meeting Frequency

The Board will meet quarterly throughout the duration of the project. Where business needs require, additional meetings may be arranged at the discretion of the Chair.

Reporting

The lead officer shall provide a quarterly written report to the Project Board.

Minutes of Project Board meetings shall be provided to the Strategic Programme Implementation Group and Bishop's Council.

A written project summary shall be provided to Bishop's Council on a six-monthly basis.

The Chair shall provide oral and/or written updates on progress to Bishop's Staff meetings as appropriate.

Review

The Project Board's Terms of Reference shall be reviewed annually.

October 2017

Appendix 3

Key Financial Assumptions

- (1) Pioneer salary assumptions (1/7/17-30/6/18 level):

The assumptions for lay and ordained pioneers are the same

Of the 9 new pioneers, 4 will not require housing provision, and 5 will require housing.

Basic: £25650 pa + 10% pension contribution (equivalent to B&W stipend)

If unhoused (4): +£8150 pa + 10% pension contribution (equivalent to B&W housing allowance)

If housed (5): The following costs to be borne by B&W DBF in addition to basic salary:
+ 3% pa finance cost on £350k loan (for house purchase)

+ £8150 pa contribution to housing costs
+£4650 resettlement costs

- (2) Full allowance for recruitment costs and redundancy costs at end of term. 3 lay pioneers are assumed to be “home grown” and so will not need to be recruited.

- (3) Phasing of pioneer deployment:

All recruits commence on 1st July, phased over a three year period 2018-2020.

- (4) Seedcorn funding: £2,000 per pioneer per annum for 5 years, total amount deemed committed at deployment.

- (5) Pioneer expenses: £1,500 per pioneer per annum (travel/utilities/retreat/CMD)

- (6) Full allowance for Team, departmental and central overheads.

- (7) Management and administration support salaries at current B&W DBF team leader and administrator rates inclusive of 10% pension contribution.

- (8) Inflation: 2.5% pa

Appendix 4

Pioneer Job Description (example)

Post: **Pioneer**

Area of responsibility:

Our vision

In response to God's immense love for us, we seek to be God's people living and telling the story of Jesus.

Aims of the post:

- To pioneer fresh expressions of church
- To build teams to lead emerging fresh expressions, nurture growth and discern their future direction
- To generate and share new learning in contextual mission
- To identify and nurture new pioneers who will work in their own context to grow further fresh expressions and kingdom-shaped social enterprises
- To act as a champion and communicator for pioneering values and the importance of cross-cultural, contextual mission.

Role Context:

To be tailored to the specific context of each individual role which may include information on:

- The cultural setting
- The missional task the local congregations have identified as ripe for pioneer work
- The kind of pioneer required (cf. the Pioneer Spectrum and other designations e.g. parish-based/ fresh start, initiator/sustainer)

Location: Context based

Reporting to: Evangelism Team Leader with local supervision

Accountable to: DMPG

Key relationships:

In the community:

- Members of the public
- Community stakeholders
- Community organisations

Appendix 4 (cont.)

- Local lay pioneers, pioneer accompaniers and friends

In the parish structures:

- Supervisor
- Local congregation(s)
- Wider clergy and staff team
- The churchwardens and the parochial church council(s)

Deanery and Diocesan contacts:

- The Diocesan Bishop, Suffragan Bishop and Archdeacon
- The Evangelism Team Leader
- The Rural Dean and Lay Chair
- The Deanery Chapter and Synod
- Diocesan advisers in specialist areas
- Diocesan Mission Enabling Group

Appendix 4 (cont.)

Main Responsibilities:

To spend at least 70% of time with the community outside the church:

- Observe and engage with the local culture, understanding the values and priorities
- Explore creative ways of engaging with the local culture and sub-cultures
- Engage in the ministry of 'intentional hanging about'
- Initiate and develop relationships with people outside the church: particularly 'people of peace', community leaders, people on the edge
- Share the gospel in culturally appropriate ways
- Gather new believers and those exploring the Christian faith into groups and encourage the emergence of a new ecclesial community/communities
- Work with community partners to serve the common good
- Looks for opportunities to be entrepreneurial in ways that serve the kingdom of God
- Work collaboratively and ecumenically wherever possible with other church partners engaged in similar activity
- Create new missional teams and enable new pioneer vocations to emerge

To spend around 15% of time in the local (base) church or churches:

- Identify, encourage and support others with the vocation to accompany in cross-cultural mission in the local area
- Demonstrate, teach and encourage the principles of cross-cultural mission within the church and act as a consultant to the parish on matters of mission and evangelism
- Communicate learning, ideas, and opportunities for strategic planning

To spend around 15% of time among the wider church (Deanery, Diocese, national networks):

- Participate in local learning hubs as a learner and contributor
- Offer own learning and experience to parishes, deaneries, or networks as a resource which may include facilitating Mission Shaped Ministry and other courses on contextual mission as required
- Coach and mentor other less experienced pioneers
- Attend Mission Enabling Group gatherings and be committed to on-going ministerial development

Appendix 4 (cont.)

