



**RENEWING HOPE
THROUGH RURAL MINISTRY AND MISSION**

Programme Plan 2017 - 2021

September 2017

Contents

1	Context and Background.....	2
2	Programme Summary	3
3	Programme Description.....	5
3.1	Rural Church of England Ministry Experience Scheme (Rural CEMES)	5
3.2	Rural Placements	6
3.3	Rural Training Pathway	7
3.4	Leading into Growth.....	8
3.5	Leading into Growth: Leadership Development	8
3.6	Leading into Growth: Growing through the Local Church	11
3.7	Leading into Growth: Parish Development.....	12
4	Resources needed for the Programme	14
4.1	SDF request.....	14
4.2	DBF commitment	15
4.3	Partnerships.....	16
4.4	Recruitment	16
5	Programme Management and Governance	18
5.1	Programme Planning	18
5.2	Programme Oversight and Reporting.....	18
5.3	Governance	19
5.4	Communications Plan.....	19
6	Financial Information	22
7	Risk Assessment.....	23
8	Evidence Base	26
8.1	National Research	26
8.2	Endorsements from participants Germinate and Thrive.....	26
8.3	From within the Diocese: Ministry.....	27
8.4	From within the Diocese: Mission.....	28
9	Evaluation.....	30

Appendices

A	Outline Draft Programme Plan	33
B	Balanced Scorecard	35
C	Project Reporting template	36
D	Example standing agendas	37
E	Governance Structure	38

RENEWING HOPE THROUGH RURAL MINISTRY AND MISSION

1 Context and Background

Our Diocesan Vision - **Renewing Hope: Pray, Serve, Grow** - guides and underpins all that we do. It emerged in the autumn of 2015 following visits by Bishop Nicholas to each of the Deaneries and extensive discussions in various forums. It was adopted by Diocesan Synod in February 2016. Since then, it has united the Diocese through providing a common language, shared purpose and impetus to change.

The level of engagement in *Renewing Hope: Pray, Serve, Grow* has been high. It is bearing fruit as aspiration is being turned into action.

- The four *Exploring Prayer Days* attracted 500 people this February and 23,000 Lent 2017. 'Praying Together' booklets were used by congregations and individuals across the diocese.
- Our initiative, Ministry for Mission, draws together clergy and lay people into hubs to enable, for example, pioneer ministers, messy church practitioners and leaders in new housing developments to serve their communities better.
- The number of people who will enter ordination training has grown from six in 2016 to an estimated fourteen in 2017.

Like many other dioceses, the biggest challenge is sustained numerical growth particularly in rural areas.

In the Diocese of Salisbury, over 90% of our parishes representing half of the population are rural. Where membership has declined by at least 10% in the last five years, more than 80% of the parishes are rural. Thus, whether the rural church is thriving or declining has a disproportionate impact. Our programme aims to help the rural churches that are shrinking to join those that are growing.

We believe that the health and vibrancy of the Church lies in parochial ministry. In this 'predominantly rural'¹ diocese there are more than 4,800 parishioners per stipendiary clergy and attendance is 2.8% of the population. Statistically, this may appear relatively favourable. The lived reality can be very different for clergy: dealing with the complexity and challenges of leading multiple communities (thirty-three benefices have six or more churches); isolation; a large administrative load; long distances and geographic barriers. Yet clergy in the countryside have always had an incarnational ministry and continue to be an important focus in their communities.

We want to continue investing in identifying, nurturing and training rural church leaders who, working with local congregations, will take hold of mission opportunities and spur their churches into growth. This is the aim of our integrated programme - **Renewing Hope through Rural Ministry and Mission**.

Our Prayer

God our Father, renew our hope.

By the Holy Spirit's power strengthen us to pray readily, serve joyfully and grow abundantly, rejoicing in Jesus Christ our Lord. Amen.

¹ *Stronger as One?*, 2014; *Released for Mission: Growing the Rural Church*, 2015; *Going Deeper*, 2016

2 Programme Summary

Our ambition is to be a beacon diocese for rural ministry and mission for the benefit of both this diocese and the wider church.

Our programme, *Renewing Hope through Rural Ministry and Mission*, is aligned with our overriding vision of Renewing Hope: Pray, Serve, Grow. The Peer Review report of [February/March] 2017 noted the senior team's 'genuine, evident and lasting commitment to the vision of Renewing Hope' with 'good evidence that it was understood in parishes across the diocese and that there was a high level of buy-in to the principles underpinning the Vision'.

Building on this commitment and enthusiasm and through prayer, careful discernment and listening to those engaged in rural ministry, we have developed [and are implementing] *Renewing Hope through Rural Ministry and Mission*. It is designed to identify, enthuse and equip rural leaders of the future, and resource those who now minister in rural contexts. It consists of four main projects:

1. Rural CEMES: identify and encourage those with a vocation to rural ministry;
2. Rural Training Pathway train and equip ordinands for rural ministry (designed in conjunction with Sarum College);
3. Rural Placements: give serving clergy experience of rural ministry;
4. Leading into Growth support clergy and lay people in evangelism and mission.

We believe the first three projects will make a significant impact in our own diocese and an important contribution to the national church, which is 40% rural. The fourth project, evangelism and mission, are areas where we need additional strength and capacity to do this effectively.



Outcomes

To improve the profile and resilience of rural ministry so that our rural churches grow in confidence, numbers and impact we aim to:

- increase vocations to ordained ministry serving in rural areas
- prepare ordinands for the challenges and opportunities of rural ministry
- grow our capacity and confidence in mission
- equip our rural leaders so that the number of flourishing rural communities increases and our rural churches grow
- develop a culture of collaboration, celebration and confidence within our rural churches

The outcomes we hope to see from the programme include:

- 8 interns on the Rural CEMES programme discover a vocation to rural lay or ordained ministry.
- 50% of those on rural placements discover a vocation to rural ordained ministry
- Average number of applicants for rural incumbencies increases by 50% (from two to three)
- 75% of rural clergy part of the residential programme or a member of a rural learning community.
- All rural parishes are linked into the programme and addressing matters of ministry and mission.
- Total worshipping community increased by 2% (500) above the projected 2019 baseline.
- The number of, and attendance at, Fresh Expressions increased by 10% to 100.

The **total cost of the programme is £1.981m** from September 2017 to December 2021.

The **DBF will invest £0.71m** (up from £0.64m).

We have been awarded a **grant of £1.274m** of strategic development funding (SDF) over the next four and a half years to support the programme set out in the following sections.

3 Programme Description

Our programme, *Renewing Hope through Rural Ministry and Mission*, consists of four projects each of which contributes to the Diocesan Vision of Renewing Hope: Pray, Serve, Grow.

3.1 Rural Church of England Ministry Experience Scheme (Rural CEMES)

- Objective:** To increase vocations to ordained ministry serving in rural areas
Scope: 15 interns from 2017 to 2022.
Outcome: 8 interns discover a vocation to rural lay or ordained ministry.

Current CEMES Programme

In 2016 we started our first CEMES programme with four urban/ suburban placements based in a DBF house in Poole. Two people have been recommended for training (including the house companion), one is waiting to hear the outcome of the Bishop's Advisory Panel and another is actively exploring ordination with a Vocations Advisor. The DBF is committed to continue funding three urban/suburban placements each year for the next three years depending on the availability of national CEMES funding.

The impact of our CEMES programme has been significant for the participants and the churches they work with: one person is overseeing the pastoral care programme in her placement parish and spending time in a busy hospital chaplaincy team; another has had a positive effect on his church's youth programme, bringing a BAME perspective to a white middle class neighbourhood; and a third individual has seen her sense of vocation grow from the very early stages of exploration to actively seeking ordination.

Rural CEMES Plans

We want to add three rural CEMES placements from September 2017 through SDF. Thereafter, the number of rural placements will increase to four per year in each of the following four years. Our Vocations Co-ordinator (a post that the DBF has funded since 2015) will be Scheme Co-ordinator.

Rural CEMES participants will gain practical experience, develop new skills and gain insight into rural ministry through parochially-based placements working with experienced supervisors. Due to the dispersed nature of rural ministry, rural explorers will be living with church members in their placement benefices. Their hosts will be paid an accommodation allowance to offset their costs but it will be stressed that this is primarily an act of service to help a young person explore their vocation. Our scheme co-ordinator will liaise with each benefice to ensure a suitable home environment for each young person.

