Diocese of Sodor and Man
Together making Christ visible

Growing Faith for Generations

Strategic Developing Funding application

2016
Growing Faith for Generations

Project Summary

The Diocese of Sodor and Man has a concise mission statement: ‘Together making Christ visible’. This focuses attention on the whole purpose of the Diocese’s life and work and the ultimate aim of all discipleship. In 2009 the Diocesan Synod agreed to replace the 3 rural deaneries and create 4 ‘mission partnerships’ whose purpose is to bring parishes and partner churches together in prioritising God’s mission.

The Diocese has established solid foundations for mission and ministry with children and young people and for nurturing young people’s faith and engagement in Christian community. The unique and productive partnerships are with the Isle of Man Government’s Education Department, the island’s schools and churches, and Scripture Union Ministries Trust (SUMT). SUMT, over the last 30 years, has developed quality programmes of innovative religious educational resources delivered to all primary and secondary schools on the island. SUMT provides Christian youth work and leadership training commended by Scripture Union in the UK. The Diocese has strong ecumenical links and has driven forward island-wide Christian collaboration through the ecumenical instrument, Churches Alive in Mann. Practical work has been delivered by community initiatives in rural villages and through the Douglas Churches Town Centre Partnership which includes an effective Street Angels service.

We are now set to build on these foundations with an expanded, energetic and evolving church among the coming generations. This will make faith accessible and relevant to children and young people and nurture them as Christian disciples and leaders equipped to connect with and serve the wider community.

We know this is not going to be easy. Like many dioceses we have ageing congregations and too many demanding church buildings which sap energy and resources from ministers and their mission. We are aware many young people see the institutional church as disconnected from the everyday lives of communities and do not recognise it as relevant and contributing to modern world issues.

To tackle these challenges our project will operate through several complementary initiatives. Using evidence of past success, we will concentrate on investing where we can make the greatest impact.

The “Growing Faith for Generations” project will:

• Expand SUMT’s input to many aspects of the curriculum for all ages of school children; and, by building close relationships between schools and volunteers and mentors from their local churches, provide children with a supported pathway to explore faith and develop Christian maturity.

• Deploy a Town Centre Missioner, Street Angels and SUMT interns, operating beyond church buildings, to develop Christian high street presence, outreach and support to young people in the island’s capital.

• Deploy a Pioneer Youth Leader to engage with young people in rural communities, to stimulate grass roots initiatives and facilities, and to support groups of young Christians to share faith and revive Christian fellowship.

• Provide expertise to help local churches adapt and offer fresh expressions of church which cater for identified needs, interests and aspirations of young people; and help enable young people themselves to initiate new forms of Christian fellowship and community engagement.

• Expand Christian youth work training to develop, nurture and mentor young Christians as leaders able to take forward developments appropriate for Millennials and Generation Z, and to encourage and grow further young disciples.

• Pilot new approaches in the Island’s test bed to disseminate resources and models for other dioceses.

To deliver this we need a Pioneer Youth Team closely managed by and accountable to the leadership of the Diocese and its key partner organisations and integrated with the Diocese’s strategic development. We seek £135,000 from SDF which will leverage other funds for the project: cash and staff resources from the Diocese and SUMT amounting to £255,000; £85,000 from Sodor Partners and public donations. Robust governance with regular independent assessment will ensure effective use of all funders’ investment.

In seeking to make Christ visible together in these ways, we should touch the lives of most of the island’s children and young people. If 5-10% are attracted to Christ, this could mean 500-1000 new young disciples. Sixty potential young leaders will be encouraged, supported, mentored and trained to develop new mission and ministry initiatives in school, church and community.
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The Strategic Context

Our Challenges

1. Our project “Growing Faith for Generations” builds on our successful long standing partnership with the Scripture Union Ministries Trust, an established Manx charity, working with education to enable children to explore faith in innovative ways within schools, helped by local churches. It takes this success to the next level to enable children and young people to pursue their interest in faith through active engagement in Christian community in ways appropriate to their age, needs, interests and aspirations. This is vital for the future of the Church in the Isle of Man as the Diocese plans for and works towards an expanded, energetic and evolving church among the coming generations; shows Christianity’s relevance to the lives of children and young people; makes faith accessible to them; and nurtures them as Christian disciples and leaders.

2. “Growing Faith for Generations” is designed to contribute to our strategy for addressing some of the most pressing challenges which the Diocese faces:
   - Church congregations are ageing and, generally, not growing.
   - Too many demanding church buildings sap energy and resources from ministry and mission.
   - Many young people do not see the institutional church as relevant to and influential in modern world issues.
   - Church can appear disconnected from everyday lives of communities and not always contributing to the common good.

3. The Diocesan leadership team is realistic about the seriousness of future scenarios. For example the Bishop has commented that, given the vulnerability of aging congregations, one bad flu epidemic could wipe out half the congregation of many churches. We recognise that the church’s perceived preoccupation with buildings and liturgy can appear dull and inward looking amidst pressing social need. It is not attractive to young people who are inquisitive about the relevance of Christianity to complex modern life issues and excited about the possibilities of faith inspired action. The Diocesan leadership is not willing to preside over decline and knows the need for rapid, thoughtful and collaborative action with key partners to connect and relate more effectively with younger people.

Our Strategic approach

4. The Diocese has a concise mission statement: ‘Together making Christ visible’. This focuses attention on the whole purpose of the Diocese’s life and work and the ultimate aim of all discipleship.

5. In 2009 the Diocesan Synod agreed to abolish the 3 rural deaneries and create 4 ‘mission partnerships’ whose purpose is to bring parishes and partner churches together in prioritising God’s mission.

6. To reach out to a more diverse community and younger population we are advancing a strategy designed to grow the church’s activity, appeal and influence. Our overall intention is to grow the church:
   - Upwards to a greater level, range, quantity and quality of activity;
   - Outwards to reach and serve a wider community where they are;
   - Inwards to advance people’s Christian understanding and spiritual journey;
   - Onwards investing in future generations of disciples and leaders

The Bishop has outlined the Diocese’s six priorities for growth in: numbers; spiritual life; understanding and practice of the faith; youthfulness; ecumenical collaboration; and world-church awareness.
Building upon these we are working on creating an overarching and long term diocesan strategy for mission and growth in a manner which will help the strategy to have strong foundations, be developed in an inclusive way, and be flexible and sustainable.

We have taken the approach of identifying ground-level initiatives and opportunities in mission and growth. We have been exploring what is being successfully done, what further can be done, and what is needed, to achieve the Bishop’s Six Priorities and tap into the gathering momentum and support for church growth across the wider C of E.

A Mission Strategy Group reporting to Bishop has developed an outline “Strategy On A Page” (Appendix 1). The group consulted with a wide range of clergy and lay people engaged in mission and ministry across the island though a series of structured conversations with the Mission Adviser and Diocesan Secretary. The information gathering, consultation and strategy formulation process ensures a grounded and sustainable strategy that has been formulated with the engagement of people at all levels who are active in and committed to mission and growth. Our overall island-wide Diocesan strategy for mission and growth is helping us to:
- identify priorities
- focus and integrate local initiatives
- build on current success
- make best use of existing resources
- secure new funding.

The strategic approach has the Bishop’s and senior staff’s approval and active engagement, and support of Diocesan Synod.

The motivation for our diocese-wide examination comes partially from the Evidence to Action model, and also from approaches observed in other dioceses of which we are aware through the Missioners’ Network. We see that people who are achieving results create a positive picture. So our process involves listening to and affirming the achievements of ministers and parishes, and gathering their views on how to make headway despite considerable barriers.

The process involves them in some of the goal-setting process of the Diocese. It builds on existing priorities for growth and encourages positive attitudes which creates resilience for mission challenges.

The proposed project “Growing Faith for Generations” stems from this identifying, appreciating and developing current good practice in work with children and young people. It explores where further opportunities lie and maps out an intentional drive for growth.

Mission among young people is the Bishop’s absolute top priority for the Diocese.

In formulating our strategic objectives and implementing action we have determined that mission among young people is where we should be investing and seeking new resources. Crucially, the development of key youth posts and projects must be intentionally connected with and inform all other aspects of existing and planned mission and ministry. They must be fully complementary.

Our strategic approach therefore is to focus on where the greatest long term impact can be made by growing the numbers of children and young people who engage with the church, enriching their experience of faith, developing worship forms and fresh expression that suit them, recognising that they want to feel and be part of Christianity’s impact on current and future community and worldwide issues.

