



# Serving Christ

Equipping and Empowering Christian Disciples  
for Spiritual and Numerical Growth

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## Strategic Development Funding

Second Stage Application

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# Serving Christ

## 1. Project Summary

### Project Outline

- 1.1. **Serving Christ** flows from our previous **Acceler8** project and will significantly increase the capacity for growth in existing and emerging churches across the diocese of Coventry, and also Ebbsfleet parishes in other Dioceses. This will be achieved by improving the ability of all disciples to deliver the 8 Essential Qualities (8EQs) necessary for healthy growing churches, in the three main delivery vehicles of Diocesan strategy – churches, Cathedral and schools. **Serving Christ** is therefore an extension of the existing diocesan strategy of growing healthy churches.
- 1.2. **Serving Christ** will include a continuing emphasis on a 20s-30s context, but will also target resources at churches which have the greatest potential for growth. This will include identifying churches with congregations between 70-100 members, many of which are in deprived areas, to see if they can break through the ‘glass ceiling’ of 100 members without additional paid staff support. Instead they will be investing in discipleship development across all 8EQs.
- 1.3. **Serving Christ** will assist clergy and congregations in growing their churches by helping them equip and empower Christian disciples in the qualitative delivery of key aspects which lead to church growth: leadership, use of people’s gifts, spiritual passion, worship, small group development, serving the disadvantaged, evangelism and exploration of Christian faith courses, relationships, and structures which encourage health and growth (the 8EQs).

### Project Outputs

- 1.4. We will deliver this by increasing our existing staffing capacity (extending existing successful roles within the diocesan staff and recruiting to new roles) and by creating a digital learning platform (EQuip Hub) with related resources and training materials.

### Staffing

- **Project Manager** - To manage the **Serving Christ** project and develop the EQuip Hub. This work will be undertaken by our existing Director of Projects and Communications who has proven experience in project management.
- **Discipleship and Mission Development Team Leader** - To provide line management for Learning Mentors and Bishop’s Certificate in Discipleship and Mission (BCDM) team. This is an extension to an existing role, which will be backfilled by a BCDM Support Officer.
- **Learning Mentors** (5 FTE posts) - To assist clergy and parishes in training disciples in the practical delivery of the 8EQs.
- **Learning Mentor - Resourcing the Vision** (0.5 FTE) - To assist churches in stewardship and how to resource their vision for growth.
- **EQuip Hub Content Provider and Administrator** (1.0 FTE) - To provide high quality content for the EQuip Hub and to support registered users.
- **BCDM Support Officer** (0.5 FTE) - To undertake administration and support for the Bishop’s Certificate in Discipleship and Mission (BCDM).
- **Ebbsfleet Parishes Development Mentor** (1 FTE) - To support clergy in developing NCD within Ebbsfleet parishes.

## Materials and resources

- A minimum of 20 new courses to assist in the delivery of the 8EQs addressing the training needs of disciples in the Diocese.
- Design and development of a digital learning platform (EQuip Hub), with accessible and relevant content for disciples covering all aspects of the 8EQs. We anticipate 2,000 regular users from Coventry and Ebbsfleet parishes, and potentially accessible by any Christian disciple anywhere in the world. This may also provide an additional income stream.

## Project Outcomes

- 1.5. We anticipate that as a result of this investment by 2022 we will have:
- A minimum of 120 churches and 5,000 disciples across the Diocese and Ebbsfleet parishes (Coventry and other dioceses), becoming more equipped, empowered and confident in serving Christ in a growing church context and in their wider communities.
  - Growth of 1,500 additional people, including 200 in the 20s-30s age range.<sup>1</sup>
  - 50 Ebbsfleet Parishes engaging with the Natural Church Development (NCD) principles.
  - Increased sustainability by a 10% increase in financial resource to churches by an increased number of disciples who invest in their local church's vision and strategy for growth.
  - A minimum of 5 Resource Church Hubs in both rural and urban areas extending and cascading the work in accessible locations to churches and disciples.
  - Replicable approaches, models and resources for discipleship development, across a wide range of traditions and contexts, shared with the wider Church of England.
  - Replicable models of integrating strategy across 3 main Diocesan delivery vehicles of churches, Cathedral and schools – an approach of potential interest to the wider Church.

## Project Management

- 1.6. The project will be coordinated by the **Serving Christ** Project Manager who will oversee the **Serving Christ** Project Team (see Project Management and Governance on page 9). This role was added after the submission of the Stage 1 bid to enhance deliverability of the project outcomes on time and within budget. The Team includes a Discipleship and Mission Team Leader, who will line-manage the Learning Mentors. This Stage 2 plan includes additional resources to provide for backfilling these 2 roles, and for additional support for the EQuip Hub.
- 1.7. The project will be supported by a five year evaluation process reporting regularly to the Bishop's Core Staff Team and Bishop's Council.

## Strategic Development Funding Requirement

- 1.8. To make this happen we need £2,386,427 over five years and 3 months. Our proposal requests:
- £1,418,158 from the Church Commissioners relating to the Diocese of Coventry;
  - £354,534 from the Church Commissioners relating to the Ebbsfleet Parishes;
  - £613,735 from the Diocese of Coventry.
- 1.9. The contribution requested from the Church Commissioners has increased by £165,579 since the Stage 1 bid. This is primarily due to backfill for a Project Manager (£66,826) and Discipleship and Mission Development Team Leader (£85,286), and a slight increase in the cost of the post to support the EQuip Hub. See budget at Annex 17.

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<sup>1</sup> The target for the **Acceler8** project is 1,000 additional people (including 400 in the 20s-30s age range). By adding the **Serving Christ** figures, the combined target is 2,500 people (including 600 in the 20s-30s age range).

## 2. Project Description

- 2.1. Our strategic growth development continues to be set within the context of the thinking and planning that is happening at a national level. This was explained and outlined in our previous successful SDF application and proposal, **Acceler8**, and has not changed.

### Current Strategic Context of the Diocese of Coventry

- 2.2. The Diocese of Coventry has a clear Mission Purpose - Worshipping God, Making New Disciples, and Transforming Communities. We also have a very clear strategy for achieving this and associated church growth by helping churches to become healthier based on the 8 Essential Qualities (8EQs) identified by Natural Church Development (NCD). See further ([www.dioceseofcoventry.org/healthychurches](http://www.dioceseofcoventry.org/healthychurches)). The reasoning behind applying the principles of NCD were explained fully in our successful **Acceler8** proposal. Our annual report for **Acceler8** is attached at Annex 1.
- 2.3. Currently over 90% of clergy and around 71% of churches (94% if those in various stages of consultation are included) are engaged in the NCD process. Churches of all traditions have already seen encouraging improvements in their qualities as assessed by their second and subsequent surveys, with 3% average growth in such churches (See Annex 2 for latest infographic of NCD progress). This strategy is also integrally linked to reaching 20s-30s, and is bearing early fruit (33 new 20s-30s disciples in the first year). We are also finding that churches with a 20s-30s emphasis are growing in children and in older age ranges too, as this generation has children, and they are inviting their parents and older friends along with them. Older people also seem to be attracted to churches with younger people in them. Annex 3 contains some recent case studies of growth across a diverse selection of churches as a result of the strategy.
- 2.4. We are also attracting much younger clergy to incumbencies. We have lowered the average age of clergy significantly across the Diocese, to the extent that we now have the second youngest clergy profile in the Church of England.
- 2.5. However, although parish churches are increasingly committed to this approach, it is less well integrated into the other two vehicles of diocesan delivery of our Mission Purpose (the Cathedral and our 74 Church Schools and Academies). The loss works both ways. With respect to the Cathedral, its capacity to model and energise the parishes on what makes for healthy church life is underdeveloped (though the Cathedral has recently undertaken its second NCD survey which has shown very good improvement – see case study in Annex 3); and the influence of its identity and ministry of reconciliation does not sufficiently impact the Diocese. With respect to the Schools and Academies, the organisational relevance of the 8EQ's is not fully applied to the work of the DBE, DMAT and other MATS; and the strategic capacity of Schools to contribute to the Diocesan purpose of worshipping God, making new disciples and transforming communities is not maximised.