Participants will receive theological training at Sarum College where they will take part in imaginative rural ministry seminars led by practitioners in the diocese. As well as attending a vocational retreat at Hilfield Friary in Dorset, they will participate in ministry taster days in various forms of chaplaincy, religious broadcasting and with street pastors. Our aim is to provide a stimulating and lively environment in which they can to gain experience, seek advice and work with others to discern their calling.

We are confident we will be able to recruit sufficient Rural CEMES interns through our excellent communications channels and the notable success of current CEMES programme.

3.2 Rural Placements

Objective:	To increase vocations to ordained ministry serving in rural areas
Scope:	15 placements <i>per annum</i> from within the Diocese from July 2018 to July 2022
Outcome:	50% discover a vocation to rural ordained ministry

Current Placement programme

We currently offer 10-15 placements during curacy of which 1 or 2 are rural.

Rural Placement plans

We want to

- increase the number of summer placements for ordinands and curates beginning in summer 2018 by requiring all curates to complete a rural placement.
- offer post-curacy and mid-ministry placements to clergy (and their families) with no or little experience of rural ministry from 2019.

We will provide an authentic experience of rural ministry for those in the early stages of ministry as well as those already experienced in ministry who may be considering a change of direction.

SDF will be used to pay a Rural Ministry Co-ordinator and to defray some costs so that, for example, expenses will not be a barrier to placement in a poorer parish where good experience can be gained.

Placements will be available in rural contexts such as a market town or multi-parish benefice. The duration of each placement will be just more than a fortnight which is the optimum period of time for contextual immersion and allows some time for reflection. Those on placement will be alongside experienced incumbents and keen curates who will provide a rich programme of events during the week. Participants will meet for a 'Sarum Saturday' with a keynote speaker and opportunity to share and reflect on their experiences. Sunday worship will be in local communities.

We intend to offer the opportunity of rural placements to colleges and courses in the Region and elsewhere. So far, five other training colleges and dioceses are interested in sending ordinands on rural placements through this project so we expect the total to be more than fifteen ministers from this diocese. (Colleges, courses, other dioceses etc. who participate will fund their own people.)

With 390 rural parishes, we know we can provide sufficient placements in rural parishes and multi-parish benefices and that they will be keen to provide an honest, good and well-rounded exposure to rural ministry.

3.3 Rural Training Pathway

- Objective:** To prepare ordinands for the opportunities and challenges of rural ministry through a Rural Training Pathway
- Scope:** Four to eight ordinands *per annum* from September 2017
- Outcome:** Increase the average number of applicants for rural incumbencies by 50% (from two to three) by 2020

Current provision

There is no college or course in England that offers a Rural Ministry training pathway.

Rural Training Pathway Plans

The Rural Training Pathway, approved by Ministry Division in February 2016, was developed in partnership with Sarum College and in consultation with the South Central Regional Training Partnership. While other specific pathways have been developed, for example in Pioneer Ministry, almost all ordination training is predicated on urban/suburban models. This Rural Training Pathway will meet a real need for specific and contextualised training for rural ministry and is designed for those training for ordination either full or part-time. It could be adapted for the training of licensed lay ministers or readers.

The course offers training tailored to the distinctive theology and praxis of ministry in various rural situations. Topics include: the narratives of living and working in rural areas; developing discipleship; innovative mission; nurturing vocations; intergenerational ministry in numerically small groupings; the care and missional use of buildings; collaborative leadership in multi-church benefices; and self-care and resilience in ministry. This allows pathway-specific areas to be combined with the standard elements of theological training required to satisfy the academic and formational criteria for ordained ministry.

Students will enjoy the support of the Sarum learning community and benefit from a blended learning approach to training. They will be based in a rural benefice and supervised by an appointed training minister who has a lively ministry and commitment to rural ministry. Candidates will finish with a secure foundation of training for wider future deployment and with experience and learning relevant to a vocation in rural ministry

SDF will pay the costs of a Rural Ministry Co-ordinator who will be responsible for rural placements, teach and enable contextual training through the supervision of ordinands and training ministers.

This post will embed a rural expert in the Diocese and help the Diocese and Sarum College to become a resource centre for ministry and mission in a rural context, which will benefit the Diocese, region and National Church.

The first cohort on the Rural Training Pathway will start at least four ordinands in Autumn 2017. We are confident that the strength and quality of this course will attract candidates from other dioceses.

3.4 Leading into Growth

To bring about a cultural shift and real and sustained change, we are currently embarking on the design, pilot and rollout of a four-year development programme for ordained and lay rural church leaders to lead the church in the Diocese into growth.

- Objectives:** Develop additional capacity and confidence to deliver mission
- Build the confidence of our rural leaders resulting in our rural churches growing in faith, numbers and impact
- Develop a culture of collaboration, celebration and confidence within our rural churches
- Scope:** 440 rural leaders in teams of an average of five per rural benefice from 2017-2021
- Outcomes:** *By mid-2018*
- Mission focussed training is being delivered in all archdeaconries.
- 75% of rural clergy are part of the residential programme or members of a rural learning community.
- By early 2019*
- All rural parishes are linked into the programme and have begun to address matters of ministry and mission.
- The number of Fresh Expressions has increased by 5% to 95.
- By 2021*
- The total worshipping community has increased by 2%, which equates to an increase of 500 against the projected 2019 baseline.
- The number of Fresh Expressions has increased by 10% to 100.
- Attendance at Fresh Expressions has increased by 10% against the projected 2018 baseline.

Our *Leading into Growth* initiative comprises three strands:

1. Leadership development (paragraph 3.5)
2. Growing through the local church (paragraph 3.6)
3. Parish development (paragraph 3.7)

3.5 Leading into Growth: Leadership Development

Current provision through CMD and Ministry for Mission

Our current CMD programme provides courses and other learning opportunities for clergy, authorised lay ministers and lay people as well as addressing clergy well-being.

In 2016 there were 105 CMD and Ministry for Mission events and more than 1760 attendances. In 2017 there are some 35 in the new *Called to Lead* stream of our CMD provision and there is a waiting list of those who have expressed an interest.

Leadership development plans

It is our plan that 440 leaders from targeted parishes or benefices in around 100 teams will participate in one of the *Leading into Growth* initiatives or programmes described in this section. To maximise the

impact, we plan to start with those parishes that have a clear capacity to grow and then extend the programme to others. We expect those who have been through the programme will be equipped to and enthusiastic about supporting other parishes.

Leadership development: *Individuals*

We have just begun a separate leadership programme, *Called to Lead*, which provides one to one mentoring through Sarum College and targeted development opportunities for those with key leadership roles such as rural deans, incumbents of large churches or multi-church benefices, lay chairs and diocesan posts.

The development funding will enable us to further develop and embed good leadership. For rural incumbents, there will be two residential conferences a year bringing them together to share good practice, discuss matters of common concern, support one another and learn together. We have had two initial residential conferences with nearly 60 rural incumbents to test the concept. Feedback has been extremely encouraging.

The SDF will also enable us to support some individuals to undertake the *Germinate* Leadership Programme provided by the Germinate Arthur Rank Centre.² This well-respected eighteen month programme is open to ordained and lay people and includes 360-degree appraisal, a residential event, input and peer days, mentoring and work shadowing. It uses a combination of learning styles, incorporating approaches from both secular and church leadership spheres, and is 'practical, relevant, and tailored to the person and context'.

Leadership development: *Teams*

We believe collaborative ministry is essential in our aim to grow the rural church and will dovetail our diocesan residential conference for rural incumbents with more opportunities for teams from our rural benefices to participate in training provided by other organisations.

We have identified two options suitable for rural multi-parish benefices.

1. Leading your Church into Growth (LyCiG) has been run in parishes and dioceses throughout the country for over twenty years. It engages lay and ordained people together. Their course is highly effective at motivating and equipping church leaders to lead their churches into growth in numbers, spirituality and mission commitment. The evidence also showed an increased likelihood of the impact diminishing over time if only a few leaders from each parish attend a course. It led to a recent but promising innovation, LyCiG local, where clergy and other leaders who attend the residential course are trained to lead the LyCiG Local when they return to their parishes. Participants will join an action-centred learning group in order to work on their mission plans outside the planned activities.

We have consulted dioceses who have sent people on this course and incumbents from this diocese who have done the course. They have said it is effective in bringing about change. Participants returned energised and have gone on to develop local mission plans which they are confident are sustainable.