Our Strategic Partnership

A key element of our strategy for growth is our unique triple partnership with the Scripture Union Ministries Trust (SUMT) and the Isle of Man Government’s Department for Education & Children. This partnership has delivered Christian youth work, developed curriculum demonstrating the relevance of faith to children’s life choices, and engaged 300 church volunteers with schools. The primary purpose of this partnership has been to develop a coherent programme of materials,
events and activities that support and complement the religious education teaching in the island’s schools. SUMT have grown to now deliver eight in-school programmes that have been developed with reference to the schools themselves, the Education Department, and the Religious Education Advisory Committee. The delivery of these programmes are largely dependent on relationships with local Churches of all denominations and SUMT are committed to growing Anglican work with SUMT to train volunteers from their congregations and deliver the events alongside SUMT staff and with their guidance and direction.

13. Building on this track record we now want to use our enviable position of the church having an introduction to, or some form of relationship with, all primary schools and 6 secondary schools on the island, not only church schools. Current relationships range from an occasional visit to an intensive programme of involvement in assemblies, classes, school trips etc. SUMT has built an excellent reputation as a credible deliverer of quality teaching in RE making a defined input to meet the syllabus which is interesting and challenging for the pupils.

14. Working with SUMT as a tried, tested and trusted partner with a substantial 30 years’ heritage we want to expand and enhance the strategic partnership to:
- enable a wider range of school children to benefit,
- strengthen Christian influence in religious education,
- involve more parishes in volunteering and mentoring
- reinforce the schools work by building a bridge between schools and their local churches
- expand church delivered ministry and mission focused on young people and families e.g. Messy Church, Street Angels, Christian Explorer.

Having gained the confidence of children through SUMT and churches combined work in schools we can then move forward to ensuring young people are actively engaged in designing and delivering new forms of church based provision appropriate to their age and relevant to their needs and concerns.

Our next strategic steps

15. The next strategic step is investing in a Pioneer Youth Team (as described in the project description and project management and governance sections). The Diocese recognise it must go well beyond the confines of churches to inform, help and influence. Potential new disciples may not necessarily be those who come to a church building. Essentially this is an outreach team operating in and between school, church and community. In the various components of the project the team members will experiment in further ways to:
- make faith accessible to children as they progress through school and into adulthood
- build strong school and church relationships to enable a clear pathway as their faith matures
- facilitate grass root initiatives to develop communities of young disciples
- train a cohort of young Christians as potential future leaders

16. In line with our overall strategic priorities the “Growing Faith for Generations” project will strategically focus on two geographical settings which contrast socially, economically and culturally:

In the capital’s centre: With a youthful workforce and retail and leisure economy, the predominant town is key for facilitating varied and repeated encounters with young people where they live, work, shop and play. Here we will aim to show Christianity is caring, supportive, and relevant and to provide accessible steps to church engagement.

In rural areas: Traditional churchgoers have an average age of 60+ with limited social and mission provision for young people. Whilst streamlining our Church and clergy we will look to deliver new forms of ministry and effective ways to stimulate local grass roots activities, enable young people to share faith and revive Christian fellowship.
17. By repeated consistent contact with committed Christians from informal encounters to systematic mentoring in their school, local community and town centre we will help young people to make a supported faith journey from inquisitiveness to understanding to discipleship.

Strategically we aim to multiply the impact by using these settings to nurture the faith of young Christians as they grow in belonging, belief and behaviour and then develop a cohort of young people who aspire to be Christian leaders and who in turn will go on to inspire further young disciples.

18. Therefore, in order to develop Christian youth work and leadership which will help to secure the future our next strategic step is to work with SUMT, building on the track record of 100 youngsters who undertook leadership training here in the last five years, to develop further accredited Christian youth leadership training programmes. Given that 50% of school leavers go off the island for higher education or employment this must be a broad, including degree level, programme to attract locals, returning students and trainees from overseas. Thus we will develop a series of cohorts of skilled and effective Christian youth leaders to deploy here and in many dioceses.

19. **Our Strategic Objectives in Growing Faith for Generations are:**

- Provide all ages of school children with a supported pathway to explore faith and develop Christian maturity.
- Develop a Christian high street presence and outreach to young people in the centre of the island’s capital.
- Engage effectively with the life, well-being and concerns of young people in rural communities.
- Help local churches to adapt their existing provision or provide alternative worship and church activities to cater for the identified needs, interests and aspirations of young people.
- Nurture and mentor young Christians and train young leaders who can initiate youth focused forms of Christian fellowship and community engagement to encourage and grow further young disciples.
- To pilot new approaches in the Island’s test bed to provide resources and models for other dioceses.

Project Description

**Overall purpose of the project GROWING FAITH FOR GENERATIONS**

20. To plan for and work towards an expanded, energetic and evolving church among the coming generations by making faith accessible and relevant to children and young people and by nurturing them as Christian disciples and leaders.

21. **Appendix 2** presents our project, Growing Faith for Generations, in a “project on a page” document where we outline what we are intending to do, why we want to do it, what we need to make it happen, who we are aiming at, why we are ready to do it and what difference we hope to make. Our proposed project will focus energy and resources on three crucial priority target areas for developing young disciples - **schools, the centre of the island’s capital and rural communities**. In each setting project staff and volunteers from churches will engage in credible, supportive and continued ways with children and young people at key stages of their development and in many aspects of their lives bringing them to faith and discipleship.
22. To consolidate the children and young people’s interest in Christianity the project aims to:
   - help local churches to adapt their existing provision or provide alternative worship and church activities to cater for the identified needs, interests and aspirations of children and young people
   - to help young people themselves to initiate new forms of Christian fellowship and community engagement within and beyond churches.
   - to work with young people to enable them to become the Christian youth workers and leaders of the future

23. This approach has worked effectively in Peel where a dedicated youth worker connected to the Cathedral has enabled interest and participation in a Christian church community in its many forms to grow over the last few years, in contrast to the general trend. (See Evidence section). Every part of the island is different but we believe the approaches used and the lessons learnt can be utilised elsewhere to a similar effect if we focus dedicated youth work resources where they can have greatest impact in schools, the centre of the capital and a rural community where signs of energy are evident.

**Ensuring appropriate provision for and by young people**

24. In this project we will ensure that we nurture the interest in faith that has been initiated and encouraged through a range of encounters, connections, educational and exploratory opportunities. In order to capitalise on this the Diocese, Mission Partnerships (similar to area deaneries) and parishes will develop appropriate church provision. In doing so we will:
   - Challenge any assumptions that this will only be in a church as we currently know it
   - Take a more radical flexible approach rather than just adapting traditional Anglican church.
   - Focus on substance as well as style e.g. quality teaching and preaching, in depth discussion on spiritual and scriptural issues, meaningful community engagement as well as different worship format, music and environment.
   - Investigate whether the most effective approach is to attract young people to a suitable central place – Youth Church /Resource Centre / Hub or to change several/many churches, or to try different solutions across the island.
   - Listen to young people and facilitate action by them, which may be different in contrasting urban and rural communities
   - Respond to their views of when these responses are better delivered in solely Anglican or ecumenical ways.
   - Experiment with different approaches for targeted age groups in limited areas as pilots to be evaluated which can then act as models for elsewhere (rather than attempting to do everything, everywhere for everybody)

**The overall outcomes we anticipate:**

25. By growing by 5-10% annually, the numbers of children and young people with whom the project engages over the 3 year period of the project, we aim to build the foundations and move towards a sustainable future position where:
   - The island’s 10,000+ school children and students will be able to access programmes and materials for exploration of faith guided by Christian mentors.
   - The majority of the island’s parishes will have a strong relationship supporting a local school
   - Church in the capital’s town centre and in a rural community will be re-energised by new forms of worship and Christian engagement
   - 60 young leaders will be encouraged, supported and/or trained to develop new mission and ministry initiatives in school, church and community.
   - 5-10% of the young people who through this project feel the Church’s pastoral and spiritual support and see it influencing ethical and social concerns are attracted to Christianity (this could mean 500-1000 new young disciples)
26. To achieve this we will in the earlier stages of the project focus on piloting initiatives in a few particular parishes and schools and target particular ages or groups, monitor progress and identify the factors for success in contrasting situations. In the later stages of the project we will use these pilots as models so we can adopt and adapt these successful approaches to be transferred to other areas.

For maximum impact in the first instance we will focus attention the attention of the parts of the project dealing with schools and church liaison work and developing Christian youth leadership on the young people in the two geographical target settings of Douglas Town Centre and a selected rural community.

**Summary of the Project Components**

27. In order to deliver the ambitious desired outcomes, the project will operate through several components of which the details follow in the next section. Here we summarise them:

a) **SCHOOL CHILDRENS’ PATHWAY TO FAITH :**
   Engaging with education to create new approaches to help children explore Christian faith.

28. The project will capitalise on the Diocesan, Education, SUMT partnership to:
   - Shape policy and design and deliver a comprehensive curriculum package of new products and activities for all school children in all 5 state secondary and 20+ primary schools, particularly at key transition points.
   - Expand opportunities for parishes to serve their local schools as trusted partners, volunteers and mentors and to guide children to church activities designed to meet their needs.
   - Focus on teenagers in Secondary School to fulfil the aspiration to have an SUMT RE syllabus-related programme or event in each year of a pupil’s journey through school.