Person Specification

Area	Essential	Desirable
Qualifications, Knowledge and Experience	<ul style="list-style-type: none"> • Educated to at least level 3 (A-level equivalent) • Graduated from a recognised pioneer training route or demonstrable development of pioneering vocation in a local context • Undertaken qualification or training in theology • Knowledge of pioneer approaches, missional ecclesiology, Fresh Expressions and/or church planting • Experience of pioneering new initiatives • Experience of partnership working • Knowledge and experience of a diverse toolkit of leadership skills and approaches 	<ul style="list-style-type: none"> • A higher level qualification in mission and/or theology • Knowledge of contemporary resources for enabling mission • Experience of working with civic agencies e.g. local government, charitable trusts • Experience of working in [CONTEXT-SPECIFIC INFORMATION]
Skills, Competencies and Abilities	<ul style="list-style-type: none"> • The ability to reflect theologically on context and culture • Ability to build trusting, mutually reciprocal relationships with a wide range of people • Ability to grow community • Ability to share the gospel and communicate appropriately in different contexts • Ability to enable others • Ability to disciple others • Able to work within inherited C of E, ecumenical and pioneer environments and structures • Ability to create personal support networks 	<ul style="list-style-type: none"> • Teaching ability • Experience of coaching and mentoring • Entrepreneurial skills

Appendix 4 (cont.)

Personal Qualities and Gifts	<ul style="list-style-type: none"> • Having a well-grounded faith and sustaining rhythm of life • The gift of spiritual discernment • The gift of hospitality • Self-starter with the ability to work independently when required • Emotional intelligence, resilience and adaptability 	<ul style="list-style-type: none"> • Spiritual imagination
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An Occupational Requirement exists for the post-holder to be an active communicant member of the Church of England or of a Church in full communion with the Church of England in accordance with the Equality Act 2010.

This role will require an enhanced DBS check.

Appendix 4 (cont.)

Main Terms and Conditions

Employed by the Bath & Wells Diocesan Board of Finance

Hours of Work	Full-time There will be a need to work flexibly which will include evening and weekend work. Time off in lieu is provided.
Contract Term	This is a fixed term contract for 5 years due to time-limited funding.
Salary	Without accommodation £33,800 per annum <u>OR</u> With accommodation £25,650 per annum
Accommodation	Accommodation is not provided with this role <u>OR</u> The postholder will be provided with accommodation in [House details or location] rent-free and is required to reside there for the better performance of their duties.
Pension	Pension Scheme administered by the Church of England Pensions Board. The employer will contribute 10% of the employee's pensionable salary and the employee may choose to make an additional voluntary contribution of any proportion of their pensionable salary.
Holiday	25 days per calendar year plus bank holidays. The holiday year runs from 1 January to 31 December.
Expenses	All reasonable working expenses will be met at the agreed Diocesan rates.
Probation	This post will be subject to a six month probationary period.

Magnificat Parishes

In Bath and Wells the idea of “Urban Priority Parishes” is too narrow a definition to cover the most deprived communities in the Diocese, hence the idea of the Magnificat Parishes (MPs). The idea for the name came from the priest serving in one of the largest MPs and is designed to recognise ministry that is the “Lifting Up the Least, the Lost and the Last”. While this formally includes a list of 20 parishes most of which have at least 1 Super Output Area (SOA- see below) in the bottom 20% most deprived parishes in England, beyond this are several parishes where the clergy or others have self-identified their communities as MPs by having key characteristics and/or a ministry to “working class” or “deprived” parts of their communities. The Magnificat Parishes Group also recognises that given the make-up of the Diocese a similar ministry is happening or could be developed in most parishes given that nearly all have some households facing deprivation and several “hybrid” parishes have significant pockets of deprivation but the broader wealth of the parish hides these areas.