2. THRIVE is a newer course [developed by CPAS working with Lead Academy and the Germinate Arthur Rank Centre.² Its strapline is 'multi-benefice parishes that work'. The course

² See section 8.2 for endorsements from participants of Germinate and Thrive

is for lay leaders, influential lay members and clergy in multi-parish benefices and has been taken up by a number of dioceses. It is a more up-to-date learning model than LyCiG and may more effectively embed transformational learning.

Participants commit to four two-day non-residential gatherings over two years plus a final day for review and commissioning. Much of the work and the learning takes place between these gatherings. Those who have been part of a learning community may be well placed to facilitate further THRIVE communities.

We will be consulting with dioceses and individuals about the value of and the impact that the course has had. Also, the lead time for setting up a THRIVE learning community would be 3 – 6 months because of the organisational demands and the need to secure commitment from participants.

The precise combination of residential conferences and courses will be determined by what the individuals and teams need to equip and support them in leading their churches into growth. We plan to recruit and train mentors to support teams or peer groups (perhaps organised as action learning sets) after they have completed LyCiG or THRIVE so that new practices and behaviours are sustained.

Leadership Development: *budgeting and support*

For budgeting purposes we have made the following assumptions.

- | | |
|-----------|--|
| Germinate | Two incumbents each year will take part. The programme is selective and requires a significant personal commitment. |
| LyCiG | 30 people <i>per annum</i> in teams of three to five people from six multi-parish benefices will attend a residential course. Each team will be provided with LyCiG local materials and be expected to join a facilitated action centred learning group. |
| THRIVE | 40 people <i>per annum</i> in teams of five people from eight multi-parish benefices will establish two learning communities each year |

SDF will cover these course costs and some transport costs.

The DBF will fund diocesan staff to provide the leadership and administration and the Bishops will lead the rural residential conferences.

Each team will report through their deaneries to the Archdeaconry Mission and Pastoral Committees to provide a level of accountability and share their plans for mission.

3.6 Leading into Growth: Growing through the Local Church

Current Provision

The diocese has developed a number of ways to support parishes in local mission and ministry.

- Energising Local Ministry encourages lay people to recognise and use their God given skills. Developed from observing practices in our link diocese of Evreux in France, we have used it in multi-church or multi-parish benefices where a facilitator helps small groups take responsibility for specific areas of parish life such as prayer, maintenance, administration, visiting, worship. New practices have taken root and are renewing life in the parishes and churches concerned. ELM has had most impact in Dorset.
- St Aldhelm Mission Fund was set up in 2006 and provides money and mentoring to parishes embarking on mission initiatives. The mentoring has enabled the diocese to share good practice and allowed experienced practitioners to share insights and advice with the inexperienced. There is a proven assessment regime. Careful selection, together with the mentoring programme, has resulted in most of the 90 projects it has supported in the last 10 years succeeding.
- In 2016, the Diocese appointed its first Discipleship Co-ordinator. Her remit is to encourage people to develop a deeper understanding of whole-life discipleship and to strengthen lay ministry by bringing together training for lay ecclesial ministries. This work underpins our Diocesan vision by helping people gain the confidence to share their faith with others and provides a necessary theological and practical underpinning to mission and growth.
- In the three years since Ministry for Mission (M4M) started, clergy and lay people have demonstrated a real appetite for mission-focussed training, taking up almost 1400 training places in this period. M4M has created 'hubs' which bring together practitioners in the diocese with a specific interest or calling including pioneer ministers, messy church and leaders in areas of new housing. Supporting and increasing the number of hubs is a vital and growing part of M4M.
- The Mission Council recently set up project groups to bring lay and ordained people together on areas such as New Housing, Parish Development and Resourcing Mission to encourage shared working and energise mission across the diocese.

Future Plans

- We intend to extend ELM to other multi-church or multi-parish benefices where our experience indicates it can succeed and is sustainable.
- The Aldhelm Mission Fund will continue to be a source of seed-corn funding and mentoring support for mission projects.
- We will provide more training locally to improve access and increase uptake. Topics will include setting up and sustaining rural discipleship and learning courses, rural fresh expressions, social justice and changing ministry patterns. SDF will enable us to run more M4M hubs to increase engagement and reduce travel costs and burden, critical factors in rural areas.

3.7 Leading into Growth: Parish Development

Current practice

Feedback from our parishes has consistently shown the importance of working with them. Particularly where parishes face long term or deep-seated issues, there are no quick fixes. Helping them make sustainable improvements is based on listening, helping them to articulate the issues, providing advice and practical support and throughout, working with them and walking alongside them.

This work needs care, time and experienced practitioners who will engage with parishes for as long as they are needed.

In recent years we have experimented with a variety of patterns of ministry in our multi-church benefices including:

- Appointing a Pioneer Minister to work alongside the 'traditional' priest in a large multi-church benefice. This has ensured there is someone with the time to develop new areas of ministry and has met with a great deal of success. Since appointment four years ago, benefice membership has grown from 198 to 241.
- Appointing house for duty clergy alongside a fulltime colleague bringing together two benefices into one to ensure greater collaborative working and support.
- Fostering associated ministries, including Licensed Lay Ministers, Lay Pastoral Assistants, Lay Worship Leaders and Churchwardens, to resource the local church, with the fulltime priest acting in an oversight capacity.
- Harnessing the gifts and skills of clergy and laity (including the retired) to take on a voluntary role.
- We have a small but growing number of pastoral reorganisations to reduce the number of PCCs in Team and Group ministries, using the advice from the Simplification Task Group from Renewal and Reform.

All of these have potential and will continue to be developed.

Future Plans: Parish Development Group

We will form a Parish Development Group of mission mentors or companions for benefices and deaneries over the summer of 2017. From September, at the invitation of the parish, a member of the Group will work alongside the parish to help it develop patterns for shared lay and ordained leadership, remove blockages and streamline governance in ways that are appropriate for them.

The Parish Development Group is based on a group (now disbanded) with a similar remit. Based on this experience, we are confident that a Group will achieve the objectives. It will work closely with staff in our Ministry and Mission teams and be supported administratively from Church House.

Future Plans: Mission posts.

SDF will enable us to establish five mission posts. Based on our M4M experience of hubs, their task will be to set up local action-centred learning communities.

These mission posts will provide support and targeted training. The hubs will enable learning and good practice to be shared and will remove some of the barriers to engagement presented by the isolation of many rural areas of the Diocese.

Future Plans: beyond 2019

In building on the recommendations from the *Released for Mission, Growing the Rural Church* report of 2015, we realise that addressing the burden of administration in our rural benefices and deaneries needs to be a priority in future years. If we are to address all the recommendations of the report then a second phase of Renewing Hope through Rural Mission and Ministry will be looking at improving the systems for managing administration and considering how large multi-church benefices could be better served administratively.

4 Resources needed for the Programme

The Strategic Development Funding will provide the additional capacity we need to build momentum, taking forward what we have already started at an accelerated pace and allowing us to fund the additional activities required to deliver the outcomes described in Section 3.

4.1 SDF request

We have been awarded **£1.274m over 4.5 years** to fund the following posts and projects.

Staffing

Programme Manager (3 days per week)

- Manage and ensure delivery of the programme including developing progress reports, providing milestone reviews and ensuring effective risk management.
- Work closely with the communications team and Bishop's staff to support the change and communications plans.

• Rural Ministry Co-ordinator (full-time)

- Project lead on Rural Placements, managing the logistics, recruiting cohorts, arranging placements, providing first line support, overseeing the placements
- Teaching and enabling contextual training through the supervision of ordinands and training ministers as part of a 50% secondment to Sarum College, to work within the team to organise and deliver the rural pathway.

• Mission Resource Officer (full-time)

- Lead on the implementation of the growth strategy
- Support and resource parishes to help them with their mission
- Support mission focused training
- Recruit and train mentors to support those who have attended LvCiG and Thrive
- Manage M4M Team

• Ministry for Mission Field Officers (4 part-time = 2 FTE) – operating in regional areas of the diocese, probably in each archdeaconry, to:

- Provide local support to Fresh Expressions and Mission Initiatives.
- Develop local action centred learning communities.
- Assist deanery new housing teams develop engagement plans.
- Establish local teams of lay volunteers to work with rural parishes.

Consultants/ Mentors

Recruit and train mentors to support teams or peer groups who have attended LyCiG and THRIVE (five hubs, four leaders each meeting four times *per annum*) and for individual members.