This will be made possible by having an officer dedicated to working as a Diocesan church link with SUMT who is able to inspire congregations to engage with children and young people, to build and maintain the relationships between churches and their local school; and an enhanced SUMT team to train and support these church volunteers and mentors and to strengthen corresponding school and Church-based initiatives. Critical to sustainability is development of this church volunteer team both numerically and in skills, and provision of quality resources so they are equipped to deliver the growth that we are envisioning. An effective church volunteer team will allow SUMT staff to continue their work of innovation with curriculum material and educational programmes.

b) **Connecting with young people where they live, work and play and engaging in issues which affect them**

29. In **Douglas Town Centre** the Diocese will create a new position of Missioner within the town centre ministry and mission team. To gain economies of input and maximise outcome they will work with other denominations in the Douglas Churches’ Town Centre Partnership (DCTCP). DCTCP will help find resources to fund SUMT Gappers as Christian youth and community workers. Together they will expand Street Angels patrols, create seasonal Pop Up Churches (e.g. for Christmas and the international motor cycle racing festivals of TT and Manx Grand Prix), drop-ins and a portable street barrow as foci for ministry and outreach, offering Christian presence, support and connection to churches.

30. In **the rural areas** the project will be sensitive to how Manx rural communities operate, and build on the viable community spirit and society e.g. young farmers and Celtic culture; develop local facilities and opportunities; facilitate groups of young Christians to mature as new disciples; nurture grass roots initiatives to revitalise local church presence.
31. **In all settings** discussion groups and active involvement in social initiatives will give young people the confidence to explore and show the relevance of Christian values to modern community and world issues.

32. **TRAINING YOUTH LEADERS:**
   Enabling young people to grow in faith and facilitating Christian vocation in Youth Work & Leadership

- Create a network of young Christians through structured, training-based activities and mentoring.
- Form and guide mobile teams of young people to deliver events and programmes around the island.
- Expand the Gap Year scheme for young people exploring a future in Christian Youth work.
- Develop the “412” Youth Leader Training course designed, written and produced by Scripture Union Ministries Trust Isle of Man.
- Develop 10 local placements annually for students undertaking the Professional Certificate in Youth Work and the Degree in Theology and Youth Work courses on island accredited by Moorlands College.

The Project Team

33. In order to deliver the results the project will require funding for a Pioneer Youth Team:

   **A Project Manager and Pioneer Youth Leader**, supported and directed by a Project Steering Board to: manage the project; coordinate officers delivering the component parts; resource and train Mission Partnerships and parishes in youth work particularly help them form solid relationships with schools through Scripture Union Ministries Trust (SUMT); support pioneer initiatives in youth mission in rural villages and Douglas town centre; encourage church leaders in youth ministry and mission to develop children and young people in their discipleship; mitigate risk; monitor progress; maintain partnerships; develop good practice; and secure sustainability. Champion the needs and aspirations of young Christians in developing the Diocese’s Strategy for Mission & Growth.

   **Specialist Teacher/Schools Worker (s) and a Volunteer Co-ordinator** to implement and expand the schools programme, develop curriculum materials, recruit, train and support volunteers, build Church/school relations and influence Isle of Man education policy and practice in understanding faith.

   **A Town Centre Missioner** to develop initiatives to engage young people living, working or visiting the capital’s town centre using e.g. drop in shop premises, literature, portable pop up church, and to ensure appropriate church provision to sustain their interest in faith and to support their discipleship.

34. **To maximise the impact of the team the Diocese will** provide senior level support and guidance, divert expenditure to urban and rural outreach, engage its fundraiser **Sodor Partners** to commit resources and seek further sponsorship, build on its close working with government, private and third sectors particularly with Education and SUMT and share this exemplary model with other dioceses.
Detailed Description of the Components of the Project

a) SCHOOL CHILDRENS’ PATHWAY TO FAITH:
Engaging with education to create new approaches to help school children explore Christian faith.

Objective of this component of the project:
35. To provide all ages of school children with a supported pathway to explore faith and develop Christian maturity

Rationale and how it supports wider diocesan strategy
36. Over the past 30 years SUMT has demonstrated the relevance of faith to children and young people in a unique partnership with 80% of Island schools. This involves a series of curriculum based projects lead by qualified teachers through which children can engage with real faith issues. We can now build on SUMT’s track record of working across the full breadth of denominations to recruit increasing numbers of Anglican church members in active participation in their local schools to help children along the road to spiritual maturity. This will enable Christians to be ‘visible’ in credible and repeated ways at every stage of development for children through an interlocking grid of educational and church initiatives. This component will enable SUMT to strengthen the small existing core team and increase the number of actively engaged church volunteers by 30% over the next 3 years. The volunteers will build church-school relationships, learn new skills and find fulfilment in serving the young people and families in their church’s local communities.

Getting involved in the education of the island’s 10,000 school children in both a strategic way and at a practical hands-on local level is clearly a crucial element in the Diocese’s strategic priority to reach out to children and young people, have a concerted positive impact on them and demonstrate the relevance of Christian faith to many aspects of their lives. This will help the Bishop’s strategic intent to increase the “youthfulness” of churches by reducing their average attendance age but also by energising and revitalising their activity and outlook.

How the Children’s’ Pathway to Faith component of the project will work
Increasing the Church’s engagement and influence within the educational process, creating projects and approaches which enable children to explore the Christian faith.

37. Both the Diocese and SUMT as members of the Isle of Man Government’s Religious Education Advisory Committee (REAC) will expand their influence to help shape policy and develop curriculum enhancing resources to promote religious and ethical understanding. SUMT has grown over thirty years to provide a wide range of highly regarded educational initiatives: Open the Book for Reception-Y6; Lifepath (Y5); It’s Your Move (Y6); Life Matters (Y7); Love Life for (Y10-13). There is great demand from schools asking to join SUMT’s existing programmes and requesting further curriculum enhancing resources. This component of the project will widen the range of curriculum packages for years 3/4 and Years 8/9 and 10/11 (the current gaps) thus giving comprehensive coverage for every compulsory education year group.

Exploring approaches to addressing the faith interests and spiritual needs of older teenagers in school and beyond

38. The project will develop appropriate means of engaging young people in modern world ethical issues and develop a range of materials and activities for exploring and debating Christianity and science, environment, economics, technological advance, poverty, war etc. The Specialist teacher will work with SUMT, church and education colleagues to design materials for this and support to help with the difficult transition to adulthood, university, training, employment and moving off island. This work will seek not only to teach Christian values, but will demonstrate them in the way
it operates and help show young people Christian concern for the environment, social justice and active engagement with the community and thus relevance to their lives and concerns.

**Developing volunteers and mentors from local churches to facilitate church-school connections**

39. Working with the Pioneer Youth Leader, the Volunteer co-ordinator will recruit, train, support and develop a team of volunteers from local churches to work alongside the SUMT team to deliver the expanding range of curriculum material and activities in their local school. This relationship will also initiate opportunities for schools to be served by local churches in non-curricular ways that are meaningful and useful to both. Ideas for new developments will grow organically, as, through SUMT, the Diocese will provide the school with a trusted partner working professionally and consistently.

The project will work closely with schools and their local parish churches to develop partnerships which are robustly established, well-resourced and supported by local groups. The Pioneer Youth Leader and Volunteer Co-ordinator will train clergy and lay leadership to ensure they are equipped and empowered by the project to take on the co-ordination and future development of the school-church partnerships.

40. **Anticipated outcomes of the School Children’s Pathway to Faith component of the project:**
   - All ages of school children (4-16) will have at least an annual opportunity to engage meaningfully with issues of faith supported by volunteers from the local Churches.
   - The number of volunteers will increase by 10% annually from current 300 with a higher proportion from Anglican churches.
   - These connections with children will revitalise churches which are dwindling or static in their numbers and energy levels.
   - Schools and churches in the target town centre and rural area will particularly benefit from a concerted focus and effort.
   - Children’s faith pathways will be facilitated via school SU clubs, Christian Fellowships, youth groups, local churches, and establishment of Fresh Expressions.

**b) Connecting with young people where they live, work and play and engaging in issues which affect them**

**In Douglas Town Centre**

**The objective of the Town Centre Mission component of the project**

41. Develop a Christian presence in outreach, service and engagement in the town centre of the Island’s Capital, especially on its main high street and associated shopping precincts.

**Rationale and how it supports wider Diocesan Strategy**

42. As previously indicated the diocese has identified four priorities for mission: Youth, Urban, Rural and Faith Heritage. This project fulfils the first two and the last one.

43. **Youth:** Most of the island’s under 30’s live in and around Douglas, and those who don’t will visit Douglas town centre for work and leisure: the island’s shopping precincts with major national retail outlets are in central Douglas where the high street and environs are the only intensive collection on the island of major retail outlets attractive to youngsters intermingled with pubs, coffee shops, clubs, and cinemas etc.