### Evidence and Data Informed Strategic Approach

#### Congregational Surveys

- 2.6. With 71% of churches already engaged with the NCD process, we have built up a very good statistical evidence base relating to the health (key strengths and weaknesses) of congregations across our Diocese.
- 2.7. We understand that the Diocese of Coventry is one of the few dioceses in the Church of England which asks members of churches to conduct regular, in depth audits of the life of their churches. The survey tool used is to an international statistical standard. We therefore have a very clear knowledge of the exact areas and qualities congregations are highlighting as needing to improve in their context.

- 2.8. A church needs all 8EQs at a high level to facilitate growth (evidenced from research of 80,000 churches worldwide). Congregations (ie disciples themselves) need to be able to deliver all 8EQs at a high level before sustainable growth can occur. Practically, this means churches will not grow unless disciples themselves are able to deliver these areas at high quality: leadership, use of people's gifts, spiritual passion, worship, small group development, serving the disadvantaged, evangelism and exploration of Christian faith courses, relationships, and structures which encourage health and growth.
- 2.9. A major rural consultation undertaken in 2015 combined with learning from our Church Growth in Deprived Areas 20s-30s scheme, highlighted that congregation members feel ill-equipped and lacked the training to carry out the necessary 'nuts and bolts' of delivering aspects of the 8EQs. Overstretched clergy do not have the time capacity, or indeed the level of technical expertise across all 8 Essential Qualities (8EQs), to enable this to happen. Our second surveys are showing positive signs of improvement in the 8EQs for health, but most churches are a long way short of the high quality required for growth. This is being evidenced by lower improvements in 3<sup>rd</sup> or subsequent surveys, where the real long-standing barriers to growth in a church start to be encountered.
- 2.10. Without additional training, there will not be sufficient improvement in all the 8EQs, and without improvement in the 8EQs, NCD research shows that churches will not sustain growth. This strategic need for discipleship training therefore flows directly from evidence gained from our **Acceler8** project, and from consultations across the Diocese. There has been a loud cry from our congregations to be more effectively trained in these more practical 'nuts and bolts' of enabling healthy churches and growth.
- 2.11. The diocesan lay training programme, the Bishop's Certificate in Discipleship and Mission (BCDM) strategically equips and empowers disciples to engage with their faith in their everyday life and give people the theological grounding they need to achieve this. Content is linked to identified weaknesses Diocesan-wide in 8EQs (currently Passionate Spirituality). There is evidence of discipleship-demand for this, as there have been over 300 participants since September 2015, and a growing team of volunteer leaders. These modules take place all over the Diocese, but demand is outstripping our ability to supply.
- 2.12. The Archbishops' Council's recent report on Lay Leadership (*Setting God's People Free*) states:
- We need a root and branch, top to bottom examination of every aspect of church life through the lens of one question: "How does what we do as a church, ordained and lay together, enable God's people to grow in their capacity to live out the Good News of Jesus in all of life – in service in the church and in the world?" (p2).*
- 2.13. The Diocese of Coventry is committed to such a 'root and branch' examination, and wants to be considered as one of the 5 suggested pilot Dioceses. As part of this we entirely agree with the suggestion that there should be:
- A national portal for whole life discipleship, accessible by every member of the Church of England, designed to inspire and support them in their whole-life discipleship and vocational journey. (p25).*
- 2.14. We have already had initial discussions with Adrian Harris (Deputy Director of Communications for the Church of England) to explore ways in which the Equip Hub could be part of this national discipleship portal.

## Prioritising

- 2.15. NCD surveys provide a statistical calculation of each church's potential for growth known as RQBI (Radical Quality Balance Indicator). This places churches into quartiles for potential growth (see examples at Annex 4). We stress that NCD results have never been used to castigate either churches or clergy and we wish that 'non-competitive' atmosphere to remain. We recognise however that with limited resources we do need to prioritise where staffing assistance is targeted.

- 2.16. We currently have 33 churches in the top quartile for potential growth (28 urban/suburban, 5 rural), and 49 churches in the next quartile (31 urban/suburban, 18 rural). An infograph shows the distribution of sizes of church and current RQBI across the Diocese in Annex 5.
- 2.17. Research from surveys to date indicates that churches engaging in NCD over a minimum of two surveys have grown by an average of 3% overall.
- 2.18. We are also aware from Diocesan statistics that many churches in the diocese have between about 70 and 100 members. Many are situated in high density population areas. 22 are engaging with NCD, of which 10 are in the first RQBI quartile, 9 in the second. This size of congregation is well-known to be a glass-ceiling for growth. Conventional wisdom is to increase ordained staffing levels, but because many of these churches are in deprived areas this becomes a very expensive option and, in reality, unsustainable. Clergy in this size of church also need to develop additional leadership skills. We are not aware of much research which has examined whether it is possible to sustain growth over 100 members in a CofE context without additional paid staff. We believe additional research based on NCD approaches and improved congregational training could contribute to such research, and could have wider benefit as the CofE seems to struggle to grow churches beyond 100 people, especially in more deprived areas.
- 2.19. Tim Keller's work on church growth describes 'small church' as 40-200, but our experience is that there is a barrier around 100 members before reaching 200. Some quotes from Tim Keller on church growth may give some context as to why lay leadership and training may help these churches grow:
- In general: in small churches, policy is decided by many and ministry is done by a few. In the large church, ministry is done by many, and policy is decided by a few.*
- Ultimately ...change in a small church happens 'from the bottom up' through key lay leaders who are central to the 'informal leadership system'.*
- 2.20. Tim thinks these can be a block to growth, but we believe a trained lay leadership will release the potential of churches and act as a catalyst to growth.
- 2.21. Our aim is therefore to initially assist clergy and congregations in equipping and empowering disciples in the 33 churches in the top quartile of RQBI indicators in the diocese (rural and urban), but with a key priority being those with congregational size between 70 and 100, in order to help them through the glass ceiling without additional clergy support. We will do this by targeted discipleship training including all of the 8EQs. We will also utilise potential 'Resource Churches' across the Diocese to extend this approach to a further 49 churches in the next RQBI quartile.
- 2.22. The **Serving Christ** project forms the next integrated step in this long-term strategic commitment by establishing a network of 8EQ learning mentors growing and supporting disciples in our churches, cathedral and schools, supported by a purpose-built digital learning platform.

