

TRANSFORMING WIGAN

Project Summary

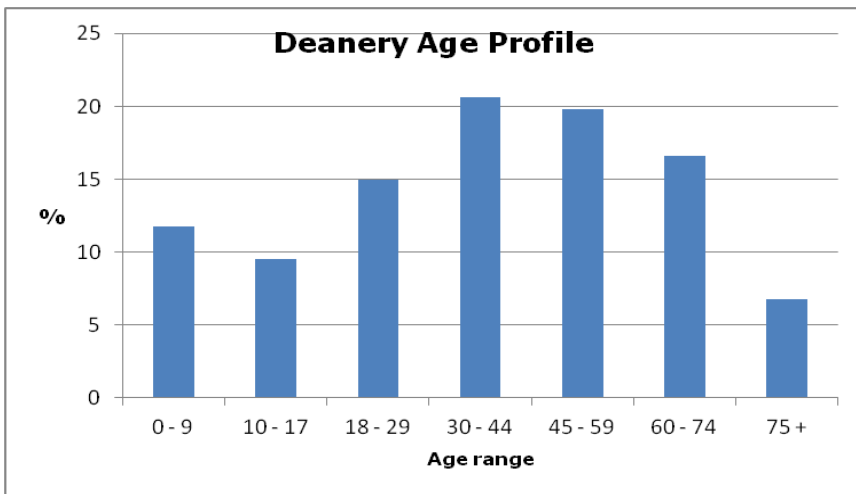
1. The Diocese of Liverpool is currently one of only 3 dioceses in the country which has seen an improvement in both mission and financial strength over the past 5 years. This is important to us. Transforming Wigan is a 7-year £1.2 million programme which aims to build on this to achieve two broad outcomes:
 - 📌 To turn around the mission and financial strength in the strategically most vulnerable part of our diocese, enabling it to become a missional powerhouse.
 - 📌 To transfer the learning and good practice to other parts of the diocese (and beyond) so that we can continue to build on strength and mitigate weakness.
2. This will be done through a number of separate but complimentary interventions both to tackle some of the obstacles to growth (such as the core challenges of ageing money, unsustainable leadership patterns and broken buildings) and set a clear investment framework for the future (missional leaders communities, re-worked and re-vitalised missional units, accountability structures based on key moments of intervention). It will be grounded in the lessons of *From Anecdote to Evidence* and based on a comprehensive programme of change management so as to:
 - 📌 Reduce the average age of those attending and engaging with church
 - 📌 Increase the giving base (in numbers and average giving) to underpin future sustainability and development
 - 📌 Broaden the leadership base to allow for a flourishing of vocations and the emergence of multiple missional leaders communities
 - 📌 Deal with the 'buildings issue', namely a current understanding of church which is overly reliant on expensive buildings which are unfit for 21st century mission and ministry
 - 📌 Configure the deanery around healthy and viable missional units fit for future purpose and each of which reflects a clear mixed economy of church
3. Transforming Wigan is avowedly not about a single new initiative which will sit apart from existing structures. Instead it is recognising that as a diocese we have invested and will continue to invest heavily in stipendiary leadership which will remain a core resource and our single greatest area of expenditure for the foreseeable future. This project is about the re-imagination and re-invention of this core resource initially in Wigan and then across the wider diocese. As such it is directly and intentionally designed to improve the mission and financial strength of the diocese.

Background

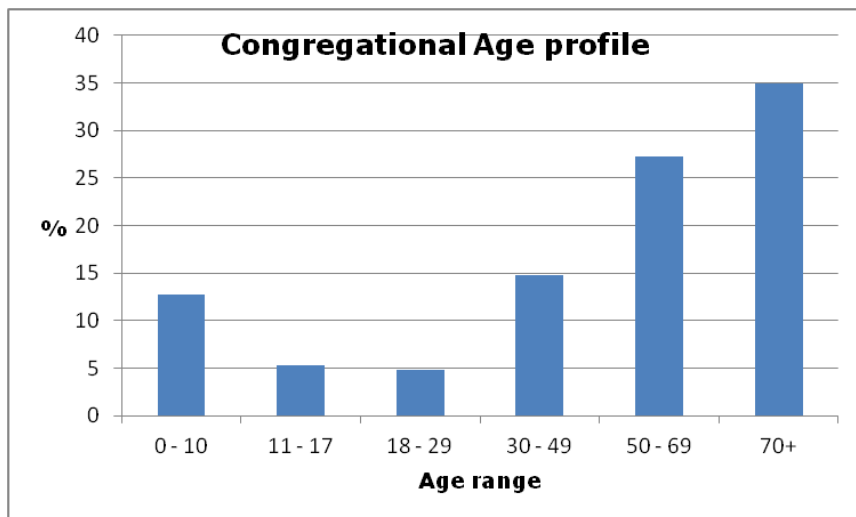
4. The Diocese of Liverpool has been focused on our Growth Agenda explicitly for 3 years but with much of the preparatory work done since the Diocesan Review in 2001. We have now turned around a relentless pattern of numerical decline and seen across the piece numerical growth.
5. In October 2013 we reaffirmed the primacy of growth with the unanimous adoption by Diocesan Synod of *Growing in Christ*, our strategy document for 2014 - 2016. In it we reaffirmed our commitment to the Archbishop's quinquennial goals to:
 - (i) Take forward the spiritual and numerical growth of the Church of England – including the growth of its capacity to serve the whole community of the country;
 - (ii) Re-shape or re-imagine the Church's ministry for the century coming, so as to make sure that there is a growing and sustainable Christian witness in every local community;
 - (iii) Focus resources where there is both greatest need and greatest opportunity.
6. Within this we identified a particular priority around spiritual and numerical growth and identified three 'burning platform' issues of ageing money, retiring clergy and broken buildings which we need to address. We have set a clear strategy of one leader per missional unit and a commitment to the development of a fully mixed economy diocese. We are taken with the Toronto approach to strategic parish development. We are therefore seeking to develop a strong accountability framework (via significantly re-worked Archdeacon's Visitations) and a robust health and viability assessment process.
7. Transforming Wigan in many ways is this strategy in microcosm in the strategically most vulnerable part of our diocese. If we can bridge the implementation gap and establish deliverability of the key next steps in Wigan then we can be absolutely confident of our ability to replicate it elsewhere.