This project will dovetail with the work of the Scripture Union Ministries Trust, and provide a targeted location for focusing and enhancing its highly regarded children’s and youth work on the island’s capital’s schools and churches. By working with DCTCP the Anglican church will benefit from the greater success of other central Douglas Churches in attracting and catering for children
and young people e.g. Baptist, Catholic, Living Hope and Elim, thus enhancing our collective ministries.

44. **Urban:** Douglas and what are effectively its suburbs - Onchan and Braddan - with a population of 42,000 (latest census 2011) is the only significantly sizeable town on the Isle of Man. Half of the island’s population lives here. Douglas Town Centre has a footfall of more than 65% of the island’s population. The town centre’s offices, shops, hotels, restaurants and clubs, employ around 60% of the island’s population. (Department of Economic Development statistics, 2014).

Until DCTCP was established and made operational three years ago there had been no concerted efforts of missional outreach and engaged community service in the capital’s town centre, despite its obvious strategic importance to the life of the whole island. To have an effective focus of mission and ministry in the Douglas Town Centre is clearly of key strategic importance to the Diocese.

45. **Faith Heritage:** Although not a primary priority for this SDF project it is relevant to this component as we wish to ensure our churches are at the heart of the Isle of Man Government’s redevelopment scheme to modernise the infrastructure, and enhance the appeal and welcoming ambience of Douglas town centre. Two Anglican churches are at the heart of the new Quarters to be developed: St Thomas just off the main shopping area has renowned Nicholson art deco murals and the diocese, Manx National Heritage and the Isle of Man Arts Council are working together to develop it as a part of the town’s vibrant Cultural Quarter with the close by theatre, cinema, concert hall and rock music venue. St George’s, Civic Church, the capital’s oldest church building and burial ground (which is full of Manx history from the 1760’s onwards including the graves of the founder of RNLI and the Manx Florence Nightingale) is to be at the heart of the re-vamped St George’s Quarter, the Capital’s finance, legal, commercial and governmental district where many young office workers are employed and socialise. These developments will bring all of central Douglas into a cohesive whole and this project will ensure the welcome and help of churches which can reach out to residents and visitors alike, is key in this revitalisation.

**How the Town Centre Mission component of the project will work**

46. The Diocesan Board of Finance (DBF) is committed to pay for a full time **Town Centre Missioner,** housing and on costs at Incumbent status. We will recruit an appropriately gifted evangelist, preferably ordained, with pastoral experience of creative missional engagement, ideally among young people and aware of current theological thinking about the mission of God.

This person will be resourced to work with those who live and work in the town centre and those who come in for shopping, government services, pubs, clubs, restaurants, theatres etc. – which is the majority of the island’s population.

47. This Town Centre Missioner will work with the **Douglas Churches’ Town Centre Partnership (DCTCP)** the well established ecumenical grouping of churches working in Douglas who amongst other initiatives run Street Angels patrols all the year round. They will work alongside the local Douglas churches as a part of the Douglas Anglican Town Centre Group Ministry (and eventually of the single unified Town Centre Parish which we hope to establish over the next three years) and ecumenically through DCTCP member churches. As such the Missioner will be committed to leading some Sunday worship at churches in central Douglas as well as working like a detached youth worker in the streets outwith church buildings amongst those who do not attend church. Thus they will be able to identify and analyse the mismatch between what churches offer and what is needed.

48. The project will involve the development of a **“Pop Up Church”** which will take two forms:

   i. to take seasonal rentals of empty premises on a month’s lease for e.g. Christmas and for the principal motorcycle racing events (the 2015 TT alone welcomed 40,000 visitors, the majority
of whom stay in and/or spend time in Douglas for the extensive entertainments every day and evening e.g. funfairs, beer tents, daredevil motorbike and stunt car displays, and merchandise and where shops, cafes and restaurants are open 24/7). This will provide a welcoming drop in centre giving mental, physical and spiritual refreshment.

ii. to create a street barrow portable pop-up church which can become a focus for ministry and outreach when and where needed all year round

Supported by colleagues the Missioner will recruit and develop lay volunteers from among the congregations of the Douglas Town Centre Group to enhance and expand the existing Street Angels and to work for the pop up church initiatives which we would expect to be in place by May 2017.

The project will supply literature, equipment and other resources suitable for outreach with the general public, particularly young people, and engage innovative and entertaining forms of occasional visiting ministries e.g. Street Theatre.

49. Inter-connecting with other parts of the Growing Faith for Generations project the Scripture Union Ministry Trust’s “Gappers”, a team of committed young Christians undertaking training and work experience in Christian youth work on the island, will be available to support a town centre Christian mission project for certain agreed hours per week during their year in the island. The nature of this project will depend on the identified needs as expressed by young people in the first year of the town centre mission.

50. Because this component can be grown organically it can start as soon as a Missioner is appointed, which can be as soon as possible from October 2016 onwards. If we recruit from off island then the first couple of years will be a steep learning curve. The Town Centre Mission should run for more than three years in order to assess this initiative’s effectiveness realistically and redirect efforts according to how it progresses and new needs and opportunities as they arise. Therefore the Diocese is committed to this post for a further two years after the end of the initial SDF funded period.

51. The anticipated outcomes of the Town Centre Mission Component of the project
   • Christ will be named and honoured through public service to the vast majority of the island’s people
   • Church will be recognised as having something relevant and needful to offer to residents, workers, shoppers and visitors in their everyday lives
   • The thousands of young people who visit our pubs and clubs will be supported pastorally by an enhanced provision through Street Angels
   • 5-10% of the young people repeatedly encountered will be become interested in Christianity and will be helped by local churches to pursue a journey into faith.
   • New forms of worship, fellowship and community service will be developed appropriate to the needs of young people in the town centre.
   • Christ will be made more visible through his Church.

See Appendix 3 for a “project on a page” summary of the Town Centre Mission component.

In rural communities

Objective of the Rural Communities component of the project

Engage effectively with the life, well-being and concerns of young people in rural communities
Rationale and how it supports wider diocesan strategy

52. This component supports the Diocese’s strategic approach of focussing effort on defined target areas for developing disciples. (Strategy on a page Appendix 1) Two of which are particularly relevant here:

“Youth & Families : to connect with children , young adults and families to engage them in the church in all forms and activities
Rural areas : support people in places with limited access to core services, facilities and opportunities

It will help implement the strategic objectives by building up and broadening ministry and mission among young people in rural communities and connecting them with others across the Diocese on their faith journey, nurturing young Christians in their discipleship and supporting their development as Christian leaders with a vocation to the Isle of Man. This will be closely in line with the Bishop’s priorities for growth in spiritual life; in understanding of scripture, worship and witness; in numbers; in youthfulness; in ecumenical collaboration: in world church awareness.

53. Our experience of the strong momentum built up by the ministry of SUMT in particular schools and churches and by the Anglican church which currently employs a full-time children and families worker, whose contact with young people far exceeds that of any other churches in the Diocese, points to the value of focussing youth ministry and mission on target areas. There is a yawning absence of provision in some rural areas that, collectively, have significant populations of families who feel themselves to be in recreational and spiritual limbo. Younger people cannot access events in major centres outside of school hours because of public transport limitations. People in these communities could discover Christ and grow in faith through the presence and ministry of a Pioneer Youth Leader. Parents in those families, and their children as they grow up, will carry their faith into their work environment – usually away from their village – and share faith among more people. Hence investment in these communities has potential for great impact.

54. Proposed location for the initial pilot initiative in the northwest of the island:
• The villages of Andreas and Jurby (pop. 2,250), part of the Parish of the Northern Plain, currently do not have a resident minister of any denomination
• Christian activity is predominantly among traditional churchgoers with an average age profile of 60+.
• There is a viable local community and facilities including convenience stores, post offices, primary schools, hospitality venues and sports facilities
• Public transport for the NW area precludes teenagers’ regular involvement in evening group/training activities in major centres, including the nearest town of Ramsey
• Social culture in the predominantly rural areas of the island is distinct from the urban mindset, so a diocesan wide post holder will be better equipped to serve the whole island in mission when they have developed an understanding and application in this location

How the Rural Communities component of the project will work

55. We will:
• Appoint a Pioneer Youth Leader (PYL). (Job description Appendix 6). This will be an island wide job but will focus a significant proportion of their time and effort on the selected rural area as a target location for piloting approaches to growing young disciples. The posts other role as the Project Manager will enable young people in the rural location to be connected to other developments within the project and for those other elements to focus attention on this area.
• Establish the PYL as a trusted local Christian presence, integrating with the community and connecting with young people.
• Ascertain the interests and concerns of young people and their practical and spiritual needs where there is potential to enhance their life and well-being.
• Gain visibility & credibility by concentrating sensitively on the existing rural culture connecting with schools, youth groups, young farmers, music/dance/arts groups, Yn Crynnaugh celtic music and dance festival.
• Identify a group of children, families and young people wanting to explore opportunities for development of their faith and willing to initiate action.
• Facilitate grass roots initiatives to reach out to and serve the local community to show the value and relevance of living a Christian life.
• Form networked groups of young people active in Christian faith and engaged with the life, health and mission of rural communities around the island.
• Explore recruiting and training local mentors to support young people on the journey of faith
• Link younger Christians willing to develop faith and leadership skills and guide them to the Training Young Leaders component of the project and plan for training modules to take place locally
• Recruit volunteers to support structured training and team building activities which will prepare potential young leaders to fresh expressions of church as well as community initiatives with non-churched young people.
• Involve teams of young people from across the Diocese to deliver events and programmes with and for churches and communities around the island.
• Offer worship events hosted by local rural churches for young Christians from across the island.
• Build on the local appetite and enthusiasm for enabling new ministry among young people and the evident practical and financial support in the rural north of the island.
• Evaluate the experience of pioneering youth work in this rural community as a pilot project and analyse lessons learnt. Develop a model approach for other rural areas of the island and of other dioceses.