Magnificat List (Main IMD and Population Stats are Census 2011)								
	SOAs in bottom 20%	Populati on	IMD rank nationally ²	IMD rank in diocese ³	Parish Share	Child poverty	Working- age poverty	Pensioner poverty
BOURNVILLE	4	5200	12709	469	S	47%	34%	38%
WESTON-SUPER-MARE EMMANUEL	3	2100	12648	468	G	29%	17%	16%
WESTON-SUPER-MARE ST. JOHN	3	4700	12233	467	G	28%	22%	25%
TAUNTON ALL SAINTS	1	4800	12207	466	G	26%	13%	16%
WESTON SUPER MARE ALL SAINTS WITH ST. SAVIOUR DETACHED	1	7200	11464	465	G	24%	16%	21%

² (out of 12,775, 1 is least deprived)

³ Out of 469

Appendix 5 (cont.)

WESTON-SUPER-MARE CHRIST. CHURCH	0	5600	11379	464	G	25%	14%	19%
WESTON-SUPER-MARE ST. PAUL	3	5900	11353	463	G	37%	24%	25%
WATCHET	0	3600	11330	462	G	22%	13%	22%
WILLITON	0	2900	11281	461	F	20%	17%	19%
HIGHBRIDGE	2	4300	11191	458	F	24%	12%	16%
BRIDGWATER ST. FRANCIS	3	13000	11138	457	F	21%	12%	18%
BRIDGWATER HOLY TRINITY	4	8100	11113	456	E	27%	26%	20%
BATH: ST. MICHAEL & ST. PAUL (& Holy Trinity)	1	1100	11108	455	E	25%	19%	21%
TAUNTON ST. PETER LYNGFORD	2	6000	11084	454	E	19%	16%	18%
BRIDGWATER ST. JOHN	3	4300	11075	453	D	19%	12%	15%
Weston-super-Mare, St. Nicholas with St. Barnabas	1	5700	10936	452	D	20%	15%	19%
BATH, TWERTON ON AVON	1	8600	10694	449	C	22%	13%	22%
YEOVIL ST. MICHAEL & ALL ANGELS	2	14900	9736	416	C	15%	7%	12%
GLASTONBURY ST. JOHN THE BAPTIST	1	6300	10199	432	C	22%	13%	16%
FROME HOLY TRINITY	1	4500	10119	431	E	19%	16%	18%

Appendix 6

Pioneer Deployment Panel Terms of Reference

Draft pending approval by Bishop's Council

Pioneer Deployment Panel Terms of Reference

Purpose

The Bath & Wells Diocesan Strategy includes an aim to create nine new salaried pioneer posts within the Diocese, foster a wide range of pioneering activity at grass roots level, and establish and embed a culture of pioneering and innovation in the Diocese. Pioneer posts will be open to either lay or ordained people with suitable gifts and experience. This strand of the strategy is being taken forward through the Pioneer Project.

The Pioneer Deployment Panel oversees the discernment process and is the decision making body for the placement of pioneer posts into which new pioneers will be deployed. The Panel meets to consider and if minded to agree deployment proposals brought to it by the Evangelism Team Leader, these having previously been agreed by Bishop's Staff including the relevant Archdeacon as meriting the Panel's consideration.

Responsibilities

- To draw up criteria and a process for the allocation of funding for Pioneer posts. These criteria are subject to approval by Bishop's Council.
- To consider all proposals properly brought to the Panel for the creation of salaried pioneer posts into which new pioneers will be deployed ("deployment proposals").
- To approve deployment proposals taking account of the agreed criteria (see Authority section below).
- To ensure both transparency and consistency in the deployment process.

Membership

Members of the Pioneer Deployment Panel are as follows:

- Bishops: The Bishop of Bath & Wells, The Bishop of Taunton
- Archdeacons: Archdeacon of Bath, Archdeacon of Wells, Archdeacon of Taunton
- The Head of Ministry for Mission
- Two appointed established pioneer ministry representatives
- One appointed clergy parish representative and one appointed lay parish representative

The Chair of the Panel is the Bishop of Taunton. Pioneer, clergy and lay representatives are appointed by the Chair in consultation with the Archdeacons.

A quorum for a meeting of the Panel shall comprise one Bishop (who will Chair the meeting), at least two Archdeacons, including the relevant Archdeacon(s) for all proposals under consideration, one disinterested pioneer representative and one disinterested parish representative (disinterested means unconnected with the proposal under consideration).

The Evangelism Team Leader or nominated deputy attends meetings and presents all deployment proposals. The principal authors of the proposals and other individuals may be invited to attend meetings to provide specific information and advice to the Panel.

Decisions

Decisions should be made by consensus of all Panel members present excluding any pioneer or parish representative connected with the proposal under consideration. Where consensus is not possible the Panel Chair makes the final decision.

Appendix 6 (cont.)

Authority

Responsibility for the Diocesan Strategic Implementation Programme rests ultimately with the Diocesan Synod, as exercised through the Bishop's Council which is the standing committee of the Synod. The Pioneer Deployment Panel is accountable to the Bishop's Council, and has delegated powers from the Council to approve deployment proposals.