Wigan Deanery

8. Wigan Deanery is the largest deanery in the diocese with a population of 186,200, 12% of the diocesan population, spread across 30 parishes. It is demographically mixed with the most deprived parish being in the upper 1% of the Indices of Multiple Deprivation (IMD), 60% of parishes in the upper 20% IMD, 90% in the upper half of IMD and the deanery average being in the upper third IMD. All of this makes Wigan a mid-range deanery within the wider context of the diocese.
9. The deanery age profile is as follows:



10. However, the church congregations' age profile is rather different:



11. Adult average Sunday attendance is 84; 'normal' under 16 years Sunday attendance is 13.
12. The clear strength and focus has been in the inherited church. There is a rich ecclesial mix and a healthy number of children's and youth activities, after school clubs, lunch clubs for

older people and other community engagements. A number of churches have started Messy Church or similar groups and there are some established church plants (eg Worsley Hall Community Church, currently led by an OLM).

13. There is one diocesan resourced pioneer project, Gateway, which was set up in 2012 with a primary call to Wigan town centre to look to engage with the thousands of shoppers, students, businesspeople, clubbers and young professionals who inhabit the small, compact, vibrant space in the centre. Gateway is about to move into a unit in a town centre shopping mall.
14. Similarly, The Unit is a youth church planted in 2009, whose aim is to be a regional, network church based on local cells, regional clusters and (ultimately) diocesan celebrations. It is based in the St Helens/Wigan area, is a collaboration of many different churches and groups and it provides a critical mass of young people in worship and mission. It is a collaborative, ecumenical venture, and looks to grow by joint missional activity, social action initiatives, and by planting cells into schools, churches and clubs.
15. There are 22 church primary schools in the deanery (19 aided and 3 controlled) with a pupil population of 4,850. There is 1 secondary school with a student population of 1,300. Church schools have been central to mission in the deanery.
16. From the above church attendance figures there is a clear deanery strength around work with primary age children. This partly reflects the nature of a residual church-going area, partly the on-going strength of uniformed organisations and the significant presence of and good work with church and other schools. However, there is a clear drift away from church as children enter teenage years.
17. Levels of congregational giving are lower than the diocesan average (£5.40 average planned giving per person per week compared with the diocesan average of £8.57 a week). There is a stronger fundraising culture (on average over 25% of the total offertory). This would indicate a core discipleship challenge around turning people from fundraisers to committed givers.
18. As a diocese we know that 75% of our giving is over the age of 50; 36% of our giving is over the age of 70. Given Wigan deanery's age profile we are confident that Wigan's own giving profile will be along similar lines. We believe that we have up to 10 years to turn this around before giving levels decline significantly.
19. Total Parish Share (which just about covers the cost of ministry in the deanery) is 123% of the total unrestricted offertory. The gap is made up through non payment (Wigan's Parish Share collection rate is c. 3% below the diocesan average), fundraising and the use of reserves.

20. Since 2006 the deanery has been reducing its stipendiary clergy in line with diocesan targets from 23 to 19 incumbents. The numbers are currently as follows:

- 18 incumbents
- 1 pioneer minister
- 4 curates
- 2 prison chaplains
- 1 house for duty
- 5 self-supported ministers
- 33 licensed readers
- 15 retired clergy with PTO

21. There are 33 church buildings amid a recognition that the deanery is fundamentally over-churched. And too many are in a substandard condition. There is much less consensus, however, about precisely which buildings are superfluous.