## 3. Project Management and Governance

### Relationship with **Acceler8** and existing Organisational Structures

- 3.1. **Serving Christ** will develop alongside the existing **Acceler8** scheme. The existing Healthy Churches Mentors will support churches in the **Serving Christ** project. The 20s-30s strategic emphasis in the Diocese will continue. Churches within the prioritised categories which do not already have a 20s-30s worker will benefit from additional advice and input from our existing **Acceler8** Team, including the 20s-30s Team Leader. We are separately increasing the capacity of this role.
- 3.2. **Serving Christ** will be project managed by an experienced and successful Project Manager (the Director of Projects and Communications), with a Project Team consisting of:
  - Project Manager
  - Archdeacon Missioner
  - Diocesan Secretary
  - Principal of Diocesan Training Partnership
  - Healthy Churches Development Mentor
  - Discipleship and Mission Development Team Leader
  - 20s-30s Team Leader
- 3.3. The new Learning Mentors will be line-managed by the Discipleship and Mission Development Team Leader - a role which builds on the successful and growing work of the current Discipleship and Mission Development Adviser, as part of the Diocesan Training Partnership (DTP). This Team will continue to work very closely with the Healthy Churches Team.
- 3.4. The DTP is currently line-managed by the Diocesan Secretary, and the Healthy Churches Team by the Archdeacon Missioner. We will retain this arrangement as we believe it symbolically highlights and models the ability of clergy and lay, and different 'departments' to work and lead well together towards the same vision. The Discipleship and Mission Development Team Leader is lay. As a broad rule of thumb, the Healthy Churches Team tend to have responsibility for whole church development, and the Diocesan Training Partnership individual formation and development. The placing of the **Serving Christ** Learning Mentors within the DTP under the line-management of the Discipleship and Mission Development Team Leader therefore makes logical and organisational sense.
- 3.5. All the elements of **Serving Christ** will be facilitated by the EQuip Hub. Details of the EQuip Hub development and on-going management and administration is set out in Annex 6.

### New Posts and Roles

- 3.6. We will provide delivery assurance by increasing the capacity of the Diocesan Training Partnership and Healthy Churches Development team by the creation of:
  - **Project Manager**. Extension of existing role.
  - **Discipleship and Mission Development Team Leader** (DMDTL - extension of existing role).
  - **Learning Mentors** (5.5 FTE posts) will focus on churches in the top RQBI quartile for potential growth, especially churches of 70-100 members. Building on research from adult education and learning styles, as well as experience gained from our existing training and mentoring projects in the Diocese (including **Acceler8**), they will use a 'package' of 5 delivery methods:

- ✓ Mentoring personally, and identifying and training teams of volunteer 'Learning Mentors', with specialisms who can accompany disciples (including clergy where appropriate) in a mentoring capacity.
  - ✓ Developing and mentoring Learning Communities covering similar skill sets.
  - ✓ Networking and Signposting to existing resources (including identifying good quality home-grown parish, Deanery and DBE based courses in and beyond the Diocese).
  - ✓ Courses delivered locally.
  - ✓ Developing material for the EQuip Hub.
- **BCDM Support Officer** (0.5 FTE post - backfill for DMDTL). This person will have responsibility for the face-to-face and online administration and support for the BCDM. This includes strategically scheduling modules, matching deliverers with these, in dialogue with the learning mentors and parish needs, developing publicity, keeping accurate and up-to-date records of participation, provided through the profile section of the portal. A Job Description is at Annex 13.

## Learning Mentors

- 3.7. The five FT Learning Mentors will organise delivery of the above in relation to the 8EQs as follows (Job Descriptions attached at Annexes 7 to 11):
- **Empowering Leadership and Gift-based Ministry.** Helping develop processes within local churches for leadership development and identifying people's gifts so that disciples can flourish. This will include training clergy to empower and train disciples.
  - **Passionate Spirituality and Inspiring Worship.** Raising the spiritual temperature in disciples and in worship across the Diocese. This post would also link with the DBE responding to a specific need recently identified in a recently commissioned independent review of the DBE which identified the need for additional training for head teachers, especially those from a non-Anglican tradition and Newly Qualified Teachers teaching in Church of England schools for the first time.
  - **Holistic Small Groups and Loving Relationships.** Developing small group life, training small group leaders, and enabling churches to become welcoming and hospitable communities. This post will include a Reconciliation brief in helping local churches, schools and communities become better trained and equipped as reconcilers. This post will have close links with the Cathedral, building on the element within this project of embracing the power and influence of the Cathedral as an important vehicle to deliver our diocesan strategy.
  - **Need-oriented Outreach/Evangelism.** We already have a full-time post working on the Transforming Communities aspect of this quality, so this post will focus on processes for invitation events, evangelism, and exploration of Christian faith courses (eg training on ALPHA, Christianity Explored, Emmaus, Pilgrim, START).
  - **Functional Structures.** This post will prioritise organising training in the structural aspects of church life and growth (eg helping PCCs think more strategically, training of Churchwardens, Parish Treasurers, Faculty processes, and understanding some of the structural dynamics necessary for growing through 'glass ceilings').

3.8. They will achieve this by:

- Year 1:
  - ✓ Visit incumbents and staff of all prioritised churches within 6 months to establish relationships and ascertain their perception of training needs of congregational members based on local knowledge and NCD survey results.
  - ✓ Visit key lay-leaders and congregations of all prioritised churches within first year to establish relationships and ascertain training needs of congregational members.
  - ✓ Begin to identify potential 'Resource Churches' based on NCD results, attitudes of generosity in churches and capacity to provide resource to other churches.
  - ✓ Identify, signpost and/or design appropriate training resources in their specialism to meet the identified needs, including good quality, successful and replicable 'home-grown' courses found operating in local churches.
  - ✓ Begin pilot training and mentoring.
- Year 2:
  - ✓ Continue to signpost and design appropriate training resources in their specialism to meet identified needs.
  - ✓ Continue mentoring.
  - ✓ Begin to develop 'Learning Communities' within their specialisms, and identify potential future trainers to cascade learning within their specialism.
  - ✓ Adapt courses and material in the light of experience and feedback from participants.
  - ✓ Begin to upload courses and materials onto EQuip hub.
  - ✓ Recommend to **Serving Christ** Project Team potential Resource Churches.
- Year 3:
  - ✓ Continuation of Years 1 and 2.
  - ✓ Work with identified Resource Hubs to cascade learning.
  - ✓ Visit incumbents and staff of next tier of prioritised churches to establish relationships and ascertain their perception of training needs of congregational members based on local knowledge and NCD survey results.
  - ✓ Visit key lay-leaders and congregations of next tier of prioritised churches to establish relationships and ascertain training needs of congregational members.
  - ✓ Ongoing work resulting from Years 1-3.

3.9. A sixth 0.5 Learning Mentor (**Resourcing the Vision** - Job Description attached at Annex 12) will also be recruited to support the parishes develop their approach to stewardship working alongside parishioners helping them to resource their vision for growth. This will include implementation of the national Parish Giving Scheme.

## EQuip Hub – Digital Learning Platform

3.10. We intend to develop a digital learning platform, which we are calling the EQuip Hub. This will be a web-based system developed by a reputable company. Our Director of Projects and Communications played a significant role in developing the successful CofE Contact Management System (CMS) which is now used by over twenty dioceses.