Meeting Frequency

It is anticipated the Panel will meet twice each year from 2018, continuing until the final posts are allocated. Where deployment needs require, more frequent meetings may be arranged at the discretion of the Chair.

Reporting

Minutes of Panel meetings shall be provided to the Strategic Programme Implementation Group and Bishop's Council.

The Evangelism Team Leader shall include Panel decisions and commentary in her quarterly written report to the Project Board.

The Chair shall provide oral and/or written updates on Panel decisions to Bishop's Staff meetings.

Review

These Terms of Reference shall be reviewed annually.

October 2017

Criteria and process for the allocation of funding for pioneer posts by the Pioneer Deployment Panel

Criteria

In deciding whether to approve a pioneer deployment proposal the Pioneer Deployment Panel:

- Shall recognise that the number of funded pioneer posts is limited and approved proposals should offer the best pioneering opportunities and most closely align with the strategic aims of the Diocese
- Shall use the following three strategic priority areas as the principal criteria for prioritising deployment proposals:
 - 1) Areas of deprivation with particular reference to those identified as Magnificat Parishes
 - 2) New communities
 - 3) Work with young people
- Shall take into consideration the following further factors:
 - a. The involvement of the parish and deanery where the proposed pioneer will be based in the development of the deployment proposal
 - b. The consistency of the proposal with the relevant Deanery Mission Plan
 - c. The extent to which there is sufficient pioneering culture and understanding for a pioneer to thrive
 - d. The availability of a supervisor/permission-giver with appropriate skills and qualities to support the pioneer
 - e. Opportunities for partnership working, including within an ecumenical context

Appendix 6 (cont.)

- f. The extent to which the strategic aim to realign ministry resources towards mission has been explored, for example consideration of opportunities for the post to be created by redeployment of resources rather than using Pioneer Project funding
- g. The likelihood of successful appointment to the pioneer post, whether from identified home-grown candidates or external recruitment
- May consider other factors supporting the proposal, providing they are consistent with the overall aim of reaching contexts where the inherited model of church currently has little impact.
- Shall ensure that across the nine pioneer posts ultimately created there is a balance between the three strategic priority areas

Process

Proposals for pioneer posts need to be developed in consultation with three points of reference:

- **Parish & Deanery**
The parish and deanery where the proposed pioneer will be based will be asked to contribute to the development of the role description, promote local support for pioneers and to consider the infrastructure and team back-up for the pioneers. Deaneries will have the opportunity to identify potential contexts for the placement of pioneers through their Deanery Mission Plan.
- **Evangelism Team Leader & Vocations Team**
The Evangelism and Vocations Team Leaders will work with emerging lay pioneers and pioneer ordinands in order to identify whether they are potential home-grown candidates for these posts. Deaneries and parishes will be asked to work with the Evangelism Team Leader while developing proposals. Proposals will not be considered by the Panel until they have been agreed by the Evangelism Team Leader.
- **Senior Staff (Bishops & Archdeacons)**
Proposals will be agreed by Bishop's staff before they are taken to the panel, in order to comment and to shape if appropriate. The approval of the relevant Archdeacon will be required.

The Evangelism Team Leader or nominated deputy attends all Panel meetings and presents all deployment proposals. The principal authors of the proposals should where possible attend to provide any further information or clarification the Panel may require.

The Pioneer Deployment Panel:

- Shall verify that the Evangelism Team Leader has agreed each deployment proposal
- Shall verify that each deployment proposal has previously been agreed by Bishop's staff and signed off by the relevant Archdeacon as meriting the Panel's consideration
- May provide guidance on the desirable gifts and experience of pioneers for individual posts
- May provide direction and feedback on approved deployment proposals
- Shall provide its reasons for not approving a development proposal together with other feedback
- Shall provide feedback and guidance to the Evangelism Team Leader so that learning points are captured and incorporated into future deployment proposals
- Shall specify the format and any required content of proposal documents

October 2017

Appendix 6 (cont.)