56. The outcomes of the Rural Communities component of the project will be:
• Groups of maturing young Christian people in locations where none currently exist
• Collaborative networks among churches around the diocese and the island, based on ministry with and by young people
• Trained young leaders understanding the rural context of mission and ministry with the next generation
• Young people in rural areas will have opportunities for Christian worship, fellowship and community engagement appropriate to their age, needs and aspirations.
• Christian engagement for young people will become part of the cultural fabric of rural communities
• Groups of maturing young Christians will be developed, nurtured and active.
• Church in a rural community will be re-energised by fresh expressions of worship and Christian engagement
• Young Christians will connect to and participate in island wide opportunities for faith development, Christian leadership, and contributing to the wider community on social and ethical issues
• Engagement with faith by young people will enhance their local parish church ministry and mission and their congregation’s enthusiasm to respond to this interest.
• Christ will be made more visible through his Church.

See Appendix 4 for a “project on a page” summary of the Rural Communities component.

c) TRAINING YOUTH LEADERS:
Enabling young people to grow in faith and facilitating Christian vocation in Youth Work.

The objective of the Training Youth Leaders component of the project

57. Nurture and mentor young Christians and train young leaders to enable them to initiate fresh expressions of Christian worship, fellowship and community engagement within and beyond churches to encourage and grow further young disciples
Rationale and how it supports wider diocesan strategy

58. SUMT has a track record of training young Christians as leaders. The relationships formed with the diocese, churches of all denominations, the Education department and schools have resulted in over 100 young people undertaking various levels of Leadership training in the last five years. The tried and tested Gap Year programme for young people exploring a future career in Christian Youth work has trained 60 young “Gappers” of whom 12 have been subsequently employed by local churches as Youth Workers, with more being employed off Island contributing to many schools, churches and communities. This component of the project will build upon that success. The growth of the number of young people leaving the Island for Tertiary Education in the UK has increased from (10%) in the 1970’s to over (50%) in 2015 a major factor in a decline in church attendance in the late teens/ early twenties and leading to an absence of a cohort of potential young leaders in the Island’s churches. In line with the Diocesan strategic priority for youth this component of the project will expand the work with SUMT to reverse the decline by developing a full range of youth work training and leadership development opportunities on island for school pupils, school leavers, returning students, and graduates.

How the Training Young Leaders component of the project will work

59. The project will:
- Create a network of young people across the Diocese who are interested in developing as leaders through structured, training-based activities
- Explore options and methods of developing mentoring of these young people.
- Form mobile teams of young people who can be learn skills by being guided to deliver events and programmes with and for churches and communities around the island.
- Expand and enhance the Gap Year programme for young people exploring a future career in Christian Youth work
- Further develop, expand and increase Anglican participation in our 2 year course providing Professional Certificate in Youth work
- Further develop, expand and increase Anglican participation in a 3 year Degree course in Theology and Youth work through Moorlands College
- Arrange 6-10 practical work experience placements annually supporting local church and communities.
- Further develop, expand and increase Anglican participation in two “412” courses designed, written and produced by Scripture Union Ministries Trust Isle of Man:
  - Youth Leader Training - A year long course which takes young people (16-18) through Christian leadership training including a residential weekend. Engaging, and tailored for different styles of leadership, this unlocks young leadership through positive peer community and support;
  - Emerging Leaders Training course challenges, grows and develops 16-18 year olds as they further develop their leadership skills.
- Create real opportunities for these 18+ developed leaders to apply their knowledge in developing new initiatives in school, Church and Community.
- make all the training courses available to others through the Diocese and SU (England & Wales) and establish the Isle of Man as a centre of excellence in Christian Youth work and leadership training

60. Outcomes of this component
- Anglican Church volunteers will be regularly undertaking current children's work training provided by SUMT.
- Island churches of all denominations will have developed a strong network of volunteers who are trained, equipped and resourced for work with youth and children.
- 100 Young Christians themselves will be enabled to train as youth leaders on Island through:
  - Introductory Christian youth work vocational training programmes for over 16’s
  - Degree level Christian Youth work courses in partnership with Moorlands College.
- 60 young leaders will be encouraged, supported and mentored to develop new mission and ministry
• 30 people will be engaged in long-term youth work on the Island by local churches, communities and schools
• The network of young leaders will be robust and sustainable, able to meet and act, without continued Diocesan/ SUMT’S input.
• They will be running exploratory Christian events and activities for church young people and those not yet of faith.
• Christ will be made more visible through his Church.

Continuous review, learning, improvement and sharing.

61. Both the SUMT educational material for school assemblies and curriculum and the youth work and leadership training programmes are being used by those SUMT have trained in their subsequent work context as youth leaders and ministers and our being reviewed, updated and improved informed by these experiences. This project will enable more to be professionally published and made available for use by other groups in the UK. Also SUMT staff members are involved in local teaching through the All Saints Training Partnership (Anglican and others), Mattersey Hall (Pentecostal training), SU England & Wales (ecumenical at local and National level). Throughout the 3 year project we will work to expand all forms of dissemination of the materials generated and the lessons learnt for use by other dioceses, and will enthusiastically embrace the opportunity for this learning to be enhanced by a critical friend appraisal.

Project Management and Governance

The overall governance and management of the whole project

Diocesan support for the project as a central element of its strategic direction

62. The proposed project for which we apply for Strategic Development Funding will be a significant part of the strategic development of our Diocese, as explained in the strategic context section above. As such the top management of the Diocese have determined the nature and emphasis of the application to SDF to ensure the resulting project is consistent with and helping to implement the strategic aspirations of the Diocese. Thus the Diocese’s senior management will be overlooking the overall development and direction of the project. They will take a keen interest in the project’s progress in addressing the Diocese’s key challenges particularly our over-riding need to rectify the situation in which church congregations are dwindling due to the aging demographic profile and a disproportionate amount of effort being directed on buildings and liturgy and other matters that do not connect with the everyday lives of young people.

63. The Diocese’s senior management is determined to see successes in reaching out to and making faith accessible to children and young people. We are clear that we need to adapt our church worship and fellowship to be attractive and relevant to young people and ensure our support to communities enables young people to live their Christian faith. The Bishop and his executive and leadership teams have intentionally designed the project to be pioneering, to have a radical approach (which will not be to every church member’s tastes) and to take the necessary risk (albeit calculated and managed) in response to a drastic situation of potential decline if the Anglican Church in the island were to carry on solely in its traditional format.

64. We are encouraged by local efforts to date to make church more multi-generational and by the successes of the well-established work of our key partner Scripture Union Ministries Trust in making faith accessible to school children. We will ensure this project celebrates, affirms and builds upon this in order to move towards more wholesale change. The Diocese sees this project as a key component of its future shape, a crucial catalyst for interest in Christian life amongst young people, and a vehicle for the nurturing of a cohort of new young disciples and thus the renewal of church within and beyond the island. As such the Bishop’s Leadership Team embraces this project into the heart of our work.
A realistic approach to ensuring sufficient capacity to deliver the project

65. The senior ranks of the Diocese have considerable experience and expertise in initiating, designing, developing, directing and delivering complex programmes of work both within the church locally, nationally and internationally and also in other fields. The Executive and Bishops Leadership Team can call upon its members’ experience from church, government, private and third sector of voluntary, community and faith organisations in the fields of ministry and mission, business and social enterprise, education and training, science, health and social care. Whereas we can play an active role in the overview of the overall project we do not have the capacity in terms of time and up to date project management skills to plan in detail or directly operate the project with its diverse component parts and complex partnerships.

66. We recognise the expertise of our key partner SUMT in: devising, developing, and delivering large programmes of work in the fields of faith education and the training of Christian youth leadership; initiating multi-agency partnerships and making them work effectively; securing support from a wide range of sponsors. We will continue to develop our mutually beneficial partnership with SUMT to ensure capacity for effective delivery, monitoring and evaluation of the project.