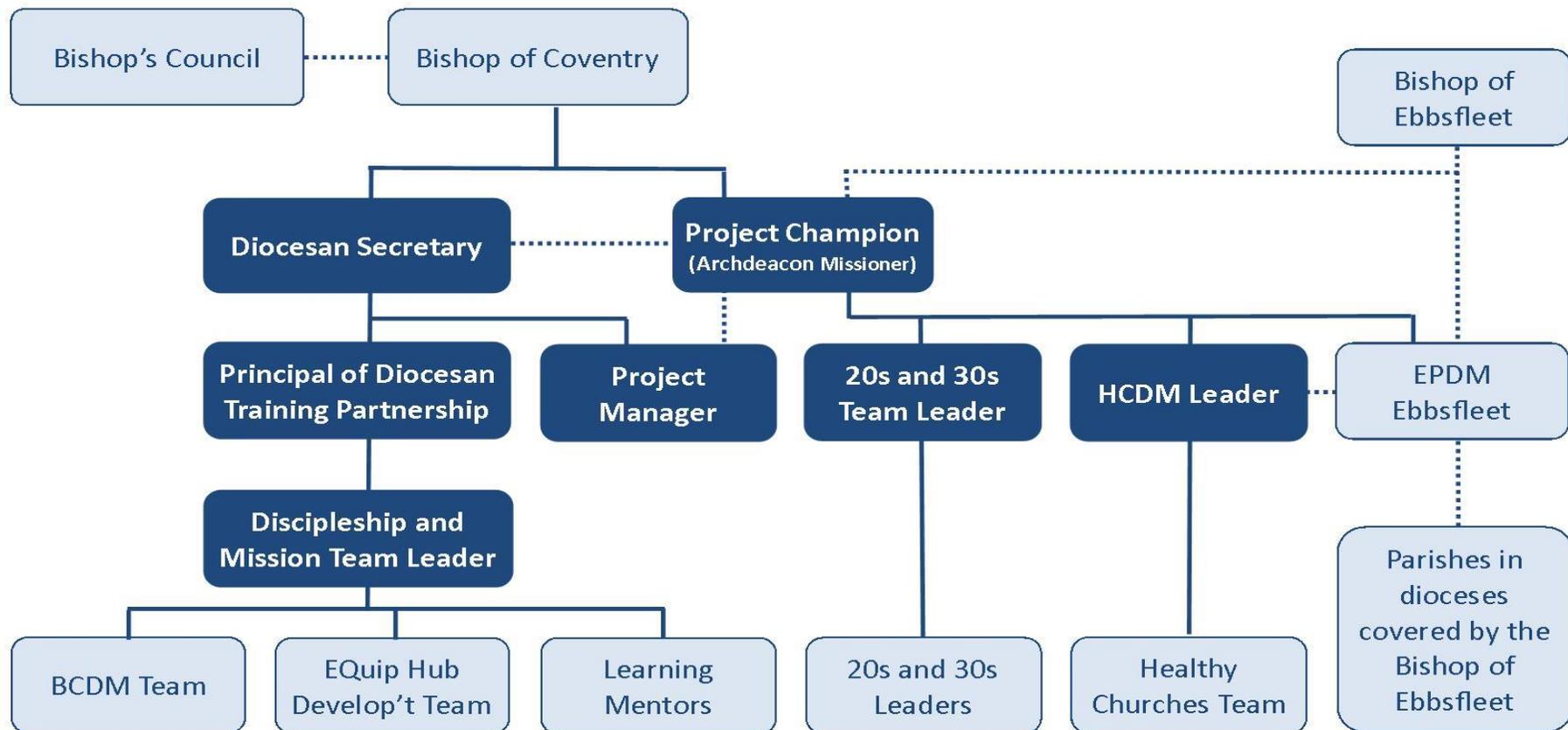
- 3.11. Since the submission of our Stage 1 bid, General Synod has approved a report from the Archbishop's Council entitled *Setting God's People Free*. This report recommends (p.25) the development of a national Discipleship Portal. We welcome this initiative, and have had preliminary discussions with Adrian Harris who will be developing the national Discipleship Portal.
- 3.12. Our EQuip Hub and the national Discipleship Portal have similar aims and functions. However, the EQuip Hub has three specific requirements:
- The ability to tag all resources with one or more of the 8EQs. This, for example, will enable a church and disciple to easily find the most relevant resources for empowering leadership, inspiring worship, loving relationships, etc.
  - The ability to moderate resources and to remove (or hide) any that do not meet our high standards of quality.
  - The ability to recommend relevant resources to churches and individuals based on their church or personal profile.
- 3.13. If these requirements can be incorporated into the proposed national system, then the EQuip Hub could be developed as part of the national Discipleship Portal. Alternatively, the EQuip Hub could be developed as a pilot for the national portal.
- 3.14. For the purpose of this bid, the requested funding covers the development of an independent EQuip Hub, as detailed in Annex 6. However, our intention is that we can work in partnership with the national church in helping to develop the national Discipleship Portal.
- 3.15. There are two ways in which this partnership could work:
- Option A - We work together in designing a single learning platform which fully meets the requirements of both the EQuip Hub and the national Discipleship Portal;
  - Option B - We develop the EQuip Hub first, and this becomes a pilot system for the national Discipleship Portal.
- 3.16. Agreeing the best approach for developing the EQuip Hub (potentially in partnership with the national Discipleship Portal) is a key milestone in the project.
- 3.17. We will also be appointing an **EQuip Hub Content Provider and Administrator** (1 FTE post) to support the development and administration of the EQuip Hub. There is an option that this could be covered by two part-time posts depending on the specific skills of individuals applying for the role. The role(s) will include:
- Performing the role of administrator managing control of the new Learning Management System (LMS) to help us shape the way we use our platform to best serve the needs of our users.
  - Identifying and implementing system and process improvements for best practise to ensure a smooth user journey, efficient service and effective systems.
  - Being the platform "go to" person, providing technical support direct to colleagues and users across the Diocese
  - Working with people in different areas of work in the Diocesan Office (e.g. DAC, Vocations, Acceler8) and ministry around the Diocese to source and create new content for the portal in line with resourcing every area of the 8EQs, in dialogue with learning mentors.
  - Promoting the EQuip Hub and supporting registered users.
  - Moderating training material submitted by parishes and being part of a quality control procedure to ensure that online content quality remains high
  - Moderating online forums sensitively.
- 3.18. A fuller Job Description can be found at Annex 14.

## Ebbsfleet Parishes and *Serving Christ*

- 3.19. The Ebbsfleet 'Lay Congress' in March 2016 saw over 400 lay people from different Ebbsfleet parishes coming to Coventry Cathedral to hear an outline of the 8EQs. Encouraged by very positive feedback from the Congress, the Bishop of Ebbsfleet has requested assistance from the Diocese of Coventry in developing this approach within the parishes served by the Bishop of Ebbsfleet. Many Ebbsfleet parishes also suffer from the glass ceiling referred to above, and would not be able to afford additional staffing. We would like to include work within the Ebbsfleet parishes as part of this proposal, which should give evidence and replicability across a statistically significant wider range of traditions. This will be achieved through the appointment of an **Ebbsfleet Parishes Development Mentor** (1 FTE post) who will replicate the role we have pioneered in this diocese drawing on some pilot work supported by Coventry's HCDM currently being undertaken in St. Giles, Reading.
- 3.20. The EPDM will achieve this by:
- Year 1:
    - ✓ First 3 months: Training from the Healthy Churches Team in Coventry on all principles of NCD, understanding surveys and how to interpret results which help identify strengths and weaknesses in local churches, and understanding strengths and weaknesses of different approaches to achieve 'buy-in' from local churches.
    - ✓ First 6 months: Accompanying the Bishop of Ebbsfleet, visit key Diocesan staff responsible for strategy development in the 13 Dioceses with Ebbsfleet parishes, and Ebbsfleet Representatives, to build relationships and assure Dioceses that application of the 8EQs in Ebbsfleet churches will not conflict with existing strategies, and indeed enhance and not undermine such strategies in those churches.
    - ✓ 6-12 months: Visit incumbents of potential 'Early Adopters' within the Ebbsfleet parishes, including attendees from the Lay Congress, and parishes already supported by Coventry Healthy Churches Team. Target - 10 churches. Presentations on 8EQs.
  - Year2:
    - ✓ Visits to other incumbents in Ebbsfleet parishes. Continue giving presentations to other Ebbsfleet parishes. Target 30 congregations.
    - ✓ Initial 10 Ebbsfleet parishes begin their first NCD survey.
    - ✓ Identify potential Ebbsfleet volunteer NCD mentors.
  - Year 3:
    - ✓ Continuation of Years 2 and 3.
    - ✓ 20 more first surveys completed.
    - ✓ 5 volunteer NCD mentors identified and trained.
    - ✓ In consultation with Coventry's Learning Mentors, adaptation and/or creation of lay training material and EEquip Hub material which is 'Ebbsfleet accessible'.
    - ✓ Begin work on future resourcing of EPDM post.
    - ✓ Work with NCI to establish a legal entity and structure for Ebbsfleet to employ and develop staff to support Ebbsfleet parishes.
  - Years 4-5:
    - ✓ Continuation of Years 1-3, with target of 50 churches engaging in NCD and associated survey process.
    - ✓ Second surveys being completed by first tranche of churches.
    - ✓ Weakest qualities begin to be identified across Ebbsfleet parishes as a whole and strategic steps taken to improve weakest quality.
- 3.21. The Job Description can be found in Annex 15.