Resources

Germinate Up to two incumbents *per annum* will go through the Germinate programme run by the Germinate Arthur Rank Centre

Leading your Church into Growth Three leaders from ten benefices will go through the LyCiG residential programme each year and be provided with the local materials.

THRIVE Two THRIVE learning Communities (40 people) *per annum* from up to 16 teams of on average 5 people per benefice for a two year course

Expenses for placements, tutors, members, co-ordinators and those taking part in the groups

Recruitment and set up costs for new staff

4.2 DBF commitment

The DBF will commit £707k over 4.5 years by putting the following resources into this programme:

Staffing

Director of Ministry - 2 days per week

- Project Leader. Liaise with Sarum College, RTP and National Rural Officer as an advisor, Ministry support and team oversight. Design and deliver CMD programme. Work with the Archdeacons, use existing relationships to encourage parish leaders to engage.

Vocations Co-ordinator - 2 days per week

- Set up and oversee Rural CEMES, liaise with Sarum College, discernment of candidates with rural backgrounds, web information production. In 2015 the DBF invested an additional 0.5 FTE in this post to make it full-time.

Discipleship co-ordinator - 2 days per week

- Working with rural parishes on deepening discipleship, preparing material, training for authorised lay ministry (OR licensed and commissioned lay ministries). In 2016 we invested an additional 0.5 FTE in this post to make it full-time.

DDO/IME Co-ordinator - 2 days per week

- Supporting curates in rural curacies, travel, specific training events, meetings between them and training incumbents as part of training oversight, Rural Placements. (Since the first stage application the DBF has invested in a 0.5 Assistant DDO which was to have been part of the funding request but we needed the post earlier than expected.)

Archdeacons - 1 day per week

- Targeting parish visits and incumbent support to encourage and inspire local initiatives, signposting to diocesan resources, identify those places with capacity to take part in the LyCIG or Thrive programme. With the Suffragan Bishops, follow up with these parishes to celebrate success, share outstanding leadership and practise, challenge ineffective leadership.

Administrative post – 2.5 days per week

- Setting up training events and meetings, managing bookings, keeping records, handling queries, producing summary information.

Rural Officers, Rural Chaplains and Rural Champions

- A team of embedded practitioners that support rural families in crisis, minister to the larger livestock markets and to the county shows and understand the local context. They liaise with other bodies such as Community Foundations, helping to set up specific local projects

Resources

- 20% of CMD Expenditure.
- Specific training events for ordained and lay people, the called to lead programme, shared costs from other events that rural leaders can take part in.
- Seed-corn funding for local mission projects from the diocesan Aldhelm Mission Fund.
- A proportion of the office, IT and staff expenses.

4.3 Partnerships

The partnership with Sarum College has a key role to play in the success of this programme. The Diocese of Salisbury has enjoyed a long and fruitful relationship with Sarum College. At various times Sarum College has partnered with us to deliver ordination training, training for licensed lay ministry, continuing professional development for our serving ministers, and opportunities for vocational exploration for younger women and men considering their call. While also serving dioceses and other denominations across the South of England, Sarum College is responsive to our particular needs and has worked closely with us to devise and develop a bespoke ordination training pathway for the rural context.

We are also greatly enriched by the physical presence of Sarum College as a community of learning centrally located within the Diocese. Its residential facilities, theological library and bookshop are all assets that we know we are fortunate to have. With help from a Diocesan charity, the Sowter Clerical Library Trust, Sarum College library is establishing a collection of books and periodicals specifically focused on rural issues and ministry in a rural context. There is therefore a good foundation to further develop Sarum College as a resource for the Diocese of Salisbury and the Region in which a number of Dioceses are either predominantly rural or have large rural swathes.

The partnership with the Diocesan Board of Education will contribute to the success of this project. There are 195 church schools and academies in this diocese and school parish partnership is recognised as an important part of thriving Christian communities. The DBE oversees the work of the Children and Young People advisors who work with parishes on these partnerships and on the provision of activities, discipleship programmes and opportunities for young people to explore their faith.

We will continue our partnership with the University of Bath School of Management which did the research on the diocesan leaders and has been involved with our *Called to Lead* programme.

4.4 Recruitment

Diocesan posts

The Diocese will use its existing recruitment processes, which have been very successful in the past to fill staff posts. Any difficulties in recruiting to non-parochial posts will be addressed by the preparation of application packs giving details of the context and ambitions as well as the role description and person specification. Posts will be advertised through our diocesan website and e-bulletin. The HR Director will consider other channels for recruitment of the Rural Ministry Co-ordinator such as the National HR network and the Church Times.

We will examine whether some of the Ministry for Mission Resource Officers' roles could be combined with House for Duty posts as they become available and then recruit through our existing clergy appointments processes led by the relevant Suffragan Bishop. We are confident that adding *Leading to Growth* aspects will make these posts more attractive to some than the usual House for Duty appointment.

Rural CEMES

We have been working hard to develop a pool of young vocations in the Diocese who may be interested in our Rural CEMES. We have seen significant growth in this and are supporting around a dozen young people (current age range 15-26) who are at various stages of exploring ordained ministry. As a result, we hope to see one or two of our places this year filled locally. It is, however, a long-term project and will bear more fruit in future years as we continue to grow that pool and as natural opportunities arise for 'gap years' (e.g. after school or university).

We will also be publicising Pray Serve Grow widely through contact with university chaplaincies, Christian youth events, and individual contacts. Our vocations website (<https://salisburycalling.org/>) proved to be a significant tool for recruitment last year with three of our four Explorers telling us that the clarity of information and ease of access was a significant factor in choosing to apply to us. We are updating this website to reflect our expanded 2017/18 scheme and are planning to use testimonials from our current explorers (text and video) to encourage others.

We are fully committed as a diocese to encouraging people from underrepresented groups to explore ministry and ordination. As a Diocese, women are now in place at every level of ministry and our Bishop's Staff is a balanced group with five men and five women. In our placement parishes for the scheme, we have also achieved a good balance of men and women clergy who will act as supervisors. We will include this in our information to applicants to encourage young women to apply.

Although the Diocese of Salisbury contains a very low percentage of people from a BAME background (around a quarter of the national average) we are committed to encouraging BAME vocations and we have a higher proportion of BAME clergy in the diocese than the proportion of BAME people in the general population.

5 Programme Management and Governance

5.1 Programme Planning

Bishop's Council has discussed this programme three times in the last year and it has their full support. Bishop's Staff, the Finance Committee, the Learning for Discipleship and Ministry Council (LDMC), the Mission Council, Rural Deans and Lay Chairs have also reviewed and contributed to the development of this plan. These bodies, together with rural incumbents, will continue to be consulted during the development of the pilot *Leading into Growth* element of the programme. There will be further consultation with clergy, laity and diocesan staff to ensure that the plan as implemented reflects the thoughts and ideas of the clergy and lay leaders as well as those of the project team.

The overall programme consists of various projects each of which will have a person nominated as the Project Leader. The new Programme Manager will provide additional skills and capacity to the existing teams.

The following Appendices provide further information on planning and implementation:

- Appendix A Outline action plan
- Appendix B Balanced Scorecard supported by specific action plans
- Appendix C *pro forma* report to the Programme Board from Project Leaders

5.2 Programme Oversight and Reporting

Programme Steering Group

The Programme Steering Group is a sub-group of the Bishop's Council. It will report to Bishop's Council and will exist for the duration of the programme. Its role is to assure the Bishop's Council that the programme is on track, provide strategic direction, support the Programme Director and Programme Manager and ensure coherence across these areas of Mission and Ministry. The members are the Bishop of Ramsbury, (Chair of Learning for Discipleship and Ministry Council), the Bishop of Sherborne (responsible for oversight of Lay Ministry and Chaplaincy), the Chair of the Mission Council, two lay members and one ordained member of Bishop's Council from different areas of the Diocese. The Diocesan Secretary will chair the steering group and the Programme Board will be in attendance.

An outline Steering Group meeting agenda is at Appendix D.

Programme Board

The Programme Board will review and monitor overall progress and ensure that appropriate action is taken to manage issues and risks and ensure successful delivery. The Programme Board will consist of the Programme Director, Programme Manager and the respective Executive Leads, with individual Project Leaders attending as required. The Programme Board will report to the Programme Steering Group.

An outline Programme Board meeting agenda is at Appendix D.

Boards, Councils and Committees

Renewing Hope through Rural Ministry and Mission relates to a number of other diocesan bodies including the Learning for Discipleship and Ministry Council, Mission Council, and Finance Committee. These bodies will continue to receive reports on all activities within their areas of responsibility to ensure coherence and accountability across their areas of activity.