67. Thus we have devised a project management and governance structure which benefits from the Diocese’s top leadership commitment to the project and from the breadth of our collective expertise; takes a realistic assessment of the limitations of the depth to which the full Bishop’s Leadership Team can or should be directly involved in the project’s week by week operation; assigns clear accountability lines to key players in the Diocese; enables the Diocese’s broader strategies and developments to help and be influenced by the project. Project management & Governance Diagram (Appendix 5)

The practicalities of the project management and governance structure

68. In practical terms this balance between Diocesan senior teams’ commitment and appropriate deployment of their skills and experience, and the need for hands on operational management of the project will be delivered in the following way:

- The Diocese, in collaboration with the project partners, will appoint an experienced youth work project manager used to operating at senior level and in delivering complex multi-faceted projects as the **Pioneer Youth Leader /Project Manager** (PYL/PM)
- The post holder as the most senior officer appointed for the project will be responsible for the co-ordination, development and delivery of the overall project.
- He or she will be accountable to a **Project Steering Board** which will be chaired by a member of the **Executive of the Diocese** (which consists of the Bishop, Archdeacon, Dean, and Diocesan Secretary)
- The Project Board members will be senior representatives of the key partner organisations involved in the overall project and its consistent parts i.e. the **Diocese, Scripture Union Ministries Trust (SUMT), Sodor Partners, and the ecumenical Douglas Churches Town Centre Partnership (DCTCP)**. Another experienced non-executive director not related to any of the constituent partners will also be appointed to provide independent expertise, particularly with financial management experience.
- This Board will be collectively accountable for the delivery of the project as a whole and be accountable for the appropriate use of the SDF money to the Resource Strategy Development Unit, on behalf of the Church Commissioners & Archbishops’ Council, and the use of the matched funding to the agencies that have provided it.
- Individual Board members will be accountable to the Board for the delivery of the project component which is operated through the partner organisation they represent.
- Prior to the project start the Board will appoint two of its members to help particularly with overall project processes and proposing any necessary major changes in resource distribution, in consultation with project partners and investors.
• These members will determine after two years if a radical redirection of the project is required should any part be consistently failing. They will recommend action to be agreed by the partners and investors.

• The Diocesan Secretary, who is likely to be the Chair of the Project Steering Board, will provide direction and guidance to the Pioneer Youth Leader / Project Manager (The Diocesan Secretary is a former Director of Social Services and former Director of the European Institute of Social Services and various voluntary organisations and is experienced in directing major projects and having accountability for external from e.g. EU and World Bank)

• Supported by the Diocesan Secretary, the PYL/PM will present an update on the progress of the project as a regular item on the agenda of the Bishop’s Leadership Team (BLT) which consists of the Executive above plus the four Mission Partnership Leaders, Bishop’s Chaplain, Mission Adviser, and Warden of Readers. BLT members will use their positional authority and influence to promote and advance the project, tackle blockages etc.

• The Chair of the Project Steering Board and/or the Project Manager will report on financial matters concerning the project budget to the Diocesan Board of Finance as the accountable body for the receipt of income into and for expenditure of the Diocese.

• The Pioneer Youth Team Leader / Project Manager post holder will not only report to but also become part of the BLT and thus will be part of the team determining the overall strategic and policy direction of the Diocese, problem solving, managing change etc. They will be a constant reminder to BLT of the need to take account of the needs of young people as a central tenet of everything we do and particularly will ensure that both the Diocese and SUMT mutually gain from the productive partnership between churches and schools in new ways.

• Other project partners SUMT, DCTCP, and Sodor Partners may require progress presentations on the overall project from the PYL/PM to their respective leadership teams, trustees etc. The relevant Board Members will support the post holder in presenting to their respective organisations.

• Sodor Partners as an investor will require 6 monthly reports on the main themes and performance measures (See evaluation section)

• The PYL/PM will liaise closely with support and coordinate the efforts of those working on the different components of the project to ensure it works together as a coherent whole in a Project Team, albeit one where members are based in different places and employed by and reporting to different organisations. In addition to the PYL/PM the team will consist of other paid officers a Town Centre Missioner, a Specialist School Teacher/School Worker(s) and a Volunteer Co-ordinator, and a range of contributors in purely or semi voluntary positions including teaching assistants, mentors, interns and SUMT’s “gappers”.

• The paid officers whilst connecting together through this project team will be clearly and directly accountable to their employing agency and be managed within them. They will be part of, contribute to and gain support from the teams of the partner organisations responsible for the delivery of their component of the overall project. Thus the Town Centre Missioner will be part of the Anglican central Douglas ministry and mission team and be accountable to its lead minister and also gain from close links with the ecumenical Douglas Churches Town Centre Partnership. The Specialist Teacher /Schools Worker (s) and Volunteer Co-ordinator will be directly accountable to the Managing Director of SUMT and be part of the established and effective SUMT operational team. The officers will report through their respective organisations to their representatives on the Project Board /Steering Group each of whom will be accountable to the Board for their respective components of the project.

• To keep the accountabilities clear it will be a key part of the PYL/PM’s work to liaise with the leaders of the partner agencies and investors who are contributing to the project to ensure their expectations are met and their commitment maintained. He or she will ensure good relations are nurtured and roles and responsibilities clearly defined and communication and collaboration effective in order to enable all project team members to deliver their jobs.

• The PYL/PM will fulfil a demanding lynchpin role and the varied experience in multi sector work of the Diocesan Secretary and others in the Diocese and SUMT will be deployed to help guide and support the new post holder.
**Indicative Project Timetable**

69. Below are some of the key milestones in the 3 year project. This is illustrative – more detail is in the OGSM planning, monitoring and evaluation tool (Appendix 14):

**Pre-project commencement**
- Project management and governance infrastructure established
- Project board appoints two members to review regularly and take responsibility for proposing realignment of funds should any part of the project consistently fail.

**Year 1**

**First quarter**:
- Project Steering Board met and terms of reference defined and agreed.
- Recruitment process for posts: Project Manager/ Pioneer Youth Leader, Town Centre Missioner, Teacher & Volunteer Co-ordinator

**Second Quarter**:
- Appointment of project posts above
- Induction & Familiarization process for new appointees
- Project plan, Risk management, Evaluation measures finalized with appointed Project Manager using OGSM tool (see Evaluation section)
- Posts in component parts clarified goals, strategies and measures with respective managers

**Third Quarter**:
- Next phase of curriculum materials and school activities developed by SUMT and churches in response to needs and priorities identified with REAC
- Key churches and community organisations in town centre and rural areas identified
- First set of church volunteers and mentors identified and trained
- Pop up Church created in time for TT motorbike racing festival
- High Street Shop drop in centre established
- First project intake of young Christians into 412, Professional Certificate and Degree courses in youth leadership

**Fourth Quarter**:
- SUMT gappers team in place subject to DCTCP raising resources
- Enhanced Street Angels project expanded
- Close connections with local churches developing supported pathways to faith for young people
- Numbers of young people made contact with assessed methods of follow up reviewed
- Appropriate forms of support and mentoring to develop discipleship determined and designed
- Assessment of needs and aspirations of Young people for different forms of church identified

**Year 2**

**First half**:
- First year of project reviewed and evaluated and Annual Report produced
- Priorities and targets confirmed/revised for year 2
- The personal and professional development needs of the project staff reviewed to ensure equipped for emerging strategies and to deliver 2nd year project goals
- Town Centre Missioner & SUMT gappers implement age appropriate worship, fellowship and voluntary engagement to serve the community
- Specific Project proposals presented via Sodor Partners to high net worth individuals and corporate sponsors
- Identified a further cohort of young people with potential for becoming youth workers and leaders
- Enthusiastic churches identified and support provided to them to engage with young people in new ways
- Series of presentations for engaged churches to share how the new youth initiatives have re-energised declining congregations
- The experience and training needs of volunteers and mentors assessed and training / support enhanced.

Second half:
- Tangible substantial new initiative evidenced to be demonstrating Christian welcome in Town Centre
- First set completing 412 course enhanced training programmes building on 412 designed
- Second set embark on new 412, Professional Certificate & Degree courses in Youth Leadership
- New forms of youth worship, fellowship and community service established and operating
- Second review and evaluation annual report produced
- The two members appointed by the Board propose any necessary radical redirection should any part of the project be consistently failing and key funders decide a way forward.