Pioneer Deployment Proposal: Summary Information

To be completed and attached to the proposal document prior to distribution to Panel members

		For consideration by Pioneer Deployment Panel on:	<date>
Proposal Title:			
Archdeaconry:	Deanery:	Parish(es):	
Pioneer focus: <i>(tick all that apply)</i>		Areas of deprivation/Magnificat Parishes	
		Work with young people	
		New communities	
		Other (specify):	
Pioneering context:			
Pioneer Profile:	Church Replicator <input type="checkbox"/> Pioneer Adaptor <input type="checkbox"/> Pioneer Innovator <input type="checkbox"/> Pioneer Activist <input type="checkbox"/>	Full Time Equiv. Lay Ordained Either	
Brief description of role	<p><i>Please include:</i></p> <p><i>Mission opportunities; role of pioneer (including split between traditional ministry and community ministry if parish-based); key objectives; pioneering gifts and experience sought.</i></p> <p><i>Innovative aspects of this post.</i></p> <p><i>How does the proposal take forward the aims of the current Deanery Mission Plan? Does the proposal represent a revision to the DMP?</i></p> <p><i>What opportunities are there for partnership working, e.g. other local churches, including ecumenical contexts</i></p>		
Reason why funding is required for this role?	<p><i>What other ways of resourcing the role have been explored, such as reallocation of local resources or voluntary lay participation?</i></p> <p><i>What are the gaps in gifts and experience preventing this ministry from progressing?</i></p>		
Support & oversight provided to pioneer	Supervisor/permission-giver: <input type="text"/>	<name>	
	<i>E.g. current pioneering culture and understanding, existing support team</i>		
Authors:	<names>		<date>

Sign-Offs

Evangelism Team Leader	<name>	<date>
Archdeacon	<name>	<date>
	Agreed by Bishop's Staff:	<date>

Appendix 7

CMS Certificate in Pioneering Mission

Ethos and intent

The CMS Certificate in Pioneering Mission is a certificate designed and awarded by CMS to provide a foundation for pioneering mission. It is designed to be the sort of training that we might conceive of as street university education. We like the idea of ‘street’ because it indicates it relates to a place, a context, to a community, to life on the road, to the real world, to somewhere where mission is being grounded. Every one who does the certificate will be in a community that they care about and want to help make good through joining in with God’s mission in that place. And we like ‘university’ because it takes seriously the importance of learning. There is a wealth of wisdom, ideas, experiences and reflections, and indeed a long line of those who have gone before who can provide insight on the challenges of pioneering mission which we draw on. And ‘university’ also points to there being a community of learners, to learners not being on their own. In the CMS certificate there is so much to be learned through the friendships and community that grows with other learners. The relationship between ‘street’ and ‘university’ crucially underlines that the model of learning is about the relationship between practice and reflection or action and reflection.

Learning Outcomes

As a result of doing the whole course the learners will have:

- a foundational understanding of mission discipleship,
- begin to be able to live that out,
- be able to begin to read and map their own context,
 - develop an understanding of their vocation and gift and how it might unfurl in this context,
- to grow in confidence in who they are,
- be doing that with others in a Christian community that is mission focused
- be aware of helpful things to put in place to support them
- use their imagination
- be exploring and developing a life of prayer and friendship with God,
- understand the mission story of the bible and be reading it
- be able to reflect theologically and begin to do local theology
 - learn the skills for starting stuff by developing an idea into a tangible project/enterprise,
- understand the pioneer gift and be self aware in how they relate to that

Course Structure

The CMS Certificate in Pioneering Mission is an award comprised of 6 modules:

1. Pioneering mission
2. Mission spirituality

Appendix 7 (cont.)

3. Reading the bible
4. Doing theology
5. Mission in the Rural Church
6. Missional Entrepreneurship*

Delivery

Five modules are to be taught on 2 Saturday teaching days from 9am-3pm and two evenings in a small group or action learning set from 7.30-10pm. Students will be expected to take turns to lead worship when they gather on Saturdays. The level of teaching time for these modules will be about 14 hours which will include the small group evening sessions. The missional entrepreneurship module is to be taught as a residential intensive week in Devon hosted by Pickwell and Matryoshka Haus. The CMS Pioneering Mission Certificate, in partnership with CMS, will run from September 2018-June 2020.

Assessment

Each module will have assessment as part of it. This is designed to be creative and flexible. Our experience is that doing the assessments helps pull the various threads of learning together. These assessments will not be graded. They will be marked with either a pass or fail. However, the marker will add constructive feedback. Over the entire duration of the course, students will complete a portfolio which will include all the individual assessments for each of the six modules. They will then have this to keep as a record of their learning and how it applied to their pioneering context. At the end of the course participants give a final presentation in their small groups on how what they've learned has impacted their pioneering practice. We will then have a concluding celebratory meal all together, where everyone will receive their certificate and complete the final piece of evaluation.

Resource

In addition to the teaching days and small group evening sessions, we will provide a Resource weekend as part of the CMS Certificate in Pioneering Mission. CMS has run these for over a decade and they involve going to a particular place from a Friday evening to a Sunday afternoon. We then hear stories of mission and maybe even participate, or at least experience, pioneering in context. It is always good for students to spend time together on a residential as it builds and strengthens relationships in the learning community. In addition, Resource weekends are an opportunity for participants from other hubs to come together and get to know each other, share ideas and swap experiences.