22. It is clear to all involved in the shaping of the Transforming Wigan project that church as has been in Wigan will not be sustainable. The congregational demographic is skewed; buildings are a problem; growth is at best patchy. It is also clear that it won't simply be a pattern of gentle decline; in 10 years' time numbers and money will fall off a cliff. That said there remains a richness and vibrancy about the local and church communities of Wigan. There is a pride and generosity of spirit among the congregations that continues to manifest itself in giving of time, talents and treasure – a testimony to the faithfulness of generations of Christians. The key will be to unlock this latent spirit where it isn't sufficiently strong, give greater licence to those where there is vision and desire and to set a new tone and a new missional ambition.

23. Transforming Wigan aims to take all of the above resources and re-work and re-imagine them for the 21st century. We will stick closely to the framework established in *From Anecdote to Evidence* so as to ensure that each church or church community clearly exemplifies the following:

- High quality leadership with leaders focussed on motivating, envisioning and innovating
- Clarity of vision, mission and purpose with a priority around growth and confidence about worship style and tradition
- Readiness to self-reflect, learn, change and adapt
- Regular assignment of roles to lay people as well as clergy
- Actively engaging with children and teenagers
- Actively engaging with those outside the existing church community
- Good welcome and follow-up for visitors
- Strong commitment to nurture new and existing Christians

Project Description

24. Transforming Wigan is about bringing several elements together into a coordinated programme of scoping and analysis work feeding into significant resource creation, deployment and development. It will need to work through core aspects from basic infrastructure via change management to church planting and missional leadership. It will be dependent on a much stronger accountability framework than is currently in place; indeed the exploration of and impact assessment of that framework may well prove to be the single biggest lesson from the whole project.

(i) Infrastructure

25. According to Richard Rumelt a fundamental component of good strategy is identifying obstacles and dealing with them. If we are to re-imagine church in Wigan we will need to address fundamental infrastructural issues. This will include the following,

Rationalise and invest in plant

26. As mentioned above there is a strongly held view within the deanery that it is over-churched. This will require a fundamental and comprehensive externally commissioned buildings audit. Any piecemeal initiative around buildings rationalisation has failed to gain significant ground. We have set a target of a reduction by 20% of church buildings by the end of the Transforming Wigan project based on factors such as building condition, cost of maintenance, proximity to other buildings, location within the community, accessibility, its capacity to speak well of the Christian faith and its appropriateness in terms of size now and into the future.
27. The work will be broadly based on our nascent Buildings Assessment Survey and will challenge and/or reinforce the validity of this process for replication as a self-assessment exercise across the diocese. It should establish both a framework for rationalising the building stock and also establish a deanery-wide ownership for building maintenance and investment decisions. The comprehensive nature of the review will also enable us to engage strategically with planning and conservation bodies which we hope will maximise our chances of clearing a smoother permission-giving passage.
28. We would hope that responsibility for church buildings ceases to become the sole preserve of those who happen to attend that church. We would seek to incentivise this by committing to establish a deanery buildings development fund from any net asset generated by the sale of current church buildings.
29. The audit would also seek to establish whether there are dormant and/or under-used assets which can be realised to create either a mission development fund or to supplement the deanery buildings development fund.

30. We envisage this audit being undertaken by a single provider. There are a number of agencies already working with the diocese who could be invited to tender for the work, but we would open the tender process beyond the diocese as well.

Maximise current and dormant investment assets

31. We would also seek to commission a comprehensive review of equity and other investments to see whether there is scope for enhancing short and medium-term values and returns. We believe that PCCs have been insufficiently attentive to the possibility of better investment returns and that this lack of awareness and undue caution are creating a significant missed opportunity.
32. Again, this review would be undertaken by a single provider based on an open tender process, including investment advisers already known to us. We would be clear that any recommendations must be based on an understanding of a low appetite for risk.

Mission units

33. We want to ensure that the deanery is calibrated in the most effective way for missional purpose. The deanery is already re-organising into mission partnerships. We will seek to build on this to ensure that each mission partnership has clear and streamlined governance processes, a strong commitment to mixed economy within each partnership and identified missional and pastoral leaders for each congregation and/or mission activity (see missional leadership below).
34. We want to take the mission partnership idea still further and explore a more radical approach with significantly larger benefices with a single PCC overseeing a number of churches and working through local, flexible leadership teams able to drive change unencumbered by formal governance responsibilities.

Administration

35. We would also commission a fundamental review of administration, both in line with the diocesan Making it Easier agenda and to explore what efficiencies of process and scale we can achieve. This will include looking at how best to handle occasional offices to enable us better to reclaim bereavement and wedding ministries. We also want to explore whether administration is better provided at deanery or sub-deanery level rather than parish by parish.
36. We anticipate organisations such as SRP Business Consulting being invited to tender.

Giving

37. As mentioned above giving levels in the deanery are poor and significantly below the diocesan average. We will need to implement a comprehensive stewardship programme based on our revamped Giving in Grace website and a concerted approach to legacy

promotion. This is one of those areas where the accountability context referred to above will most matter. In one sense there is no reason why this concerted approach hasn't already happened; however, it hasn't and we need to accept the reality of that. We strongly suspect that it needs a step-change approach such as Transforming Wigan to provide the drive and accountability to push giving level up across the piece.