## Organisation/Governance Chart for Serving Christ Project

**Key:**  Project Team       Line management  
 Other teams and individuals       Other key strategic relationship  
**HCDM** Healthy Churches Development Mentor      **BCDM** Bishop's Certificate in Discipleship and Mission



## Recruitment to Posts

### Overview

- 3.22. The Diocese has a good record recently of attracting high quality candidates to posts. We believe this is to a large extent due to the combination of the attractiveness of the integrated strategy across the whole Diocese, attractive, exciting job specifications with honest profiles, and the robust nature of our appointment processes.
- 3.23. Because the Diocese already has a Director of Projects and Communications in post we will have an experienced individual ready to take forward the project plan including overseeing the recruitment process from the outset of the project.
- 3.24. We will advertise for the Learning mentors and Healthy Churches Development Mentor immediately we hear that funding has been granted. For **Acceler8**, we achieved this within 2 weeks of hearing we were successful, and recruited high quality candidates to all posts. We have high confidence that the posts will be filled, based on our previous experience of recruiting similar roles.
- 3.25. Although posts will be available to both clergy and lay applicants, we anticipate that these posts would attract significant interest from high quality laity. All candidates for Learning Mentor Roles would need to have a track record in training people across the age range, including 20s-30s.
- 3.26. The adverts for the EQuip Content Manager and Administrator post(s) will commence following the work on specification, procurement, selection and initial development of the digital infrastructure (subject to further discussions with Adrian Harris).

## Appointment Process

- 3.27. We will advertise for posts in a similar manner to the **Acceler8** bid: Church Times, Diocesan website, local agencies, national networks and other web-based organisations as appropriate (eg New Wine, The Society, etc). We will also alert the Diocese via our various mailings and web-site that these posts may be coming on-line and for people to express and discuss any interest prior to formal advertising. Adverts will run for two weeks from publication.
- 3.28. Advertisements for the EQuip Content Provider and Administrator role will be advertised via the normal channels and also via online learning recruitment companies such as Instinct and Blue Eskimo.
- 3.29. During the development of this initiative the diocese has drawn on a number of experts in the field who will continue to work alongside the diocese in the recruitment of key posts and development of the digital interface:
- Professor Maggi Savin-Baden (Professor of Education, University of Worcester and Reader at Holy Trinity Attleborough) who has particular interest and expertise in digital spaces and has research interests in the dialogue between digital technology and Christianity. She is already engaged in the BCDM and delivering a module called, "Being a Christian in a Digital Age", which has sparked much interest around the diocese.
  - Rev'd Pam Smith (Leader of iChurch, Diocese of Oxford). Pam lives in Coventry and has PTO in this diocese. She has a wealth of knowledge and experience in leading an online community through iChurch, and would be a key person in the recruitment and training of the Portal Administrator and Online Content Developer.

- 3.30. The adverts will run for two weeks with the closing date set two weeks after the last advert is run. Shortlisting will take place within three days of applications being received, with interviews taking place as soon as possible after this date – however we have been advised that announcement of the successful bids will not take place until the first week in July, it may not be realistic to run interviews during the August holiday season, this will likely push interviews dates back to September, although we will interview earlier subject to candidate availability. Our experience from **Acceler8** is that people would not be in post realistically until October/November 2017.
- 3.31. The EQuip Hub support posts will follow once a way forward is agreed in consultation with the plans for a national portal.
- 3.32. The appointment panels, which will reflect diversity in gender and lay/ordained, are detailed in Annex 16.
- 3.33. All questions in interview will be based on technical and/or ability to train, mentor and develop the 8EQs, especially their own specialism subject to the requirements of the post.

## Employment Package

### Salaries

- **Learning Mentors.** We have used the same salary as that of the Assistant Diocesan Learning Adviser, as this is an equivalent type of role with similar responsibilities. This is £30,450, plus 9% employer pension contribution. Overall employment cost including National Insurance, pension, expenses etc will initially be £204,300 p.a. for 5 FT posts.
- **Learning Mentor - Resourcing the Vision.** We have again used the salary of the Learning Adviser as an equivalent for this post. With expenses, this will initially be £20,430 p.a. for a half-time post.
- **EQuip Hub Content Provider and Administrator.** We have used the salary £30,450, plus 9% pension contribution equivalent to the Learning Mentors in the Diocesan Training Partnership.
- **BCDM Support Officer.** We have used the salary £24,224, pro rata plus 9% pension contribution equivalent to other administrative staff in the Diocesan Training Partnership.
- **Ebbsfleet Parishes Development Mentor.** We have used the salary scale of the existing Diocesan post-holder £44,518 plus 9% pension.

### Lay or ordained?

- 3.34. All posts will be open to lay or ordained applicants, but these are DBF employed posts, so Common Tenure will not apply.

### Job-sharing

- 3.35. We would consider job-sharing applicants where both job-sharers apply together and both are considered suitable for carrying out the role.

### Office-space

- 3.36. Office space will be provided for the 8EQ Learning Mentors and other staff in the open plan Diocesan Offices. However over time it is anticipated the Learning mentors may locate in the Cathedral and/or Resource Church Hubs to increase physical accessibility and reach across the diocese.

## Administration

- 3.37. No posts will have additional administrative personnel support, other than for booking courses etc. Post-holders will be responsible for their own administration. The Project will equip each Learning Mentor and the Healthy Churches Development Mentor with a mobile phone, lap-top computer, and portable projector and screen for presentations.

## Expenses

- 3.38. All Diocesan necessitated expenses will be paid by the Diocese. All parish based expenses will be met by the parishes.

## Safeguarding

- 3.39. All posts will require enhanced DBS checks for both children and vulnerable adults and all posts will undergo Diocesan safeguarding training in line with the diocesan safeguarding policy.

## 4. Financial Information

- 4.1. The financial plan and budget are set out in Annex 17.
- 4.2. The majority of SDF funding sought is for five Learning Mentor posts and Ebbsfleet Parishes Development Mentor. The overall cost is £2,386,427. Our proposal requests:
- £1,418,158 from the Church Commissioners relating to the Diocese of Coventry;
  - £354,534 from the Church Commissioners relating to the Ebbsfleet Parishes;
  - £613,735 from the Diocese of Coventry.
- 4.3. The Diocese will fund the project in Coventry Diocese after 5 years. Ebbsfleet parishes will fund the project in those parishes.
- 4.4. The total cost of capital items is £148,550 which relates to the EQuip Hub and new computers for new posts. The Church Commissioners are requested to fund the EQuip Hub (£140,000).
- 4.5. Mobile phones are included within the expenses budget for the posts.
- 4.6. The project and its associated posts will become self-funding by the Diocese after 5 years, so it is intended to continue the posts after the Strategic Development Funding ceases.