Bishop's Council

As Standing Committee of the Diocesan Synod and Diocesan Mission and Pastoral Committee, Bishop's Council will continue to receive reports from the DBE, Learning for Discipleship and Ministry Council, Mission Council, the Archdeaconry Mission and Pastoral Committees and Finance Committee. This will promote coherence across the range of the diocese's strategic programmes.

5.3 Governance

The governance processes and how they will work with our existing structures are shown in Appendix E.

The Programme Steering Group will report direct to Bishop's Council.

The DBE, LDMC, Mission Council, the Archdeaconry Mission and Pastoral Committees and the Finance Committee remain accountable to Bishop's Council but they will be functionally accountable to the Programme Steering Group, acting as a sub group of Bishop's Council, for any projects that sit within this Programme for the period of the Programme.

5.4 Communications Plan

The Diocese has carried out two market segmentation exercises on communications in the past two years. One finding was that those 'closest' to the centre – in professional ministry or central bureaucrats – are most 'in the know' about what the church does. Those who are occasional churchgoers sometimes receive weak or distorted messages from the church and non-churchgoers often know little about what goes on in churches.

Thus the key audiences for communications *on Renewing Hope through Rural Ministry and Mission* are first clergy, then parish officers and leaders, followed by grassroots churchgoers. In rural multi-parish benefices, churchwardens and PCC Secretaries can be particularly influential; in benefices with many churches, smaller churches may have surprisingly little contact with a team rector.

We will continue to promote the benefits of the programme in urban/suburban areas and recognise that it is important not to alienate urban and suburban parishes by neglecting them and the good news they tell.

The Church of England has an extraordinary diversity of churchmanship and occasionally tensions result. It will be important that the stories we tell about *Renewing Hope through Rural Ministry and Mission*, especially for our internal market, reflect a balance of churchmanship. As our programme matures, we will have important messages for wider secular society if it achieves its goals. As well as being important of itself, a successful *Renewing Hope through Rural Ministry and Mission* will help redress the prevailing narrative of a Church of England in terminal decline, especially in rural areas.

Channels of communication

The diocese has a very well developed framework for communicating and promoting information and initiatives. Key channels in the Diocese's control are:

- E-bulletin - a weekly e-newsletter that goes to 2000 people, including clergy, readers, churchwardens and PCC secretaries. It is best suited to short, snappy, messages linking to longer items on the Diocesan website.
- Grapevine - a monthly e-magazine that goes to nearly 8000 people. As well as short items linking to the Diocesan website, it carries two longer interviews every month with worshippers or clergy in the

Diocese, with a human-interest angle. This is an excellent place to highlight people benefiting from an aspect of the programme. Grapevine is forwarded on to around a further thousand people in an average month, and as a PDF is seen by several thousand more.

- Our Diocesan website reaches a wide spectrum of users: regulars (36% visiting monthly or more in a 2014 survey), occasional visitors (27%) and those engaging for the first time (37%). 61% of visitors hold some sort of office in the church (from PCC member to bishop!), 30% are 'grassroots' churchgoers, and 9% are not churchgoers.

Much communication in the church takes place in meetings, boards, synods, congregations and services, balancing any gaps in digital take-up. Members of Bishop's staff will use these opportunities to promote *Renewing Hope through Rural Ministry and Mission*.

The local press and BBC local radio still take a keen interest in church affairs in this quite traditional area with a relatively high rate of churchgoing. These are key channels for communicating messages about a confident rural church to the wider public; but also for reaching those grassroots churchgoers who do not engage with any of the Diocese's communications channels, but might consider a call to explore a role in LyCiG or training for ordained or lay ministry .

Messages

We will tailor the key messages of this the programme for each segment of the market and then for enablers, blockers and bystanders within each market.

While there is a need to have clear messages and information about the programme, we will continue to recognise and publicise human-interest stories as they always communicate most powerfully, especially with the sceptical.

Clergy

Before launch.

- A *Renewing Hope through Rural Ministry and Mission* section of the website that is well-maintained and with quality content.
- Stories on the news section of the website about the programme and the rationale for doing it, linked to E-Bulletin.
- E-Bulletin headlines promoting *Renewing Hope through Rural Ministry and Mission*.
- Supportive quotes from key champions both in the Diocesan leadership and among parish clergy, with a particular emphasis on ensuring supportive quotes from the full range of churchmanship.
- An interview in Grapevine with a member of Diocesan or Bishop's Staff championing the programme (as with the Archdeacon of Sarum and the Magna Carta celebrations).

Once programme is running.

- Stories of clergy and benefices seeing positive change because of the Leading into Growth project.
- Interviews with those who have been ordained after successfully completing the Rural Training Pathway or CEMES.
- Interviews with clergy who have moved from urban to rural ministry because of rural placements.

This will not be the total of the Diocese's communications on church growth. It is important that urban/suburban clergy, especially those ministering in lively large parishes where scepticism is sometimes apparent are clear that the Diocese is serious about growth in urban and suburban areas. There will also be stories and information relating to the Diocese's focus on new housing areas and Central Poole.

Lay Leaders

Before launch.

- The same channels can be used as for clergy. Lay ambassadors will be key especially those worshipping in rural parishes.

Once programme is running.

- Stories of benefices seeing positive change as a result of Leading into Growth.
- Interviews with those working in paid or volunteer roles within the programme. Stories of church growth.

For the sceptical

- we pray the Lord will send us at least one Pauline Conversion of a sceptical lay leader in a rural parish early in the programme who can then be persuaded to act as a champion for the programme.

Grassroots Church

Before launch.

- As well as Grapevine, BBC local radio and local newspapers/magazines, including church magazines, will be key to reaching grassroots members about the programme before it starts.
- Experience shows they respond enthusiastically to the church taking intentional steps to address rural decline and telling positive stories about rural church life.
- Given that mainstream media coverage will be at best occasional, discipline is key if our message is to get across. A small number of soundbites will be crafted to ensure that key messages, especially for potential blockers, are reinforced in all our media opportunities.

Once programme is running.

- News stories on the Diocesan website, Grapevine, and e-Bulletin reach many local journalists
- Directly pitching stories of growth, transformation, vocations, and moves to rural ministry and appropriate local papers/radio.

For the sceptical

- Infectious enthusiasm early in the programme.
- Stories of real growth backed by hard numbers and solid evidence as they emerge.

Timescale

- Communications have already started emphasising the importance, variety and strengths of rural ministry e.g. Bishop of Ramsbury wrote the Christmas Letter in Country Life on this subject.
- Major publicity launching the project once the grant award is known in July with enthusiastic support from all Bishop's Staff and an outline of the programme
- From Q3 2017 and annually thereafter, stories from individuals starting the Rural CEMES and Rural Training Pathway. We will encourage local radio to follow the CEMES interns in their year's journey as Radio Solent has done for our first CEMES in Poole.
- Reporting stories and particular parish projects through the year.
- Summer 2018 and each summer after that stories from the IME 6 placements

We will communicate when things have not gone to plan as well as the successes.

6 Financial Information

We need **£1.981m** over four and a half years to resource the vision of *Renewing Hope through Rural Ministry and Mission*.

£1.274m of this to come from the Church Commissioners with the remainder being funded by the Diocese.

Future sustainability

We intend to resource the programme after 2022 in the following ways:

1. We will train and grow a team of experienced participants in the 'Leading to Growth' stream who will be able to support and develop others
2. The Leading to Growth programme will in time generate more contributions to Fairer Share as church membership grows, though we recognise that as people join a church they do not start giving sacrificially until, it is reckoned, four years after joining.
3. Changes in clergy deployment in some areas will mean that a few posts will move from being full-time to part-time and allow re-deployment of resource into the Ministry for Mission team.
4. We will develop partnerships with external bodies such as the Germinate Arthur Rank Centre to enable resources to be shared in the future.
5. We will share our learning with other dioceses to encourage them to send individuals onto the Rural Training Pathway so that there is sufficient funding for Sarum College to take over the funding of the teaching element.
6. Our Suffragan and Archdeacon teams in Dorset and Wiltshire will consider how simplification and administration sharing can be implemented with a view of lifting the burden from the rural churches.

7 Risk Assessment

Risks are identified and classified with an appointed risk owner to monitor and deliver risk mitigation actions.