Year 3
- Consideration of reallocation of effort and funds if any component consistently failing
- Fresh expressions of Church developed in town centre and rural areas in response to expressed wishes of young people
- Plans for the sustainability of the most successful aspects of the project devised
- Pilot projects assessed as transferability as models produced in how to do it manual
- First set graduate in 2-year Professional Certificate in Christian Youth leadership and Degree course students entering final year
- Final Evaluation Report and learning dissemination events

Job Descriptions & selection process
70. We attach in the appendices the job descriptions for the following posts:

   Appendix 6: Pioneer Youth Leader / Project Manager
   Appendix 7: SUMT Specialist Teacher
   Appendix 8: SUMT Volunteer Co-ordinator
   Appendix 9: Town Centre Missioner

   N.B Some of the job descriptions are complete and ready for release for advertising, e.g. Pioneer Youth Leader/Project Manager, others which require the input of members of a partnership are works in progress requiring further focus, refinement and agreement which will happen over the next couple of months.

71. We will seek candidates from other jurisdictions and from within the island. The posts will be all be advertised in the Church Times and NCI websites and we will use our inter Diocesan regional and national connections e.g. the national network of Diocesan HR officers. They will also be advertised in the appropriate specialist areas in education, youth work, volunteering and urban renewal. On island we will use our multiple connections e.g. through the ecumenical Churches Alive in Mann and the Council of Voluntary Organisations. We will use our close relationship with Isle of Man Newspapers and Manx Radio to ensure feature items on the project and its job opportunities.

72. The employing bodies – SUMT and the Diocese – will use their well established and robust recruitment and selection processes. The interview panel for the Pioneer Youth Leader/ Project Manager will be the Project Steering Board whose membership are very experienced in making appointments. This will ensure senior representatives of all key partners will be part of the selection decision.
Candidates will have a full exposure to the pleasures and challenges of living and working in the island and a tour involving visits to the relevant project locations, Mission Partnerships etc. and meet with clergy, officers and parishioners engaged in mission, community and youth work, particularly young people themselves. We will use the Diocese’s well established “Island Experience” model to provide a thorough grounding for candidates.

The Diocese is licensed as an A rated sponsor for workers from outside the EU requiring visas and/or work permits and thus we can recruit from the world wide Anglican Communion.

Financial Information

Outline Project Budget (Appendix 10)

Income

73. We seek £135,000 from the Strategic Development Fund over a three-year period. We would need to front load that donation and aim to gradually reduce the annual support by £10,000 per year over the three-year period.

74. The Diocese will support the project by providing the Town Centre Missioner. This is likely to be a stipendiary post for an ordained minister and the Diocese will provide the Manx stipend £26,000 p.a., all employment on costs, pension, N.I. etc, residential and office accommodation, travel and subsistence and training which will all add up to a value of around £45,000 pa for each of the 3 years therefore £135,000 in total.

75. SUMT will support the project by providing a significant contribution to the costs of the SUMT staff delivering the work with schools and their local churches including Specialist Teacher/Schools worker(s) and Volunteer Co-ordinator operating alongside other members of SUMT’s existing team of educators, trainers and youth workers.

76. In addition, we have raised individual donations and sponsorship with a commitment to date to the value of £85,000. We are working with Sodor Partners the Diocese’s partner charitable trust who raise funds from the island’s high net worth individuals and socially responsible companies to support projects and initiatives which advance the Bishop’s strategic priorities. In this we have managed to increase the initial commitment at the time of our first stage application from £40,000 to now £53,000 over the 3 year course of the project. We also have an initial commitment from private individuals of a further £32,000 to pump prime further crowdfunding. Whilst these sums will contribute to the overall project budget Sodor Partners are keen for their funding to support the SUMT’s work with schools and churches and to enable church volunteers to become mentors for young Christians in their faith journey. Similarly the crowd funding campaign focused on developing local youth initiatives in the rural communities.

N.B in the outline budget we have only included the public donations and sponsorship secured to date whereas in our first stage application indicative budget we stated a total including yet to be secured amounts. We have more than doubled our secured external commitments (from previously £40,000 to a new total of £85,000). In addition we have increased the Diocesan contribution by £15,000 from £120,000 to £135,000 and seek a similar increase to match this from SDF.

Expenditure

77. Capital expenditure requirements are limited as Growing Faith for Generations is essentially a revenue budget project requiring a Pioneer Youth Team of the posts listed in the Outline Budget and explained in the previous sections to work with existing Diocesan, local church and SUMT staff and volunteers.

The figures include all employment on costs and organisational support, travel and subsistence.
We include an allowance for the start-up costs for the various components including the creation of a pop up church in the first year. Thereafter we include a small allowance for ongoing project expenses. The employing organisations and key project partners will absorb the cost of providing the necessary office base, administrative facilities and management input. Through the work to increase external funding via Sodor Partners we will enhance this part of the budget to allow for greater expenditure to stimulate the development of new youth oriented worship, fellowship and community initiatives, and provide leverage cash and in kind contributions to facilitate these schemes. This way a more substantial project budget and contingency fund will be gradually built to help consolidate the effective operation of the Pioneer Youth Team.

Financial Sustainability

78. The Town Centre Missioner post provided by the Diocese will be brought within the clergy establishment. As part of the review and streamlining of the parish structure two town centre parishes have been merged and joined with another in a central Douglas group of churches. The new post will become part of the combined ministry and mission team. This on-going rationalization will help deliver the Diocese’s commitment to balancing a traditional parish church structure with the flexibility to support outreach mission beyond church buildings and their current congregations. The Town Centre Missioners’ work will be central to pioneering this new approach and make not only this position but potentially other similar roles sustainable beyond the three year SDF funded period project period.

79. The Diocese and Sodor Partners will work together to seek further sponsorship over the next 3 years. Guided by the Mission Adviser and the Diocesan Secretary (former Director of Isle of Man Social Services) a Community Review has been undertaken and an evidenced presentation has been prepared on the most pressing social and community needs, especially among young people, and the ways in which churches can help address these concerns and be at the core of caring communities and networks of neighbourliness. Sodor Partners has used its business connections to ensure high net worth individuals and corporate sponsors will be ready to support the project both financially and with expertise, business acumen etc once specific youth and community initiatives are up and running.

80. SUMT has a long successful track record in acquiring funds for educational and youth work through substantial contracts e.g. with the Department of Education and Children, significant grants, e.g. from the Rank Foundation and the marketing of its R.E products which help teachers deliver the curriculum and internationally regarded youth work and leadership training programmes. They will work over the next three years to raise funds to incorporate the posts required to deliver this project into their substantive staff team.

Risk Assessment & Management

Outline Risk Register (Appendix 11)

81. In the attached Risk Register, we identify some of the major risks likely to effect the overall project. We have graded them according to probability and impact. N.B this is for illustrative purposes – a more comprehensive risk register will be created once the Project Steering Board and Project Manager are in place. The Project Manager will use this register to report on risks monthly to the member of the Diocesan Executive who will be managing them (probably the Diocesan Secretary) and to the Project Steering Board at least quarterly. (See Project Management & Governance section and diagram (Appendix 5). Risk management will be a standing item on the agenda of the Board. We will use the Red Amber Green (RAG) column to determine whether the mitigating action is effective and whether the risk is under control. The colours will indicate the current level of risk and whether it is increasing (red) static (amber) or decreasing (green). This is a tried and tested method in public, private and voluntary organisations for ensuring Boards are made quickly and easily aware of increasing risk, accountable for ensuring action is taken to mitigate and manage risk.
This will particularly assist the two members of the Board appointed to identify if any parts of the project are at risk of failing and to determine if radical redirection should be implemented in agreement with funders and investors.

82. This approach will be replicated in the component parts of the project with appointed officers and their respective managers identifying risks specific to their locality and/or area of activity and means of mitigation. They will report regularly to their respective governance groups – SUMT Executive and DCTCP Executive and through to the Board via their Board member quarterly.

83. N.B it should be noted Growing Faith for Generations is an innovative and experimental project involving several new ways of doing things. It is not our intention to try to eliminate all risk which might incline us to play safe and to stick to the known, traditional, conservative approaches. Rather we will have a Risk Management approach which facilitates change by identifying barriers to progress and reducing their impact. The greatest risk to our future is to carry on doing the same old thing despite a rapidly changing world.

Evidence

EVIDENCE FROM THE DIOCESE OF SODOR & MAN CHILDREN & YOUTH REPORT 2015

84. In this recent research completed by the Diocesan Youth Missioner the percentage contact between those aged under 30 in each area and the Anglican Church was calculated with the following results. Of the four regional Mission Partnerships (the diocese is split into four mission partnerships, similar to deaneries in a larger diocese) the Northern M.P. has contact with 1.6%, the Eastern has contact with 2.1%, the Southern 3.7% and the Western 7.9%.