38. We will undertake comprehensive and mandatory training for clergy and stewardship officers in addressing this core issue on a regular and sustainable basis. This training will cover 4 basic areas:

- ⑤ How to run a major stewardship programme
- ⑤ How to run a lighter touch annual review of giving
- ⑤ How to run a legacy programme
- ⑤ How to create a culture of giving within the church

39. As a diocese we have signed up with the Parish Giving Scheme. We will want to establish a high level of participation in this scheme within Wigan, not least to help inflation proof giving.

Deanery structure

40. No doubt all of this will impact on how deanery structures (Synod, Mission & Pastoral Committee etc) will need to work. These will be reviewed and re-calibrated where necessary in the light of changes and developments. We are not yet sure how that element will pan out.

(ii) Change management

41. Clearly we will need to go significantly beyond the re-gearing of infrastructure, important though that is, if we are to see missional transformation. We therefore need to plan and deliver on a comprehensive programme of change management. We envisage this including the following:

Planning for growth consultancies

42. As a diocese we have developed a number of self-facilitated resources including:

- ⑤ Growth Planning Framework
- ⑤ Church Attendance Dashboard
- ⑤ Church Finance Dashboard

43. We believe that the planning for growth consultancies need to do three things:

- ⑤ Re-work some elements of the existing resource. In particular the Growth Planning Framework needs to be re-visited in the light of the *From Anecdote to Evidence* report to ensure that it covers all bases.

- ⑤ Put it all within a context of clarity of vision, mission and purpose. The Growth Planning Framework avowedly takes these as read in the spirit of self-facilitation and a focus on action. This may well be inadequate.
 - ⑤ Establish a clear context of accountability and drive that comes through well-facilitated engagement in change management processes.
44. We anticipate that the change management process will be based on the same framework as the Inter-Diocesan Learning Communities (IDLC) incorporating:
- ⑤ An understanding of the current realities – based on the dashboards, the outcome of the asset and investment reviews, GIS information on population and demographics, and the recent experiences of the church
 - ⑤ A view of what could be – a vision-building session looking at where the church may be in 10 years' time
 - ⑤ A view of what will be – the key steps needed to move towards that vision.
45. The IDLC is based on leadership groups meeting and working things through. We will need to think through as to whether this model can be replicated by engaging just with the leaders of the parish or missional unit or whether a need for wider ownership requires a broader congregational engagement. Ideally we will try to model both to see which is more effective.
46. We are clear, however, that we need to avoid individual churches locking down their own futures independent of all other considerations. Transforming Wigan is an avowedly collaborative approach; the change management process must own and reflect that, although the IDLC framework (what is/what could be/what will be) will be a given.
47. We plan to identify and train a pool of change management coaches within and/or close to the deanery who can be an on-going resource in Wigan and more widely across the diocese. We would aim for a first cohort of 6 coaches, substantially Wigan based. We would assume that no coach can work with their own church/mission partnership.
48. We have significant resource on how to facilitate change management within the diocese, not least through our work with Tearfund on the Discovery programme. We have also delivered effective programmes with and through agencies such as Clarity Development. We plan to work with them to ensure that we develop a high quality, bespoke package to 'coach the coaches'.
49. We believe that the re-vamping of the Growth Planning Framework can largely be done in house as it originated within the diocese and has proved popular and accessible. However, there will need to be substantive liaison with the coaching agency to ensure a consistency of approach.

Development of learning packages

50. There will be particular elements of change management that we would expect everyone to engage with. For example, *From Anecdote to Evidence* cites the importance of prioritising work with children and young people. We will need to develop and refine training packages to support these core issues.
51. Each training package must incorporate a two-fold understanding of how to engage with the issue/constituency and how to understand and nurture intentional discipleship. For example, a common trend is that uniformed organisations work up to a certain age group but then there is a drift away. This is mirrored in church commitment and engagement of the young people involved. Given the strength of the uniformed organisations in the deanery we need to look both at making the organisations still more attractive but also how we potentially re-gear them (or at least our engagement with them) in terms of nurture and discipleship.
52. Similarly, Messy Church has been highly successful in attracting unchurched and de-churched people. In our experience it has yet to be as successful in helpful people engage fully with the Christian faith.
53. We also would aim to help churches engage confidently in some core social issues. This is partly to give substance to the aspiration that spiritual and numerical growth has to manifest itself in our capacity and desire to serve the wider community. We believe that the fundamental inhibitor to broader community engagement is knowing how and where to start when there are so many and complex needs potentially to address.
54. We would therefore want to work closely with Together Liverpool to look at how best we can provide some off the shelf approaches to first steps in community engagement which help churches make a start on engagement beyond the walls of the church. Once churches have had the confidence to start and see some emerging engagement our experience has been that things develop more confidently from there.