The Programme Manager will review all risks and, on a monthly basis, will disseminate to the Programme Board and report to the Programme Steering group in terms of progress to mitigate risks, those that have been terminated, those that have been treated, those that are to be tolerated and any new risks that have arisen since the last report.

The current Risk Register for the programme is in the table below.

Risk No	Risk	Impact	Probability	Mitigations
1	Staff recruitment / retention difficulties and loss of experienced staff.	2	2	Our experienced HR team have a good track record in successful recruitment. We have low turn-over of staff and have good processes in place to encourage retention. Provision of cover arrangements, succession planning; review of salaries to aid recruitment and retention.
2	Management stretch affects achievement of objectives and strategic aims.	2	2	Identify key staff and ensure staff supported to find work/social balance and monitoring of workload.
3	Demands of other projects limits staff capacity	2	2	Staff secondment agreements and monitoring of workload
4	Difficult to find the right people to fill part-time or fixed term posts	3	2	Consider flexibility in the shape of the roles but maintain delivery of outcomes. Continue policy of only appointing the right people and being prepared to re-advertise if necessary. Promote Salisbury as an attractive place to live and work.
5	The parish support officer roles have too wide a geographic area to be able to make significant difference.	3	1	Ensure job descriptions are achievable, that success criteria acknowledge the geographic distances and the pace of change in rural churches. Encourage support officers to develop volunteer networks to carry out this work too. There is a good track record of success with this model of working in this Diocese.
6	Difficulty in recruiting sufficient mentors.	2	2	Regular communications to encourage volunteers, telling stories of mentors who find the role worthwhile and fulfilling in Grapevine and on the website. Provide training and support. Manage expectations.
7	Major project overspends	2	1	Excellent financial reporting and controls

8	The wider diocese fails to support the plan, feeling it might be too top down	3	2	Wide communication in 2016 of how this plan fits into wider diocesan vision. Good communications plan, consultation planned for Q2 2017 to ensure buy in to 'Lead to Grow'. Annual Report to Diocesan Synod. Peer to peer communication from parishes/benefices that have benefited as the plan starts to be implemented.
9	Lack of capacity in rural parishes to take on more	3	3	Communications plan to raise awareness and encourage cultural change. Archdeacons' support and encouragement. Energising Local Ministry approach applied more widely. Initially target those rural parishes with sufficient capacity and use those who have gone through 'Leading to Grow' to support next phase.
10	Insufficient candidates to form a viable cohort for the Rural Training Pathway	3	2	Both the Diocese and Sarum College will widely advertise the course to be available to those from outside as well as inside the Diocese. Seek to place promotional stories from students in the church press, Germinate magazine, national church vocations material.
11	Insufficient candidates for the Rural CEMES	2	2	Advertise widely. Provide examples of where it has worked – personal stories of this experience.
12	Difficulty in finding sufficient Rural Placements for both curates and those exploring rural ministry	2	2	Good communications with rural parishes in plenty of time to make arrangements. Provide examples of where it has worked – parish stories of this experience. Stories of successful placements in Grapevine/on website.
13	Culture change takes longer than anticipated	3	3	Clear and consistent communications. Celebrate success. Archdeacons and Bishops also tell the stories. Making good appointments to Rural ministry who will encourage change.
14	Urban churches perceive neglect or feel side-lined because of the emphasis on Rural Ministry	1	2	Communications strategy to change perception. Point to earlier investments in Urban. Work with urban on Future bids – resource churches, church planting, BMO.
15	Sustaining the programme after external funding stops	2	2	Each project strand will develop their sustainability plans and report into the relevant Board/Council. Build up volunteer resource to help parishes. Grow financial support with other external funders and from within the Diocese.
16	Different understandings about what resilient, confident rural church looks like.	2	1	Clear communications throughout the project. Wide consultation on what parishes want as support for their mission plans. Support, training for parish officers. Accept 'good diversity' can be positive.

17	Unable to find sufficient lay leaders for the context specific work	3	2	Parish support officers to develop volunteer networks that can provide support and encouragement for potential leaders. Communicate other support, clarity on time expected from the volunteers.
18	Financing issues at Sarum College.	3	1	Senior clergy are part of the Trustee body. Regular communications between the organisations.
19	Fairer Share/ financial issues	3	1	Communications on what the Fairer Share contributes to and examples of the impact the funding is making.
20	Clergy trained on the programme move to other dioceses.	2	2	Continue well-being and comprehensive CMD programmes and clarity of role to ensure Salisbury remains an attractive place to work. Emphasise that this is for the wider benefit of the church.
21	Insufficient governance capacity	1	2	Use existing management systems rather than a separate steering group.
22	Pushed off course by significant issue that ties up staff time and resource	2	2	Prompt incident and impact reporting to enable to programme board and steering group to seek Bishop's Council or Bishop's staff advice on priorities if an immediate solution is not clear.
23	Unable to import experienced incumbent level clergy for rural leadership roles	2	2	Ensure Salisbury remains an attractive place to work by continuing the well-being and comprehensive CMD programmes and providing clear and attractive role descriptions.
24	Change in Bishop's staff or existing members lose interest in or confidence in the work that is going forward and want to rethink.	2	2	Ensure that the Bishop's staff and any new recruits remain committed to and own the vision. Provide regular reports to demonstrate the success of the project but accept that if milestones are not met that priorities may have to change.

KEY

Type	Score	Description
Impact	1	Low Impact
	2	Medium
	3	Large
Probability	1	Less likely
	2	Likely
	3	Highly Likely

8 Evidence Base

This evidence comes from a range of external sources as well as from pilots or projects that we have run within the Diocese.

8.1 National Research

The following reports have informed the development of *Renewing Hope through Rural Ministry and Mission*:

- Released for Mission. Growing the Rural Church, 2015
- Stronger as one?, 2014
- Going Deeper, 2016
- The Church Growth research programme
- The University of Bath School of Management research on building trust within organisations.

Two quotations that have been especially relevant to our planning are:

‘High quality, specific and locally accessible training and development should be provided through dioceses for clergy and lay people in multi-church groups to support discipleship, mission, the ministry of lay people, work with schools, children and young people, worship and leadership’ *Released for Mission, Growing the Rural Church 2015*

‘Meaningful mission and growth are possible in rural multi-church groups, where time and space is created for it to take place and where the ministry of lay people is enabled and equipped. Strategies for mission and ministry in rural multi-church groups, devised locally, or by deaneries or diocese should therefore: include an intentional focus on mission and evangelism; free up time and energy for lay people and clergy to focus on mission and ministry; envision, nurture and equip the ministry of lay people.’ *Released for Mission. Growing the Rural Church 2015*

We also assessed the findings of ‘*From Anecdote to Evidence*’ and whilst some of the results were helpful we were one of the dioceses that questioned the validity of the assumptions made from the data collected, particularly on the matter of rural multi-parish benefices because it did not match our experience.

Evidence from Ministry Division on CEMES is that an average of 75% of those who take part in a CEMES programme go on to affirm a vocation to ordained ministry. As we will be pioneering Rural CEMES we have set our objective slightly lower until we have more experience.

Evidence from other CEMES and training courses is that placements as part of a learning environment is the main way in which people can catch a vision and enthusiasm for potentially serving in a rural setting. This applies to CEMES explorers and to curates and explorers on rural placements (see 3.2) and ordinands on the Rural Training Pathway (see 3.3).

8.2 Endorsements from participants Germinate and Thrive

Comments on Germinate include the following from one of the mentors of a participant:

‘I have seen a sea-change that has taken place in leadership style since the start of the programme and know that the roots of this new attitude to his own competence and that of others are deeply embedded in a renewed sense of personal calling. I see now a mature reflective practitioner who will continue to take the fruits of the Germinate Leadership learning into his practice’.

And from a participant: ' I view this as a 'grown up' leadership programme, not with a ready-made leadership paradigm that it imposes on its participants, but rather with an invitation to assess which of the various leadership models best suits the variety of situations we face. Through the programme I realised that what a particular church really needed was to trust me. Now, six months later on, a Reader from the neighbouring village has commented on how much improved the culture of the church has become.'

Comments on Thrive include:

'We have 4 rural multi-parish benefices currently taking part in Thrive. I think it's an excellent course. The material is very good and uses a variety of learning styles. It works well across the church traditions and the content can be adapted according to the needs of particular dioceses. I'm observing good cross-fertilization between the groups. Lichfield Diocese are currently training folk who can then deliver the training locally, which makes it more accessible as a course.' - Church Army Evangelist and Stafford Area Mission & Growth Partner in the Diocese of Lichfield. His particular focus is evangelism in a rural context.