## 5. Proposed Timescales

- 5.1. As can be seen from the projected timescale, the biggest factor is early recruitment. We have outlined how we aim to recruit and the confidence we have in the recruitment process, with many posts already having strong expressions of interest, so we expect the timescale for the majority of appointments to work. We have allowed an additional period of advertising in early 2018 should some posts not be filled in the first round.
- 5.2. Once posts are filled and workers are working, each will be developing their own training, mentoring and portal projects depending on circumstances and opportunities on the ground.
- 5.3. Over time the project will encourage and support the development of a minimum of 5 Resource Church Hubs, each becoming an exemplar of discipleship training and development and offering the resources they develop both into the EQuip Hub, but also through outreach to other parishes. It is anticipated that the first Resource Church Hubs will be established by 2020.

## 6. Project Management Plan

Task Name	Start Date	End Date	Supervised By	2017				2018				2019				2020				2021				2022			
				Q1	Q2	Q3	Q4																				
<b>Funding Awarded</b>	01/07/2017		Development and Strategy Unit																								
<b>Recruitment and Deployment of Learning Mentors</b>																											
- Advertising, Interviewing, Appointments (allow for 2 rounds)	14/07/2017	30/06/2017	Project Manager/Archdeacon Missioner/Principal DTP																								
- Induction and Orientation (allow for 2 rounds)	24/11/2017	31/08/2018	Project Manager/Archdeacon Missioner/Principal DTP																								
- Building relationships with prioritised churches	01/01/2018	31/12/2018	Principal DTP/Healthy Churches Development Mentor (Coventry)																								
- Develop specialised training courses/resources	01/04/2018	31/12/2022	Discipleship and Mission Development Team Leader																								
- Recruit Trainee Mentors	01/07/2018	31/12/2022	Discipleship and Mission Development Team Leader																								
- Create Learning Communities	01/01/2019	31/12/2022	Discipleship and Mission Development Team Leader																								
- Ongoing development of courses/resources and recruitment	01/01/2019	31/12/2022	Discipleship and Mission Development Team Leader																								
- Upload Resources onto EQuip Hub	01/10/2018	31/12/2022	Discipleship and Mission Development Team Leader																								
- Visit incumbents of RQBI Second Tier and begin mentoring/training	01/04/2020	31/12/2022	Discipleship and Mission Development Team Leader																								
<b>Recruit Other Key Staff</b>																											
- BCDM Support Officer (inc induction)	01/05/2017	01/09/2017	Discipleship and Mission Development Team Leader																								
- EQuip Hub Staff (timetable depends on National Church)	01/03/2018	16/04/2018	Discipleship and Mission Development Team Leader																								
<b>Establish Five Resource Church Hubs</b>																											
- Identify Potential Resource Church Hubs	01/01/2020	31/12/2020	Archdeacon Missioner/Learning Mentors																								
- Resource Church Hubs begin resourcing other churches	01/01/2020	31/12/2022	Archdeacon Missioner/Learning Mentors																								
<b>Establish Ebbsfleet Healthy Churches Initiative</b>																											
- Recruit Ebbsfleet Parishes Development Mentor (allow 2 rounds)	14/07/2017	30/06/2017	Archdeacon Missioner/Bishop Ebbsfleet																								
- Induction and Training of Development Mentor (allow 2 rounds)	24/11/2017	31/08/2018	AM/Healthy Churches Development Mentor (Coventry)																								
- Building relationships in 13 Dioceses covered by Ebbsfleet	01/04/2018	31/12/2018	Bishop Ebbsfleet, EPDM, and Representatives																								
- Identify potential parishes and give presentations (First 10)	01/09/2018	31/03/2020	EPDM																								
- Identify potential parishes and give presentations (Next 30)	01/04/2019	31/08/2020	EPDM																								
- Parishes begin First Surveys	31/10/2017	31/03/2021	EPDM																								
- Next 10+ churches (50 total)	01/01/2020	31/08/2021	EPDM																								
- Ongoing NCD Cycles. Identify strategic strengths/weaknesses.	01/04/2020	31/12/2022	EPDM/Bishop Ebbsfleet/AM/HCDM																								
- Work with Ebbsfleet parishes and NCI ref Funding and Legal Entity	01/09/2019	31/12/2022	EPDM/Bishop Ebbsfleet/AM/HCDM																								
<b>Development of the EQuip Hub (times could change depending on national discussions)</b>																											
- Liaise with National Church regarding Discipleship Portal	01/05/2017	31/12/2017	Project Manager																								
- Write User Requirement Specification	01/07/2017	30/09/2017	Project Manager																								
- Develop approach wrt national Discipleship Portal	01/10/2017	31/12/2017	Project Manager + DMDTL																								
- Tender and Contract with Supplier	01/01/2018	31/03/2018	Project Manager + DMDTL																								
- Supplier Prototype	01/04/2018	31/07/2018	Project Manager + DMDTL																								
- EQuip Hub Development Initial Phase	01/07/2018	31/03/2019	Project Manager + DMDTL																								
- EQuip Hub Parishes Use + Ongoing Enhancements	01/04/2019	31/12/2022	DMDTL																								

## 7. Risk Management Plan

### 7.1. EXPLANATORY NOTES

This Risk Register is in the same format as that used by the DBF. Risks have an 'impact' grading and a 'likelihood of occurrence' grading. These grades are multiplied together to create a 'gross risk'. A gross risk of 3 or below is considered to be 'Low' and is unshaded; a score of 4 is 'Medium' and shaded **amber**; a score of 6 is considered to be 'High', and shaded **red**.

### Impact

'Impact' has been graded 1 to 3 as follows:

- 1 A risk which if it occurred would not have serious consequences
- 2 A risk with serious but not critical consequences
- 3 A risk with critical consequences (eg inability to deliver project or remain solvent)

### Likelihood

'Likelihood' is the probability of an incident happening within the next 5 years. It has been graded 1 to 3:

- 1 Low likelihood, probability of incident happening estimated at between 0 and 30%
- 2 Medium likelihood, probability of incident happening estimated at between 31% and 70%
- 3 High likelihood, probability of incident happening estimated at 71% or higher.

### Abbreviations

+CJC	Bishop Christopher	PDTP	Principal of Diocesan Training Partnership
BCST/BEST	Bishop's Core Staff Team/Bishop's Extended Staff Team		DMDTL Discipleship and Mission Development Team leader
DFG	Diocesan Finance Group	HCDM	Healthy Churches Development Mentor
BSIG	Bishop's Strategic Integration Group	STL	20s-30s Strategy Team Leader
DS	Diocesan Secretary	FD	Director of Finance
AM	Archdeacon Missioner	NCD (UK)	Natural Church Development (UK)
DPC	Director of Projects and Communications		

	Risk	Impact	Likelihood	Gross risk	Steps taken to manage the risk	Person/body responsible	Monitoring arrangements and frequency	Date last reviewed if applicable
	<b>Personnel/ Operational</b>							
1	Failure to recruit high quality staff	3	1	3	High quality and attractive job specifications. Appropriate pay scales. Wide marketing. Knowledge of internal candidates who are interested in posts. Robust appointment process based on 8EQs. Second period of recruitment built in for Autumn (October) should initial advertisements fail to attract sufficient high quality candidates.	DPC, AM PDTP, DS DOO	During any vacancy and appointment process	
2	Failure to manage well	3	2	6	Very clear Job Descriptions. Very clear lines of accountability (see organisational chart). Well established culture of development and support of employees including line managers. When mistakes are made, reflection and learning from mistakes will be applied.	PDTP, DMDTL, AM, HCDM	Informally, regular contact by line-managers, with additional monthly Learning Community meetings. Reviews of progress every 3 months.	
3	Poor decision making of staff during project	2	1	2	Robust appointment process selects high quality applicants. Regular supervision of all staff by line-managers. Learning communities where ideas can be shared and refined before actioning. Being part of a team and community reduces isolationism and risk of unwise decisions. Internal training such as leadership training, personality awareness training (eg Myers Briggs), stress awareness, time management and project management training. When mistakes are made, reflection and learning from mistakes applied.	Line-managers  Learning communities	Regular contact by line-managers, with additional monthly Learning Community meetings. Formal reviews of progress every 3 months.	