Interim and transitional ministry

55. More generally we want to develop flexible and deployable leadership around transitions and key points of intervention. This may be when the change management process identifies a significant blockage or where it is agreed that a church needs to close, or where there is a need for a church to transition into something new and very different. At such points we may require an interim ministry to lead the church through all this. Therefore we will be seeking to identify and train a small pool of pre-retirement or early retired clergy briefed and supported by the planning for growth consultant who can help steer churches or congregations through these key moments of transition.

(iii) Church planting and missional leaders' communities

Church planting

56. A core aim of Transforming Wigan will be to establish new church presences. It cannot simply be about the re-gearing of what is there, important though that is. It will need to be about the development of new Christian communities to reach as yet un-reached people and communities. This will include church presences in schools – to build on the strong links that already exist particularly with church schools – but also new congregations and missional presences elsewhere. The establishment of the Gateway has been a significant new step both in church planting and missional leadership development.
57. We have set a target of establishing one significant expression of church (ie. containing at least 50 hitherto unchurched or de-churched people) each year from year 3 onwards. We would not include Messy Church in this understanding unless it showed itself capable of more significant nurture and discipleship than seems currently to be the case. Within this we would expect at least one plant per mission partnership.
58. We have set a second target of 5 more emerging expressions of church (on the above definition) in place by the end of year 7 so that we can be confident of an on-going culture of church planting.
59. We would expect that an early action of the Transforming Wigan Implementation Group (TWIG) would be to set up a sub group clearly charged with the delivery of this church planting agenda. It will be a key group.

Missional leadership

60. As a diocese we have agreed that we want to move to a single focal point leader for every worshipping community. We believe that this sense of dedicated and identifiable leadership will be essential to future growth. It picks up and addresses the negative comments in *From Anecdote to Evidence* about the impact of teams which have largely been formed in the context of declining leadership resource rather than in an at worst resource neutral way.
61. In Wigan this will place a particular premium on identifying and training a number of missional leaders capable of leading congregations and other missional presences. If we are to see the flowering of missional presences implied by the church planting agenda above we will also need to identify pioneer leaders able and willing to create new missional presences.
62. As a diocese we are in the process of establishing our first cohort of Local Missional Leaders, people who are authorised to fashion and lead missional communities. This first cohort will include people authorised to lead a single congregation in a united benefice (the incumbent will focus on the other church in the benefice), people charged with nurturing a

nascent fresh expression of church on an unchurched housing estate, and a lay leader able to take on the running of a church plant to enable the pioneer minister to start something new.

63. Some of these leaders will be already licensed as SSMs or Readers; others will not. All will be required to be part of a missional leaders community (MLC) which will offer training, support and accountability. Each MLC will have its own leader, be limited to a membership of 4 and will be expected to multiply. There will be wider gatherings of MLCs for input and celebration but the primary support will come from within a tight-knit group based on openness and accountability to each other and through the leader to the wider MLC network.
64. We believe that this model can be developed and accelerated in Wigan. It will require bespoke forms of training and coaching (see below) but if we can get it to work then it will become the single largest missional movement in the diocese.

Vocations and internship

65. One of the key requirements of Transforming Wigan is to be consistently identifying and developing the next generation of missional leaders. Some of this will be about an enhanced vocations initiative. This will include running the diocesan Directions course (which aims to help people identify and grow in the ministry God has called them into) on a biennial basis in Wigan. It will also include a more intentional push on identifying potential Readers and ordinands and supporting them through the discernment process. The visibility of people 'like me' exploring vocation is hugely influential in building a culture of people offering for and being challenged about licensed ministry.
66. Another core element will be the development of internships, primarily aimed at younger people. We have been slow in the diocese at getting an internship scheme off the ground so we commissioned a review of options for internships and so have a basis for action and development. Transforming Wigan will enable us to develop appropriate models of internship which suit different socio-economic contexts and affordability structures.
67. Underneath all of this is the need to clarify just what we have currently. A constant mantra within churches is that individual lights are firmly held under a bushel. We plan to develop a skills audit process that churches can run on a self-facilitated basis to try to establish a fuller picture of which current under-used skills and gifts could be nurtured and deployed.

(iv) Training & coaching

68. Transforming Wigan is about re-imagination and re-gearing. As suggested above the methods of the past are going to be insufficient to achieve what we want and need to achieve. There will therefore need to be a major programme of leadership training and on-

going support to ensure that we enable clergy and other missional leaders to be confident in their leadership and management of change.

School of Leadership

69. We plan to run 3 Schools of Leadership over the period focussed on the clergy. The 3-month School of Leadership has been running each year for 10 years in the diocese on an opt-in basis. Churches where the incumbent has attended the School of Leadership have seen higher growth on average than those that have not. The change from opt-in to compulsory attendance will change the dynamic slightly, but we are confident that it is a model that works across ecclesiologies and which will create a common understanding among clergy around the leadership challenge and how they sustain it and themselves in the process. We plan the first School for 10 clergy in year 2.