8.3 From within the Diocese: Ministry

Our core Ministry Team currently has fourteen ordained and lay members. There are co-ordinators who oversee the main areas of our work including Continuing Ministerial Development, Discipleship, Initial Ministerial Education and Vocation. Many others are committed to our work: over 100 able and well-qualified volunteer portfolio holders have been recruited to a variety of roles. They tell us they are attracted by the opportunity to use their gifts with a well-functioning team which has a clear vision and sense of purpose.

We are committed to Christian growth, nurture and vocation in all its forms. For example

- an experienced Church Army Evangelist joined us in late 2016 as full-time Discipleship Co-ordinator, a new post to help actualise our Diocesan Vision of Renewing Hope: Pray Serve Grow. This appointment was specifically commended in our recent Diocesan Peer Review.
- Lay Worship Leader ministry is now a fast growing area with around 200 LWLs already commissioned or in training. We are also exploring the possibility of a Lay Pioneer Minister strand in response to keen interest in this form of ministry.
- the number of people exploring a vocation to some form of authorised ministry now stands at 91 compared to [insert number] [three? two?] years ago.
- the number of candidates attending a BAP this year has more than doubled with further increases projected year on year.
- we expect to exceed the national target of 50% for additional vocations to ordained ministry by 2020 and are intentionally seeking candidates with the passion and aptitude for rural ministry.
- through the proposed placements scheme, fifty curates in the diocese at various stages of IME 2 will directly benefit from this strand of Renewing Hope Through Rural Ministry and Mission.

Our Vocations Co-ordinator is now full-time and we have appointed an additional half-time Associate Diocesan Director of Ordinands to handle the greater volume of work. We are also developing our work with young people and are delighted with our early CEMES success and intend to expand this programme.

Our Diocesan CMD programme serves around 2000 people including all those exercising an authorised ministry and lay leaders. Wellbeing, defined as the flourishing of the whole person in their ministerial context, is a distinctive feature of the programme which other dioceses have been keen to investigate. Entry interviews conducted with those new in post often mention our commitment to wellbeing as one of the factors that attracted them to apply for a post in this diocese. The CMD programme is supported by a recently installed on-line booking system that reduces the administrative burden and enables a wider range of people to access and benefit from CMD.

For these reasons, we are confident that there is a strong platform to support all vocational strands and especially the Leading into Growth initiative that forms part of our bid for funding.

8.4 From within the Diocese: Mission

We have been running two pilot projects for the last three years: Energising Local Ministry (ELM) and Ministry for Mission (M4M). There is strong and growing evidence for the effectiveness of engagement through these projects:

Ministry for Mission

Provides an agile, cost effective means of encouraging the formation of new worshipping communities through its mission oriented training programmes and the growing number of practitioner hubs.

Research in 2016 showed over 90 new worshipping communities across the Diocese, with an average of 38 people per initiative. Of these 48% were growing, 46% stable and 6% shrinking.

Over the three years M4M training has been offered, 1,375 places have been taken up, demonstrating a significant appetite for mission focused training and development.

M4M has established a network of hubs to support parish-based practitioners, offering them a chance to network, develop and share good practice and discuss challenges with others running similar programmes. Hubs include Pioneer, New Housing, NW Wilts Messy Church, Salisbury Area Messy Church, Weymouth Area Messy Church and Poole Area Messy Church.

In April, the East Dorset Breakfast Church hub will launch, followed by the West Dorset Mission hub in May. Two chaplaincy hubs will also be piloted this year.

Energising Local Ministry

ELM provides direct support to multi-parish benefices and other groups to help them develop context specific models for living and working a shared life with laity assuming a joint leadership role in all areas of ministry and mission.

One particular example is the outcome of work with the Benefice of Askerswell, Loders, Powerstock and Symondsburys, a multi parish benefice comprising eight churches. Rather than having small parishes work in silos, they now support one another by having a co-ordinating group made up of all churchwardens, lay pastoral assistants, lay worship leaders plus leaders of the various focus groups. These focus groups work to develop different aspects of church life such as prayer, pastoral care, worship, events, communications and social action.

Plough Sunday was the first major event organised under this scheme. People came from every church in the benefice and 115 attended in total, at least half of whom were not regular church attenders. This is unusually high attendance for any service, apart from Christmas and Easter, in a benefice with a population of just 1,700 people.

Volunteers

There is evidence from parishes in this and other dioceses, such as Leicester, that where a volunteer team has worked with parishes to increase their engagement with their local community, that parish grows. Volunteer mentors have been able to build confidence within a parish and help them identify a team that can do the work independently.

Success is highly dependent both on the quality of the mentors and the acceptance of the parish that this is not a diocesan inspection but consists of volunteers who may have experienced similar difficulties in their own parishes. Success has been achieved through mentors listening and walking alongside, an Emmaus model. They have focussed on mission and growth, not decline and identified short, medium and long term actions:

- Short term: encourage what is already there and do it better. Share examples
- Medium term: identify and motivate leaders to be more outward-focussed. Help parishes identify where people are blocking the enthusiasm of others and try to find ways of either changing these peoples' views or finding others who will encourage the work.
- Long term: bring back to faith those taught RE as children, strengthen presence in church schools.

We have analysed the determinates of success and concluded that

- One model of support does not fit all contexts
- There has to be local buy-in and commitment
- It is important to do one or two things really well and stopping other activities
- Accountability needs to be matched with positive support
- It is important that volunteer teams are working with Archdeacons and Bishops and connecting with other support projects so efforts can be co-ordinated.

9 Evaluation

Introduction

The Programme - *Renewing Hope through Rural Ministry and Mission* – is a key plank of the Diocese's vision. To ensure that the programme remains fully integrated with the overall vision and strategy, its underlying projects and evaluating them will be incorporated into the Diocesan Balanced Scorecard and supporting action plans.

Our evaluation process is based on a commitment to regularly and carefully monitor growth against a range of quantitative and qualitative indicators to understand whether progress is being made, to allow focus and direction to be fine-tuned and to identify where a different investment of people and financial resources might be required.

Diocesan Balanced Scorecard

The Balanced Scorecard is a means of relating financial and non-financial indicators to the Diocese's key aims and activities. It gives a more holistic view than can be gained by looking at quantitative measures alone. The content is distilled from high-level indicators in the supporting action plans, which include the projects that are part of the Programme. Together they give a high-level picture of the diocese's progress towards 'Renewing Hope – Pray, Serve, Grow'.

For ease of reporting, the indicators are disposed across the four quadrants (see Appendix B), with oversight provided through the appropriate board, council or committee:

- Ministry - through the Learning for Discipleship and Ministry Council;
- Mission - through the Mission Council;
- Education - through the Board of Education and
- Finance and Governance - through the Finance Committee

The central section of the scorecard focuses directly on our diocesan vision (Renewing Hope: Pray – Serve – Grow). The Diocesan Secretary's department collates this information.

Behind the high-level indicators are the impact measures, success criteria and milestones that reflect the work of the appropriate board, council or committee, and which include the projects within this programme.

Success Indicators

The success of the Programme will be assessed by monitoring indicators at project and programme level. The programme's contribution to the wider strategy will be assessed through the lead and lag indicators that inform the Balanced Scorecard.