Reading List

Essential reading for each teaching session will be posted by the module leader in moodle. There will also be a recommended set book for every module, which we expect every student to read. Additionally, there will be a list of about 6-8 other books which relate to the topic and are optional, but will enrich the learning if the student is able to access them.

Appendix 7 (cont.)

Starfish Network

Every student who trains with us, at whatever level, is automatically included in the Starfish Network. It is accessed via Moodle (Virtual Learning Environment) or the Facebook page. Through this we hope to facilitate students staying in relationship with one another for mutual encouragement and support. There will also be opportunities for them to connect with other pioneers from CMS, as well as other networks for further equipping and resourcing. In addition, we would like to share best practice in order to continue to make the strongest possible case for pioneering in the church more widely.

Tutors/mentors

We anticipate each participant having a tutor or mentor to help them with their study. These will be the small group facilitators, but should a student have a problem on any of the specific modules, they can contact the teacher direct for further assistance or clarification.

Appendix 8

Guidance Pack for Pioneer Appointments⁴

Thinking about appointing a pioneer?

This pack is written for groups in the Diocese of Bath and Wells who are thinking about appointing a pioneer. It may be a brand new post or you may be thinking of re-shaping an existing lay or clergy post to be entirely or largely outward-facing or innovative.

The information below aims to help you think through some of the questions you may have, avoid some of the common pitfalls in pioneer appointments and find the most appropriate person for the work you want them to do.

Do we have pioneers in the Diocese already?

Yes, we do... not many, but we are hoping to build on these early foundations. You may know the Diocese is making a bid to the Church Commissioners to establish nine new pioneer posts as part of our aim to move Diocesan resources from ministry towards mission and engage with communities we have little connection with at present. We want to find new ways of encountering and serving the people around us, giving them the opportunity to understand more of Jesus and the gospel and inviting them to be part of God's kingdom. We intend to grow a broader base of pioneers who will be lay and ordained, paid and voluntary, full-time and part-time.

What are our current pioneers up to?

Just as with people of every kind of vocation, pioneers come in different shapes and sizes and with different calls and characters. The work of pioneers in the Diocese is diverse:

- One ordained pioneer has planted a church in a new building in Locking Castle, and from this church is working ecumenically with lay pioneers to reach out to build community and grow contextual churches in new housing estates locally
- A lay pioneer is working as a chaplain at Bath City College finding ways such as pop-up prayer stations to engage with students on the campus
- A pioneer ordinand is exploring sustainable food and food poverty themes running a Café Church, weekly Food Share event with Tesco, and Parable Garden (community allotment) in Ilminster
- A pioneer team vicar is developing a campfire network in rural churches around Wellington to combat rural isolation, grow faith through the creative arts and provide contextual church for families
- Lay pioneers in a number of places are working in the community to build relationships and partnerships with people where they are, and gather people into contextual forms of church and social enterprises working for the common good

Don't pioneers do what good priests and Christians generally are called to do?

In a way, yes! Certainly in terms of being out in the community and making themselves available to people of all faiths and none, living and telling the story of Jesus and being involved in wider parish

⁴ The appendices referred to within this guidance pack have not been included

Appendix 8 (cont.)

or community life. The distinctive call on pioneers is to spend the bulk of their time deliberately dedicated to mission, and their distinctive gift is in being able to start new ventures, which often lead to new worshipping communities.

So what is a pioneer?

The official definition for the Church of England is:

'Pioneers are people called by God who are the first to see and creatively respond to the Holy Spirit's initiatives with those outside the church; gathering others around them as they seek to establish new contextual Christian community.'

The key things are:

- Pioneers are generally initiators of new things
- They have spiritual insight to see what God is 'up to' in the world
- They are creative and find culturally appropriate ways of connecting with people outside church
- They are good at building new relationships, gathering and connecting people
- They can read the culture and context and adapt the Christian message and ways to their audience
- Usually they have the desire, potential and call to lead a new Christian community

Sometimes it's easier to explain what pioneers are not:

- They are not primarily mission enablers – they may enable others but they will spearhead activity and be 'hands-on'
- They are not primarily evangelists – they may be good at sharing the gospel with others but they will be hoping to act as midwives at the birth of a new Christian community
- They are not primarily church planters – they may gather and grow a worshipping community but it will be adapted to the local context or the culture of a specific people group, rather than replicating a given model

Are there different kinds of pioneers?