Wider training

70. We plan to run modules of training for all church leaders on core aspects of time management, conflict management and change management. We have identified these as foundational elements of leadership well-being and want to be confident that all church leaders have strategies for dealing with each of these elements.

71. We are committed also to identifying and resourcing bespoke training for actual and emerging missional leaders. This can include further core skills (say managing transitions, dealing with administration or understanding finance) or broadening the theological base through modules on St Mellitus in the North West and All Saints Centre for Mission & Ministry.

Supervision and coaching

72. We firmly believe that the extent of the change required if we are to transform Wigan will require dedicated one on one support. This will come in a number of forms:

- 📌 Systematic review. Each missional leader will need a role description and can expect an annual Ministerial Development Review (for clergy) and annual role reviews for other missional leaders. These will inform regular supervision and review sessions which chart progress and cover matters of well-being and feed into further training needs.
- 📌 Coaching. Where appropriate we will also offer coaching to address particular issues, blockages, concerns or step change requirements.

73. We will therefore have three requirements:

- 📌 Ensuring that incumbents and other people who have de facto supervisory responsibility are trained and confident in supervision and general coaching skills.
- 📌 Developing a bank of people able to go beyond conducting MDR reviews and who can also offer supervision to clergy and other senior missional leaders.

- 📄 Developing a bank of people able to offer specific coaching interventions as and when required.

74. We plan to work with 3D Coaching to establish this base of supervision and coaching skills within or closely allied to the deanery.

Key workers

75. We have created a facility within the budget for key workers. This element has been deliberately left open to give scope to appoint the capacity required. It could be anything from a church planter to a deanery buildings manager to a specialist change agent. The key will be to use the appointments to unlock resource or broker a step change. It is difficult to anticipate with absolute clarity precisely what will be required at this stage.

Outputs

76. To ensure good and proper accountability (see Evaluation below) we will need to have agreed outputs for each significant area. Some of these will necessarily be provisional at this stage because they will need to be worked out more clearly with the Project Leader. However we would expect at least to achieve the following by the end of 2021:

- 📌 A 500% increase in the number of young people involved in church (as reflected in average weekly attendance figures)
- 📌 5 established new significant expressions of church (ie each containing at least 50 hitherto unchurched or de-churched people)
- 📌 5 emerging new significant expressions of church
- 📌 30 clergy having completed the School of Leadership
- 📌 A real-terms increase in annual giving by £500,000 (ie up to and beyond the diocesan average), underpinning further investment in mission and growth
- 📌 A step change increase in legacy commitments in favour of churches
- 📌 A significant increase in investment returns on cash, equity and other assets
- 📌 The establishment of a deanery building development fund
- 📌 The establishment of a deanery mission development fund
- 📌 A missional leaders' community totalling over 50 recognised missional leaders, the then bedrock of emerging forms of church
- 📌 An average of 3 interns per year by year 7
- 📌 An average of 3 people per year seriously exploring ordination (ie beyond the Examining Chaplains stage of the process)
- 📌 A pool of 5 trained interim ministers
- 📌 The closure of and/or clear partnership/sharing agreements for at least 20% of the current church buildings
- 📌 The halving (at least) of the number of PCCs/DCCs amid a much more streamlined governance structure
- 📌 A pool of up to 10 change management coaches
- 📌 A pool of up to 10 people able to offer supervision and/or key coaching interventions for clergy and senior missional leaders

Project Management

77. This project will need dedicated resource to drive it through. We envisage the appointment of a Project Manager to establish clear pathways to delivery in core areas and manage and deploy resources accordingly. Given the transformational nature of the project we anticipate that there will be strong elements of resistance at times and in certain quarters. Therefore we anticipate the Project Manager will need to be of senior clergy status (quasi Archdeacon) to ensure s/he has and will be seen to have sufficient authority to push through negativity.
78. The Project Manager will be directly accountable to the Archdeacon of Warrington, thereby establishing a clear strategic link to the Core Group (the Bishop's Staff Team). S/he will be mentored by the Assistant Bishop with special responsibility for Wigan.
79. Transforming Wigan is partly based on the idea of key points of intervention. That will require significant strategic and operational judgements if we are to use the financial resource to the best possible effect. As such the Project Manager will also need to have financial and resource deployment skills.
80. There are key elements of this project that we simply cannot predict at this point – a strong sense of Rumsfeldian known unknowns and unknown unknowns. For example if we are to see a significant growth in engagement with children and young people there will need to be a series of judgement calls as to how best that happens. Messy Church will almost inevitably be part of a creative push as a good form of attractational ministry. However as a diocese we have concerns about the discipleship element of Messy Church, about how we move on from engaging activity into worship, nurture and discipleship. We have no doubt that over the seven years of the project new and developing forms of engagement with children and young people will emerge. The Project Manager and others will have to make judgements about these emerging and developing ideas alongside maximising existing opportunities with uniformed organisations, with and through schools and the developing work of the Gateway.
81. Similarly if we are to plant 5 new congregations/expressions of church we will need to be both intentional and opportunistic as to how and where that happens. There is clearly an opportunity to work with and develop what is already available in the deanery (Gateway) and the diocese (Zone 2, based at the Cathedral but already resourcing 2 new cafe churches in St Helens and south Liverpool). Other ideas and possibilities will inevitably emerge. The Project Manager will need to be both disciplined about maintaining focus on key delivery areas and creative around how to overcome barriers and resistance.
82. Therefore we have taken the deliberate decision to leave elements of the budget unallocated to give the project the scope to invest strategically down the line. These