Project Level Indicators

The programme consists of four supporting projects, each with associated success indicators:

- Rural Church of England Ministry Experience Scheme (Rural CEMES)
 - Numbers entering the scheme each year
 - Numbers going on to attend a BAP each year
 - Numbers recommended for training following a BAP
 - Long term, those entering, and flourishing in, rural ministry

- Rural Placements
 - Numbers of placements each year
 - Evaluation reports from those in placements and the parishes who hosted them
 - Long term, those entering, and flourishing in, rural ministry

- Rural Ministry Training Pathway
 - Numbers entering training each year and successfully completing training
 - Self-assessment reports from those in placements and the parishes who hosted them
 - Long term, those entering, and flourishing in, rural ministry

- Leading into Growth
 - Fresh Expressions
 - Number of new Fresh Expressions/Mission Initiatives and Numbers attending.
 - Number of Fresh Expressions/Mission Initiatives leaders coached; level of satisfaction with coaching provided; increased level of confidence resulting from coaching.
 - Mission Focused Training
 - Number of Mission Focused training events; numbers attending; reports to demonstrate satisfaction and increased confidence levels
 - Number of new Action Centred Learning Communities established and numbers attending
 - Number of case studies/replicable models developed.
 - Number of deanery New Housing teams established

Programme Indicators

The aim of the programme overall is to improve the profile and resilience of rural ministry so that our rural churches grow in confidence, numbers and impact. Success will be assessed against the following programme level indicators; the methods of assessment are still being developed:

- Increase in vocations to ordained ministry in rural areas
- Ordinands better prepared for challenges of rural ministry
- Additional capacity and confidence to deliver mission
- Increased confidence of our rural leaders
- Increase in the number of flourishing rural communities
- Rural churches growing in confidence, numbers and impact

Contribution to Wider Strategy

With 92% of our parishes (representing 50% of the population) in rural areas, the need to re-imagine parochial ministry and mission is vital. *Renewing Hope in Rural Ministry and Mission* is thus a crucial part of the Diocese's wider goal of growing church membership by 10% and increasing vocations to ordained ministry by 60% by 2025. We will use the following indicators to assess progress:

Lead Indicators

- No of benefices engaged with Leading into Growth or Thrive programmes
- No of individuals engaged with Germinate programme
- No of deanery/parish mission projects supported
- Nos and levels of engagement with missional hubs/action centred learning communities

- Nos attending mission focused training events
- No of new vocations
- Nos completing rural training and development pathway

Lag Indicators

- Worshipping Community Figures
- Weekly attendance figures
- Fairer Share figures
- Giving per head and number of planned givers
- Number of baptisms
- Number of confirmations
- Number of applicants for ministerial posts in rural benefices
- Length of clergy vacancies in rural benefices

	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Rural Residentials																																																
Rolling cohort of 50 incumbents	[Grey bar]																																															
First Residential																																																
Second Residential																																																
Impact evaluation to LDMC																																																
Third Residential																																																
Fourth Residential																																																
Impact evaluation to LDMC																																																
Fifth Residential																																																
Sixth Residential																																																
Impact evaluation to LDMC																																																
Plan next phase																																																
Leading into Growth																																																
Leadership Development teams/individuals																																																
Recruitment phase for LyCiG																																																
LyCiG x 2+ parish groups pa																																																
Recruitment phase for Germinate																																																
Germinate x 2 participants pa start																																																
Recruitment phase for Thrive																																																
Thrive x 4 1 per A/D LCs pa start																																																
Impact evaluation to LDMC																																																
Local Church Support/Parish Development																																																
Recruit and train Parish Development Group																																																
PDG work commences																																																
Recruit and train Ministry for Mission team																																																
Bi-Annual Mapping of FXs/Mission Initiatives																																																
Establish FX/Mission Initiatives Learning Communities																																																
Annual Review of FX's/Mission Initiatives																																																
Update/augment good practice resources																																																
Report to Mission Council																																																

APPENDIX B BALANCED SCORECARD

MINISTRY	MISSION						
<ul style="list-style-type: none"> • Use of discipleship resources and opportunities by individuals and parishes (half yearly against forecast/target) • No of new vocations (half yearly against forecast/target) • Nos completing rural training and development pathway (half yearly against forecast/target) • No of new LWLs (half yearly against forecast/target) • No of vacancies filled first time/total no vacancies • <i>Project Reports (as required)</i> 	<ul style="list-style-type: none"> • No Parish/deanery projects supported/<i>reported (annually)</i> • Missional hubs – levels of engagement and impact (half yearly) • Social Justice Champions – levels of engagement and impact (annually) • Social Justice Campaigns – levels of engagement and impact (annually) • Missional Training – levels of engagement (annually) • New Worshipping Communities (annually) • <i>Project reports (as required)</i> <table border="1" data-bbox="316 712 1332 1352"> <tr> <td data-bbox="316 712 807 936"> <p>Pray</p> </td> <td data-bbox="807 712 1332 936"> <ul style="list-style-type: none"> • Use of prayer resources and opportunities by parishes and individuals (annually) • Stories of answered prayer (ongoing) • <i>Churches open daily for prayer (annually through AD's Articles of Enquiry)</i> </td> </tr> <tr> <td data-bbox="316 936 807 1128"> <p>Serve</p> </td> <td data-bbox="807 936 1332 1128"> <ul style="list-style-type: none"> • Levels of engagement in schools, church related community groups and issues of social justice (Nos) (annually) • Stories of lives and communities transformed (ongoing) </td> </tr> <tr> <td data-bbox="316 1128 807 1352"> <p>Grow</p> </td> <td data-bbox="807 1128 1332 1352"> <ul style="list-style-type: none"> • Nos: worshipping community, fairer share figs (annually) • Depth: confirmations, vocations, giving, small groups (annually) • <i>Influence: governors, trustees, local government involvement, press coverage (annually)</i> </td> </tr> </table>	<p>Pray</p>	<ul style="list-style-type: none"> • Use of prayer resources and opportunities by parishes and individuals (annually) • Stories of answered prayer (ongoing) • <i>Churches open daily for prayer (annually through AD's Articles of Enquiry)</i> 	<p>Serve</p>	<ul style="list-style-type: none"> • Levels of engagement in schools, church related community groups and issues of social justice (Nos) (annually) • Stories of lives and communities transformed (ongoing) 	<p>Grow</p>	<ul style="list-style-type: none"> • Nos: worshipping community, fairer share figs (annually) • Depth: confirmations, vocations, giving, small groups (annually) • <i>Influence: governors, trustees, local government involvement, press coverage (annually)</i>
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<p>EDUCATION</p>	<p>FINANCE & GOVERNANCE</p>						
<ul style="list-style-type: none"> • Schools – OFSTED/SIAMS assessments (quarterly against forecast/target) • Children/Young People/Families – Schools'/Parishes'/DBE assessments (half yearly against forecast/target) • Influence – Board of Education Governance • Finance – audit reports/self assessment (annually) • Partnership – national, DBE assessments (annually) • <i>Project reports (as required)</i> 	<ul style="list-style-type: none"> • Budget figures (quarterly) • Share figures (monthly) • Audit reports/self assessment (annually) • Risk reports (annually) • <i>Project reports (as required)</i> 						

APPENDIX C PROJECT REPORTING TEMPLATE

Summary Progress Report

To: [Distribution List to include Prog Director, Programme Manager, Programme Team] **From:** [Project Leader]

Subject: Summary Progress Report:

Date:mm/dd/yy

Project Name: [Project/Stream/Area]

Report Period:

Project Description:

Project Status Summary: ____Green ____Amber ____Red

Key accomplishments last period:

List brief 1- or 2- sentence descriptions of what was accomplished in this last period:

- Include important schedule milestones if any occurred in this last period.
- Include any events that significantly reduced risk in the project.
- Include key tasks that closed an issue that was marked “open” on the previous report.

Upcoming tasks for this period:

List brief 1- or 2-sentence descriptions of what you plan to accomplish this next period.

- Include important schedule milestones if any that will occur in this period.
- Include any upcoming events that will significantly reduce risk in the project.
- Include key tasks that will move an open issue toward closure.
- Include any item you specifically need Management’s help on – and what actions you need.

Issues:

List principal open issues.

- Include any item you specifically need Management’s help on – and what actions you need.
- Identify an owner of the issue – who is driving the resolution.
- Include a task in the “Upcoming tasks for this period” that will move this issue toward closure.
- Don’t try to track all project issues in this report. Just list the principal ones along with any progress toward closing them.
- If resolving the issue needs management action, be specific about what action is needed and by when.

APPENDIX D EXAMPLE STANDING AGENDAS

PROGRAMME BOARD – STANDING AGENDA

- Review previous meeting actions – Programme Director (Diocesan Secretary)
- Review Project Reports – Executive Leads (plus Project Leads as required)
 - Status
 - Tasks accomplished
 - Upcoming tasks
 - Issues
 - Risks
- Review Programme – Programme Manager
 - Status
 - Issues
 - Risks
- Actions – Programme Director (Diocesan Secretary)

PROGRAMME STEERING GROUP – STANDING AGENDA

- Review previous meeting actions – Chair (BC Member)
- Review Programme Report – Programme Manager
 - Status
 - Key Milestones and Decision Points
 - Upcoming Milestones and Decision Points
 - Issues
 - Risks
- Areas Requiring Strategic Direction (brought forward from Programme Board actions) – Programme Director (Diocesan Secretary)
 - Issues
 - Risks
- Actions/Decision – Chair (BC Member)

APPENDIX E GOVERNANCE STRUCTURE