There are lots of different ways of characterising pioneers. For a detailed picture of the kinds of pioneers that exist and the forms of contextual Christian community they may see form around them in time, see Appendix 1. There is a list of resources concerning this area of mission and ministry, including lots of examples of Fresh Expressions, in Appendix 2.

In the Church of England pioneer appointments are usually either 'parish-based' or 'fresh start'. A parish-based pioneer will spend some of their time taking Sunday services, occasional offices, giving pastoral care and enabling the existing congregation to engage in new forms of mission and community engagement. For example, in Portishead one of the team vicar posts was divided so the pioneer vicar was required to spend 30% of her time on traditional ministry in the parish, and 70% of her time in the community.

Appendix 8 (cont.)

A ‘fresh start’ pioneer will be assigned a particular context beyond the usual reach of the church and expected to focus all their time there. An ideal context for this kind of post is a brand new housing estate; one pioneer in a different Diocese started their role in a caravan in the middle of a building site and watching the new housing estate grow up around her. In Bracknell a pioneer post has been set up for a large complex of flats above a new shopping complex in the town centre.

Why appoint a pioneer?

The reasons you might have for appointing a pioneer are many and various. Some of the main ones might be:

- A large area of new housing is being built in your parish, benefice or deanery and your church doesn’t have the capacity or missional expertise (lay and ordained) to engage with the new population
- You recognise that your church culture is very different from the culture of the people you live among (eg. an area of social housing, a wealthy gated community, a student population, young professionals, a community of pagan or New Agers) and you don’t know how to bridge that gap, but you want to share the Christian faith with the local population in a way that will make sense to them
- You want to grow your church or deanery’s engagement with a particular issue of social justice (eg homelessness, vulnerable families, social isolation, refugees, mental health, the list goes on....) and want to find new ways of addressing them
- Your deanery is offering high-quality ministry and engaging mission but wants to invest in exploring and generating new approaches to both – your pioneer will do research and development work and feed their learning back in to the existing structures
- Your church has a strong lay team who can run the church well and are willing to do so with only a small amount of input from clergy; you may choose to advertise for a Pioneer Priest who will be intentionally missional outside the church walls for most of their working hours
- You may have a leadership team of clergy and lay people and decide you want to ring-fence the role of one of them to be intentionally focused outside the church looking for what the Holy Spirit is doing and encouraging fresh thinking in mission

If we appoint a pioneer will they put bums on seats?

Probably not in the way you are thinking. It may sound obvious, but many of our churches work for the people who attend them, and don’t work for the people who don’t. For a lot of people church as we know it is a very strange experience, and one they can’t easily adapt to. It’s a bit like living in another country...strange language, strange customs!

The role of a pioneer is often to work with the Holy Spirit to give rise to new congregations with their own distinctive worshipping style and community shape, so if you are appointing someone with the hope that in a year or two your Sunday congregations will have doubled, you will almost certainly be disappointed.

On the other hand, through the work of the pioneer your church may give birth to a baby congregation (if that’s what you commissioned them to do). Think spider plants.... You would be the original plant, and you may throw out a shoot that produces a potential new plant.

Appendix 8 (cont.)

This kind of contextual work to grow a new church is very slow, however. It may take up to ten years (if it happens at all) for a new community to grow and become self-sustaining. It is very important **not** to imagine this is a kind of breeding ground for new members of the traditional congregation. It is common for pioneers to be asked the question, ‘So when are they (your new congregation) coming to church (meaning ‘proper church on Sunday morning’ with all that signifies)?’

It is possible there will be some additional growth to your existing congregations through the work of the pioneer as they may be able to raise the profile of the church and help it adapt its culture and build bridges out into the community, but this is a side benefit, and will not usually be their focus of activity.

You may wonder ‘What’s the point?’ if the congregation we are part of and the kind of worship we love doesn’t grow and thrive. It is painful and hard to accept, but it may be that just as older generations grow old and have to give way to the young and their unfamiliar ways, so it is with the life of the church. In the end we have to trust God for the church’s future, so the whole process must be one entered into with prayerful discernment and openness to the Holy Spirit.

What do we need to do if we’ve decided we want to appoint a pioneer?

If you haven’t already, consider doing the following:

- Contact Tina Hodgett, Evangelism Team Leader, to discuss the kind of post you are thinking of advertising
- Read some stories of pioneer work – there is a short list of websites, blogs and books in Appendix 2
- Look at adverts for pioneers in the Church Times and on Diocesan websites (Leicester, Chelmsford, Oxford are all active in recruiting pioneers), and read job descriptions and role specifications (there is a small selection in Appendix 3)
- Invite a pioneer to come and speak to you and your group about their work and answer questions
- These actions will help you clarify what kind of pioneer you are looking for and help ensure everyone involved in the process understands what the advantages and limits of pioneers are over other kinds of ministers.