investment decisions will require a culture of high accountability for how the project is managed and developed within the deanery, the diocese and with the national church. We also assume (see Project budget below) that there will be some viring of the budget across different headings as we adapt to changing demand and emerging opportunity.

83. The Project Manager will work with and through the Transforming Wigan Implementation Group (TWIG). TWIG is and will remain a mix of ordained and lay people. The initial membership is as follows:

Clergy

- ☒ Margaret Sherwin (Area Dean), Hindley Green St John
- ☒ Philip Anderson, Pemberton St John
- ☒ Will Gibbons, Pemberton St Mark
- ☒ Ray Hutchinson, Wigan All Saints & Wigan St George
- ☒ Frank Hinds, Gateway and The Unit
- ☒ Sam Nicholson, Wigan St Catharine & Christ Church Ince
- ☒ Jeremy Thomas, Ashton St Thomas
- ☒ Peter Whittington, Orrell St Luke
- ☒ Cyril Ashton, Bishop with responsibility for Wigan
- ☒ Peter Bradley, Archdeacon of Warrington

Lay

- ☒ Brenda Seddon, Lay Chair
- ☒ Dorothy Harrison, Partnership Area 1
- ☒ Sonia Dooney, Partnership Area 2
- ☒ Philip Stott, Partnership Area 3
- ☒ Linda Healey, Partnership Area 4

84. All members of TWIG are fully supportive of the Transforming Wigan project as outlined in this paper.
85. The draft Role Description for the Project Manager is attached as appendix 3. On the basis that a positive funding decision is reached over the summer we have a notional start date for the project of January 2015. This will allow autumn of 2014 to recruit the Project Manager ready for the 2015 start.
86. The Project Manager is an absolutely key appointment. We will both advertise nationally and search this post. We have had initial conversations with a couple of potential candidates and have identified a number of others. We believe that the quasi Archdeacon status of this post will be attractive, as will the opportunity to be a significant change agent within the Church of England. However we are clear that we will not simply appoint the

best candidate from our first trawl; we will keep working the networks until we have identified the right candidate.

87. On the above timescale a key task for TWIG in autumn 2014 will be to begin the process of identifying willing churches, leaders and missional leaders to be part of the first wave activities. We are clear that we will be starting with the most rather than the least willing to build a sense of momentum and to learn lessons in the most positive learning environment. In the early stages it will be about building a coalition of the willing rather than facing down the most oppositional voices.

Project milestones

88. We anticipate the basic milestones in the first 3 years will include:

Year 1

- (i) Project Manager appointed
- (ii) Admin support appointed
- (iii) Establishing a pattern of TWIG meetings and engagement
- (iv) Exploring the need for a TWIG sub group to hold the brief for children and young people
- (v) Exploring the need for a second TWIG sub group to hold the brief for missional leaders communities and church planting
- (vi) Review of administration commissioned and completed
- (vii) Review of investments commissioned and completed
- (viii) Review of buildings commissioned – 1st 12 sites completed
- (ix) Pool of 6 growth planning consultants identified and trained
- (x) First 6 growth planning consultancies started
- (xi) Pool of 6 MDR reviewers and supervisors identified and trained

Year 2

- (i) Review of administration assessed and implementation plan established
- (ii) Review of investments assessed and implementation plan established
- (iii) Pool of 6 clergy coaches identified and trained
- (iv) Review of buildings commissioned – remaining 18 sites completed
- (v) Next 12 growth planning consultancies started
- (vi) 1st School of Leadership delivered
- (vii) 1st Directions course delivered
- (viii) 1st intern identified and placed
- (ix) Self-facilitated skills audit and pilot in 4 churches developed
- (x) 1st church plant identified
- (xi) 1st Missional Leaders Community established
- (xii) First training package for working with children developed and piloted
- (xiii) 1st fte key worker appointed

Year 3

- (i) Next 12 growth planning consultancies started
- (ii) 2nd intern identified and placed
- (iii) Self-facilitated skills audit rolled out in remaining churches
- (iv) Pool of 6 missional leaders coaches identified and trained
- (v) 1st church plant started
- (vi) 2nd church plant identified
- (vii) 1st Missional Leaders Community for youth leaders established
- (viii) Buildings management and rationalisation plan for the deanery developed