	Risk	Impact	Likelihood	Gross risk	Steps taken to manage the risk	Person/body responsible	Monitoring arrangements and frequency	Date last reviewed if applicable
4	Poor overall project management/leadership	3	1	3	Dedicated, experienced Project Manager appointed to oversee project management and delivery. Clear organisational structure, job specifications, working agreements and expectations. Top level commitment to the project from +CJC and BCST.	DPC, +CJC, BCST	Project Team established, meeting weekly initially. Strategic Project monitoring standing item on monthly BCST meeting. Personnel reviews every 6 months.  Annual reports (including setting of next year's targets) to Bishop's Council and Church Commissioners.	
5	Failure to meet Project Outcomes and Outputs	3	1	3	All project outcomes and outputs realistic, with robust action plan in place to deliver. Success in this project will only happen through learning from and building on failures, so some failure is to be expected as we try new things. Overall project failure is therefore unlikely, but learning from any failures along the way will be key part of outcome of Project. This will be true even if the overall Project does actually fail to meet targets. External research partners will also help us to learn and avoid overall failure.	PDTP, DMDTL, HCDM (Coventry) EPDM (Ebbsfleet), STL	Project Team established, meeting weekly initially. Strategic Project monitoring standing item on monthly BCST meeting, with full progress report every 6mths. Regular team meetings and Personal appraisal reviews every 6 months.  Annual reports (including setting of next year's targets) to Bishop's Council and Church Commissioners.	
6	Vacancy in See	2	1	2	The Diocesan Synod has overwhelmingly supported the core, long-term strategy, which means that the strategy in relation to healthy churches based on the 8EQs, the emphasis on 20s and 30s, and the intention to deliver discipleship development for all God's People, will not change. In any future episcopal appointment the Statement of Needs for the Diocese which the Vacancy in See Committee will draw up will emphasize proven alignment with and evidence of delivery in the 8EQs. Diocesan representatives will be seeking evidence of such alignment in the appointment process.	Diocesan Synod, Vacancy in See committee		

	Risk	Impact	Likelihood	Gross risk	Steps taken to manage the risk	Person/body responsible	Monitoring arrangements and frequency	Date last reviewed if applicable
7	Loss of senior Project Team members, DPC, AM, DS, PDTP,	2	1	2	Strategy is owned across whole Diocese, and is not dependent on any one individual.	+CJC, BCST	As situation arises. Learn from any points if leaving is due to negative reasons. Exit interviews routinely undertaken.	
8	Loss of Project team line managers:- DMDTL, HCDM (Coventry)	2	3	6	The strategy and project is not person dependent. Organisational structure incorporates sufficient line management capacity to cover for temporary absences. A period of maternity leave is anticipated during the Q3 and Q4 2017 and Q1 2018. Maternity cover JD's and advertisement already in place. Director of NCD (UK) will also support during temporary vacancy in HCDM (recent experience of change in personnel in this post was handled smoothly with our any detriment to the Acceler8 project). DPC experienced in IT development and procurement, external experts also working closely with the project.	PDTP, AM, DPC HCDM NCD (UK)	Current and ongoing	
9	Loss of EPDM (Ebbsfleet)	3	2	6	This is a vulnerable part of the project as the roll out to Ebbsfleet Parishes will rely on securing and retaining an EPDM for a demanding role as country-wide travel to engage with Ebbsfleet parishes will be required. Rigorous recruitment process and close working with the Bishop of Ebbsfleet will reduce risk of poor appointment. Pilot Ebbsfleet work already being supported by NCD consultant who would provide additional cover during any temporary period of absence.	+CJC, Bishop Ebbsfleet, NCD (UK)	As situation arises. Learn from any points if leaving is due to negative reasons.	
10	Loss of Discipleship and Mission Development Team Leader	2	2	4	Current post-holder really excited about the project development. She joined diocese 2 years ago to oversee the development and renewal of discipleship training, this project will see many of her aspirations for her vocation coming to fruition. All these are strong retention factors. However the post holder is currently pregnant and is expected to take maternity leave during the project. Maternity cover arrangements are already in hand. Significant planning has already been put in place to support the initial elements of the project.	DPC, PDTP	As situation arises. Learn from any points if leaving is due to negative reasons.	

	Risk	Impact	Likelihood	Gross risk	Steps taken to manage the risk	Person/body responsible	Monitoring arrangements and frequency	Date last reviewed if applicable
11	Temporary Loss of FT/PT posts (sickness, maternity leave etc).	2	2	4	We expect this to be a small percentage of the total number of posts, and therefore will not substantially affect overall project. We do not normally envisage providing cover during sickness/maternity leave but will keep under review. Temporary cover by parishes may be considered.	DS FD Line-managers	Regular supervision of staff by line-managers.	
12	Lack of sustainability long-term after 5 years	1	1	1	The project has a number of features built into it to support ongoing sustainability including the Learning Mentor (Resourcing the Vision) who will focus on supporting effect stewardship, the development of a digital learning platform which will capture training and learning resources and make them widely available. Potential for a subscription for other dioceses wishing to access resources and/or marketing of specific training courses to generate additional income. The project also focuses on developing learning communities and further volunteer Learning Mentors growing and sustaining discipleship across the diocese and the targeted 50 Ebbsfleet Parishes. 50 Ebbsfleet parishes should be able to sustain the EPDM post.	+CJC, BCST, Senior project team leaders.	BCST, Bishop's Council Reviews Annual reports (including finance)	
13	Delay in the development of the EEquip Hub	2	2	4	Since the stage 1 bid was written, the national Church has identified the need for a national learning portal. It is important that the EEquip Hub development is integrated with the national project. During the stage 2 bid write up, discussions have been started with the national Church (Adrian Harris) to look at a partnership project to deliver this element of the proposal. Had these developments not taken place, the initial phase of EEquip Hub would have started in July. The discussions are on-going and the outcome will determine the nature of the next steps and the timing of EEquip Hub initiation.	DPC	Weekly progress discussion between DS and DPC and NCI	

	Risk	Impact	Likelihood	Gross risk	Steps taken to manage the risk	Person/body responsible	Monitoring arrangements and frequency	Date last reviewed if applicable
	<b>Financial</b>							
14	Financial forecasts of Diocesan contributions prove to be inaccurate and unattainable	2	1	2	Due to excellent and robust financial management over the last 10 years, the Diocese of Coventry appears to be one of the most financially sound Dioceses in the country. We have one of the best records of paying and collecting Parish Share. We have sound financial reserves. The Diocese has calculated its contributions to the Project on the basis of sound assumptions, and it is therefore unlikely that the Diocese would not honour its financial commitments to the project. If funding dropped, some posts would be ended.	DFG DS FD	BSIG, Regular DFG meetings	
15	Strategic Funding Bid not awarded	3	2	6	Our first stage submission was recommended and we have a robust plan for the stage 2 submission. However, if funding was not awarded, we would firstly seek to make any improvements necessary to be awarded the funding, and failing that, we would begin the project (as it is core Diocesan strategy) but on a lower scale. This has been allowed for in the allocation of funding for posts in the Budget.	All		
	<b>Miscellaneous</b>							
16	Failure to be aware of changes in risks	3	1	3	Risk Management Plan to be managed and reviewed every 3 months by Project Team	DPC, DS FD AM	Quarterly reviews as part of Risk Management Plan.	