Partnership working

If you hope the pioneer will be a midwife at the birth of a baby worshipping community (some would say, a church plant), or set up a social enterprise, it’s important to liaise with other churches in your area – Church of England and also other denominations. Take time to find out if any of them are thinking of developing similar work, and what their plans are. As far as possible devise a strategy and job description that makes or leaves room for partnership working and avoids competition and the unnecessary division of scarce resources. There are some excellent examples of new contextual communities and co-operatives engaged in advocacy or activism set up by a small number of volunteers (often lay) from a range of different churches with a similar call and complementary gifts and skills.

Appendix 8 (cont.)

What particular issues are there in devising pioneer role descriptions?

The following questions are important to settle before you write your advert and role description:

- Do you want a ‘parish-based’ or ‘fresh start’ pioneer (see above)?
- If you want a parish-based pioneer, what proportion of their work will be in inherited mode (ie Sunday services, occasional offices, pastoral care) and how much will be pioneer work (ie outside the church, community work, starting new initiatives)? How will this division be monitored and by whom?
- Where will the pioneer exercise their ministry? Will they choose their areas of ministry for themselves on arrival (start with a blank sheet), or will they be expected to work among a specific people group or in a distinct geographical area, village or building?
- If they are ‘fresh start’ pioneer how will they be supported by the wider church, and how will they connect and communicate with their church base?
- Where will they be based? It may be helpful for a pioneer to be based outside the church in a community centre, school or café
- Will the kind of work they are called to do determine their working hours? For example, if they are working among commuters, young families, or in residential care homes, their work will have a different pattern – what might this be?
- Who will supervise them? It is helpful if they have a supervisor who has experience as a pioneer or has a good understanding of pioneer work from reading or training or involvement in pioneer circles. It may be desirable for the supervisor to be outside the usual supervisory structure – for example, a parish-based pioneer curate may be supervised by the Rural Dean or the vicar of another parish for the pioneer element of their curacy
- Is there a team of people who will co-mission with the pioneer, or will the pioneer be expected to build their own team over time? Will they need training?
- How much freedom will they have to determine the direction of their ministry? Who will have the final say when it comes to significant decisions?
- To whom will they be accountable and how will this accountability work to ensure the right balance is achieved to give the pioneer a sense of connection with the local and wider church and scope to be imaginative and explore unchartered theological territory?
- What support is available for your pioneer locally, in the parish, deanery or Diocese?

When you have a draft job description and role specification, try it out on someone in the pioneering world and get their feedback. There are some examples of adverts for pioneer roles in Appendix 3. Sample job descriptions can be obtained from the Evangelism Team Leader.

How can we help our pioneer give their best on arrival?

That’s a great question. Even though pioneers are often resourceful and self-motivated, they are not superheroes and are as human, fallible and vulnerable as the rest of us. Pioneer work often looks fun and exciting but it can be desperately lonely, confusing and pressurised and make huge demands on an individual’s inner resources.

We often assume pioneers are loners and enjoy being alone; on the contrary, most pioneers (whether you’re thinking about the Wild West frontier or people who make breakthroughs in science) work in teams. So consider how you can make the pioneer feel included in your church life,

Appendix 8 (cont.)

even if it looks as if they are rejecting you by rarely being seen. They are paid and sent to be elsewhere. Alternatively, prayerfully consider if God is calling you to be part of their team and talk to them about what they need that you might be able to offer.

In the early days pioneers will need to spend a significant amount of time observing, listening to God and the community, embedding themselves as part of the community, learning to read it and thinking about how to connect the gospel with the culture and context around them. This work may last for up to a year and needs to be built in to expectations. Congregations will need to be patient and refrain from asking for evidence of achievement.

It may be that congregation members can arrange introductions for the pioneer to influential people or social groups, although they may prefer to do this themselves... Ask your pioneer what he/she needs from you, and do your best to respond.

What support is available locally for our pioneer?

All pioneers are automatically included in the Diocesan Mission Enabling Group which meets three times a year as a whole (25-30 people). There is a Bath and Wells Pioneer Facebook group and some small local network groups. Our training offer for pioneers, lay and ordained, is growing, with Mission-shaped Ministry courses being delivered to local church teams involved in Fresh Expressions, and a Diocesan-wide two-year certificate-level course offered through the Church Mission Society. We are moving towards a system of pioneer coaches under the terms of our Strategic Development Funding bid.

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