Project budget

89. An outline project budget is attached. It is based on several key assumptions:
- ⑤ Capital outlay – there is minimal capital outlay within this project. It is fundamentally a revenue project aimed at re-working existing and growing and releasing new human, financial and missional resource.
 - ⑤ Hands on nature of the Project Manager post – for example in the negotiations about the re-configuration of missional units and deanery structures and giving significant drive to the development of new congregations/expressions
 - ⑤ The need for financial flexibility within a context of strict accountability – for example there will be a need to be able to invest flexibly in individual and corporate leadership development
 - ⑤ Maintenance of investment levels – all current diocesan levels of investment (eg stipends, housing and related commitments) will be at worst maintained in real terms at current levels
 - ⑤ Significant diocesan in kind engagement – all work and associated expenses for diocesan officers will be absorbed into work plans and departmental budgets (we are assuming therefore that the stewardship work will be undertaken under the umbrella of Giving in Grace and resourced by a volunteer network trained by diocesan staff)
 - ⑤ Future proofing – the budget will need to be future proofed by allowing flexibility both in assuming that expenditure can be vired across budgets and allowing the strategic deployment of an as yet unidentified 1.5 strategic posts over a 5-year period
90. As the attached budget indicates we anticipate the following broad trajectory:
- ⑤ The project manager to be appointed to start on day 1, with an allowance for inflation built in
 - ⑤ The bulk of the buildings, investment and admin reviews will take place within the first 2 years
 - ⑤ The Schools of Leadership will take place in years 2, 4 and 6
 - ⑤ We aim to have interns from year 2 onwards
 - ⑤ The bulk of the change management consultancies will take place in the 1st 3 years
 - ⑤ We aim to have one church plant a year from year 3 onwards
 - ⑤ 1 fte spend on key worker(s) for 5 years from year 2; a further 0.5 fte spend on key worker(s) for 5 years from year 3, with allowances for inflation built in
91. The remaining expenditure will be spread pretty evenly over the 7 year period.

Sustainability

92. This project is fundamentally about re-gearing rather than a series of brand new start-ups. As such there are far fewer elements with significant risks of direct financial exposure. It is about a build of momentum in leadership and gradual but sustained growth in the giving base. Many of the interventions are strategic and one-off and should not require significant reinvestment.
93. On the basis that the project goes well we believe that the significantly improved financial and numerical position of the Wigan deanery will give it the financial and operational freedom of choice as to the need or otherwise for on-going project management and future investment at the end of this project, including through the ongoing deanery mission & growth funds. From a diocesan point of view we will need to have begun to turn our strategic energies elsewhere.
94. As such, one of the key aspirations from a diocesan point of view will be the systematic roll out of constituent elements to other deaneries to enable them to replicate and adapt the various programme elements. This will require a re-gearing of existing diocesan resource. However as diocesan teams will have already absorbed significant elements of the Transforming Wigan project into their work plans this should be a more straightforward proposition. It should be a matter of scaling them up and replicating them elsewhere rather than fundamentally new or diversionary investments.

Risk Assessment

95. A risk assessment framework is attached at appendix 5.

Evaluation

96. There will be on-going processes of monitoring and evaluation. These will include:
- ④ Annual review of targets by Project Manager and TWIG
 - ④ Annual re-statement/revision of planned activities and outputs agreed by the Project Manager and TWIG
 - ④ Annual report to Deanery Synod on progress
 - ④ Annual appraisal of the Project Manager by the Archdeacon of Warrington (as line manager) setting core objectives for the coming year. This appraisal will include formal input from TWIG.
 - ④ On-going (bi-monthly) supervision of the Project Manager by the Archdeacon of Warrington to monitor progress against objectives and discuss what now needs to be done
 - ④ On-going progress reports to TWIG. We would expect TWIG to meet bi-monthly (or more frequently if needs be) in the first two years and then quarterly from then on
97. We plan for two evaluation reports in mid term (3.5 years) and at the end of the project. These reports will be externally commissioned under the following broad headings:
- ④ What clear outputs and outcomes have been achieved
 - ④ What has gone as planned
 - ④ What has not gone as planned
 - ④ Which elements have already been replicated/adapted beyond Wigan deanery
 - ④ Which elements are planned to be replicated/adapted beyond Wigan deanery
 - ④ Any changes made to the project during its life, in the light of experience
 - ④ Projections of missional and financial health in 2021 and 2025
98. Clearly any significant revisions to future plans would need to be agreed locally and with the Church Commissioners (or whoever is supervising the programme). In any case we would plan to work on an open and fully accountable basis.
99. Our plan is to capture and roll out learning and best practice as soon as is feasible. There will be regular reports to the Bishop's Core Group (Bishop's Staff) on progress via the Archdeacon of Warrington. There will also be regular updates to Bishop's Council and Diocesan Synod.
100. Transforming Wigan will also be a key appraisal objective for all senior managers within the diocesan office on a twofold basis:
- ④ The delivery of the respective project elements within Wigan
 - ④ The coordinated roll out of good practice into other deaneries
101. This will be supported by a communications plan for dissemination and update within the diocese and any interested parties beyond.