## 8. Project Evaluation

### Project Outcomes

- 8.1. Over the period 2017-2022 we estimate that a minimum of 120 churches and 5,000 disciples across the Diocese and Ebbsfleet parishes (Coventry and other Dioceses), becoming more equipped, empowered and confident in serving Christ in a growing church context.
  - Records kept of all training and mentoring conducted, with numbers of churches and numbers of disciples accessing this.
  - Records kept electronically of people using the EQuip Hub.
  - Feedback forms from participants (see Annex 18) sent one year after completion of courses to assess growth in their confidence and skill levels.
- 8.2. Growth as a result over 5 years: 2,500 additional people, including 600 in the 20s-30s age range. This includes the 1,000 target from Acceler8 (including 400 in 20s-30s age range) and should we be funded these will become the new target figures for the Diocese.
  - Parish statistical returns.
  - Archdeacons' Articles of Enquiry to all Churchwardens
  - Statistical Returns of attendance from NCD surveys.
- 8.3. Creation of 5 Resource church 'hubs' in rural and urban locations to extend the work.
  - Names of the Resource Church hubs.
- 8.4. Increased sustainability by an increase in financial resource to churches by an increased number of disciples who invest in their local church's vision and strategy for growth.
  - Annual reports and accounts of parishes and Parish Finance Returns.
  - Reports from incumbents and churches of increased growth in numbers and financial health.
- 8.5. Replicable approaches, models and resources for discipleship development in the context of growing healthy churches, across a wide range of traditions and contexts, shared with the wider Church of England.
  - Numbers of churches requesting assistance and information about this approach in Ebbsfleet and other Dioceses.
- 8.6. Replicable models of integrating strategy across 3 main Diocesan delivery vehicles of churches, Cathedral and schools – an approach which was recognised by the recent Peer Review Team as being of potential interest to the wider Church of England.
  - Numbers of Dioceses requesting assistance and information about this approach.

### Project Outputs

- 8.7. We expect to see the following outputs from the ***Serving Christ*** project:

#### Staffing

- 5 new FT posts to assist clergy and parishes in training disciples in the practical delivery of the 8EQs.
- 0.5 Learning Mentor - Resourcing the Vision.
- EQuip Hub Content Provider and Administrator.

- 0.5 BCDM Support Officer.
- Ebbsfleet Parishes Development Mentor.
- 0.5 increase 20s-30s Team Leader.

8.8. Our annual reports to Bishop's Council and the Church Commissioners will indicate the extent to which these outputs have been achieved. They are all straightforward to evidence.

## New Courses

- A minimum of 20 new courses to assist in the delivery of the 8EQs addressing the training needs of disciples in the Diocese. Assessed by Courses Administration.
- Design and establishing a digital learning platform (EQuip Hub) with 2,000 regular users. Assessed by EQuip Hub Administration.
- 50 Ebbsfleet parishes engaging with NCD via presentations on NCD and engaging with the NCD process. Assessed by Ebbsfleet Parishes Development Mentor.
- A 10% overall increase in giving in parishes as a result of aligning vision with resources, including stewardship. Assessed from annual accounts from parishes and Parish Finance Returns.

## Ongoing Monitoring and Evaluation

8.9. There is a culture of openness and honesty in the Diocese of Coventry which means we are not threatened by failure or mistakes, and are quite prepared to admit and learn from them.

8.10. One advantage of the NCD approach is that it forces us to look at weaknesses and address them, in an ongoing way, on an annual basis. This means that it encourages and fosters a spirit of honesty, reflection, self-evaluation, and desire for continual improvement. We have been informed that our reports for the Church Growth in Deprived Areas funding have been amongst the most honest and helpful, and our Peer Review expressed also that we were open and honest. We are confident that we will continue to seek high standards whilst being reflective and learning from our mistakes and weaknesses.

8.11. Amongst all of the criteria for monitoring mentioned above, we will of course be assessing the success or otherwise of the project against the 8EQs:

- **Empowering** Leadership
- **Gift-based** Ministry
- **Inspiring** Worship
- **Passionate** Spirituality
- **Holistic** Small Groups
- **Need-oriented** Outreach
- **Loving** Relationships
- **Functional** Structures.

## External Evaluation Methodology

8.12. We have already secured the services of Lynn Chetcuti, UK Director of NCD (UK). Lynn is the national expert on NCD and will help us externally evaluate our NCD processes and results.

8.13. Our results as a Diocese will also add a significant amount of statistical measurement opportunities to NCD statistics in relation to UK Anglican churches, and give data which will be very useful to the wider Church of England in reflecting on whether the NCD approach can work in an Anglican context.

8.14. The opportunity to be a pilot diocese for the development of a digital learning platform to support the developments recommended in *Setting God's People Free* will provide additional external evaluation and learning.

## 9. SHARING OF LEARNING

### Internally within Diocese

- 9.1. The Learning Mentors role is to share learning across the diocese supported by the digital learning platform.
- 9.2. The EQuip Hub will be a space where parishes and especially Resource Church Hubs can post learning models and experiences for wider dissemination.
- 9.3. Healthy Churches Mentors will be continually sharing learning with churches across the Diocese, by their own mentoring and by organising training days relating to healthy churches.
- 9.4. The 20s-30s Team Leader and Development Leaders will be sharing learning of applying the 8EQs within a 20s and 30s context across the Deaneries in which they are embedded, mentoring other churches as appropriate who wish to engage with 20s-30s in the principles learned. They will also collectively be organising training days across the wider Diocese alerting churches to their findings.
- 9.5. The Discipleship and Mission Development Team Leader, Learning Mentors, Healthy Churches Mentors and the 20s and 30s development leaders will meet bi-monthly to share wisdom and learning.
- 9.6. The *Serving Christ* project will submit an annual report to Bishop's Council with a summary of its work and learning. This report will be placed on our Website so that it can be viewed as a public document.

### Externally within Wider Church of England and Anglican Contexts

- 9.7. We have been told we are rapidly becoming a world leader in terms of integrating NCD approaches into a whole organisational strategy. We are beginning to be approached by those in other Dioceses about our approach, and have been very happy to meet people and share insights together. We would expect this level of co-operation to continue.
- 9.8. We would also wish to share our learning experiences via:
  - All reports and other results of evaluation (including reflection on what has gone as planned, what has not, any changes made to the project during its life, and any advice we would give to others undertaking the same exercise again in the light of our experience) will be made available, subject to data protection, on our web-site.
  - Organised conferences/training days.
  - Telephone conversations.
  - Face to face meetings.
  - We may also be able to provide a level of mentoring should other churches/Dioceses be interested in ongoing support.

## 10. CONCLUSION

- 10.1. In the light of all the above, we hope that this second stage submission shows clearly how our strategy has developed and how we can implement the *Serving Christ* project. We hope it meets with approval for funding.