Graph of young people’s attendance at church in the four Mission Partnership (MP) areas of the Isle of Man – North, South, East and West

85. This indicates the extent of the challenge which Growing Faith for Generations will face. As previously mentioned one of our strategic objectives for this project is to connect young people to church by helping local churches to adapt their existing provision or provide alternative worship and church activities to cater for the identified needs, interests and aspirations of young people. It is useful therefore to consider these regional variations and the successes we have had in connecting with young people and identify some of the determinants of that success, albeit limited to date.
86. The greater contact in the Western Mission Partnership has been largely credited to there being a full-time employed youth worker located in this part of the Island. Below Ruth Walker, Cathedral Youth Worker based in the Western Mission Partnership, and Diocesan youth missioner, explains some of the findings of her research evaluating the island’s Anglican church youth activities and practice which were recently reported to the Bishop’s Leadership Team and the Diocesan Synod and she reflects on what has been shown to work:

87. “Despite the recent success in the west none of these percentages is particularly high, showing that more needs to be done to try and meet with those in this age bracket and bring faith to them were they are at, and then either bring them into existing faith communities or create new faith communities for them to belong to.

88. The low in contact with those under the age of 30, particularly decreasing after the age of 11, shows that the contact that is being made is not long lasting or impacting as these children are not continuing their relationship with those in their community of faith. There have been some attempts to combat this based predominately around mentoring. This has been successful in part, in some churches, however it needs to be multiplied across the Island in more churches. Where this has worked well it has been an organic process with older members of the church coming alongside younger members, to live life alongside them. This has included when young people leave the island, for university or work, keeping contact so when they return, either for holidays or employment they are able to reconnect the faith community. It is hoped that this pattern could be duplicated across the island with the support of the pioneer youth worker.

Some experiences in developing Christian youth initiatives in the Isle of Man.

89. In the past few years there have been numerous youth projects led by various churches across the island that have had varying levels of success from which there are lessons to be learnt.

90. One of the successful youth groups on the island has been running weekly for the past three years (through both term time and holidays), and monthly for the year before that. This group started as a drop-in youth group and over time has developed a discipleship group that meets for the hour before the main group, and many of the young people also have attended a residential summer camp run by the Christians from across the island for the last two summers. This group has been successful due in part to the consistency of when the group is on. In three years only six weeks have been missed due either to summer camps or weather related incidents, with the group opening even on Christmas day. Its other main factor resulting in success was that for the first year or so the leaders purposed not to talk about faith, which seemed like an odd solution to introducing young people to faith, however it has meant that some of those who attend now freely ask questions and want to learn about God and faith as they know that the leaders care about them as individuals rather than just as potential ‘pew fillers’. These two factors; being open every week and caring for the individual, building relationships first; are things that could and should be replicated in new projects that are started on the Island.

91. There have been multiple youth groups across the diocese that have operated for shorter time frames and have normally had to stop due to a lack of consistency in leaders’ ability to give time to the group. This may have been either due to change in circumstances, or lack of understanding of how much commitment was needed. However when these types of groups have to close in an area it causes a backwards trend as it has shown insincerity from the church. We must learn from this to ensure that volunteer leaders can commit to a minimum of a year and understand what is expected of them.

92. There are also two youth services that happen across the island, one run by a specific denomination, and the other which runs ecumenically in one specific town. Both of these have been successfully running for the last few years, though both have taken breaks at different points.
The one run by the specific church has managed to develop from this service, mission teams (both for the island and abroad), small groups and young leaders. The other has had more input from the young people from across the churches in the town from the beginning. This has meant that the young people have felt more involved from the beginning and has increased their leadership development. However when each year group leaves for university there is a gap in leadership and some years this has caused the services to stop for a period of time.

These two sets of youth services have shown that it is important to allow the young people to have freedom to lead and make the decisions about their youth church. However it also important that one or more permanent leaders have oversight, to help guide and develop the leaders and to ensure that schoolwork, exams or people moving away are neither impacted by nor impact the church.

93. As mentioned above on the Island we have a youth festival that is run by members of many of the churches across the whole island, of all denominations. During the day there are different outward bounds activities and games that the young people can get involved in. During the evening there is a talk about aspects of faith and God. During the week that this happens an intentional community is formed around this shared experience. However the work that happens is often not followed up as the young people go back home, maybe to a different part of the island than that of the people who they connected with. As it is the beginning of the summer holidays many youth groups are not open, and when term restarts five week later the initial excitement has been lost. We must therefore learn from this that, there must be a place for these young people to ‘bed-in’ in-order that these connections are not lost as they move away from the place where they happened.

Some experiences in working with others to develop Christian youth initiatives in the Isle of Man.

94. Over the last three and a half years there has been a full-time youth worker for the Cathedral, based in the western mission partnership, who has also worked part-time as Diocesan youth missioner for the last year. In this job they work in partnership with SUMT (Scripture Union Ministries Trust) in local schools, running youth groups as well as participating in lessons and assemblies. This link between the diocese and SUMT, has shown that due to the 30 years’ experience that SUMT has on the island working with schools, by working in partnership the current youth missioner has been able to have access into the schools in a way that would be much harder if working independently. It is hoped that this proposal will enable us to duplicate this on a much larger scale across the whole island to ensure we can make the most of the trust that has been developed by SUMT.

95. The trust that SUMT has built up over 30 years of work on the Isle of Man in schools is based on repeatedly reassuring the school that they will do what has been asked of them, and nothing more. Schools are often fearful that by inviting someone from a church into their school that they would strongly evangelize or tell children that they are going to hell, which is not appropriate in an assembly or an R.E. lesson. By working alongside a trusted organisation like SUMT it would enable the pioneer youth worker to have access into the schools as this trust has already been formed. Our part in this link is also crucial as SUMT has the ability to guide people to where to find faith “faith within reach” (SUMT’s slogan), the Pioneer Youth Worker will be the person enabling and building places for them to pursue faith within their own community as SUMT does not have specific church or a fixed faith community to settle anyone into should they come to faith through their work.

96. In addition to the part-time youth missioner, there is also a part-time diocesan pioneer children’s worker who also works in partnership with SUMT through organising training sessions, approximately twice a year over the last four years, for volunteers across all churches on the Island and working as part of SUMT volunteer teams for larger events. Again building on the relationships that already exist.”

Ruth Walker, Cathedral Youth Worker & Diocesan Youth Missioner
Summary of lessons learnt

97. “Reaching out to Grow” (Appendix 13) is a widely distributed leaflet which also highlights some of the mission initiatives reaching out to the wider community, several geared towards or intentionally inclusive of children and young people, informed by Evidence to Action.

Appendix 12 outlines a few of the many examples of the multiple ways in which SUMT’s activities have been evidenced to positively impact upon the Anglican churches they work with increasing the range and diversifying the nature of their activities, refreshing their community reputation and attraction to families and young people and re-energising their whole congregation. These examples illustrate some of the unfolding life stories of the young people SUMT engages with both within and beyond churches and whom they help in their early exploration of faith or on their Christian journey. It also indicates the evidenced contribution to several of the Diocese wider strategic priorities for growth.

98. From this experience and that of targeted work with children and young people outlined by the youth worker above we identify some of the factors which have made a difference in increasing the chances of successfully connecting with young people. These characteristics have proved more likely to lead to children and young people wishing to pursue a closer relationship with a church or other form of Christian community and to embark on or progress along a faith journey.

Through the course of the Growing Faith for Generations project we will evaluate further and endeavour to identify which of these are critical factors in different situations to help determine success.

- Regularity and consistency of venue and time
- Continuity and dependability of adult voluntary helpers
- Ensuring volunteers understand the required commitment and supporting them
- A slow and cautious approach to talking about faith
- Showing Christians care about the individual young people’s lives and challenges
- Letting the young people decide when they want to explore Christianity
- When they do decide, going with it and providing opportunities, support and guidance
- Ecumenical initiatives for a whole town bring the young community together
- Understanding that young people do not necessarily think in denominational terms
- Enabling young people to feel ownership by planning and initiating their own activities
- Facilitating and guiding young people to develop and use leadership skills
- Planning for succession so a new cohort of leaders is always being nurtured to take over
- Follow up seasonal festivals and events swiftly to capitalise on the momentum
- Follow through and support the young peoples’ spiritual journey and well being
- Trust must be built between the churches and the schools or communities over time
- This trust must be worked on and not taken for granted
- Future work should build on work that has already happened successfully
- Work should happen in partnership with those already working on ground in the Isle of Man

Evaluation

99. The arrangements for the management of the Growing Faith for Generations project and the clear accountability lines (Project Management & Governance section and diagram Appendix 5) are partially designed to ensure there is constant monitoring of the project’s progress and evaluation of its success, or otherwise, as it develops. We are clear that this is crucial in an exploratory pioneering project so that we can keep it on track and moving forward, tackle any obstacles as they emerge to avoid delays or where necessary to plan a different route. The possibility to do this and the accountability to ensure it happens is built into the project management and governance structure of checks and balances.
Our major tool for planning, monitoring and evaluating the Growing Faith for Generations is the **OGSM tool** *(Appendix 14)*. This is divided into four parts:

**Objectives**: Our 6 Strategic objectives of the Growing Faith for Generations project as stated in the strategic context part of this application:

i. Provide all ages of school children with a supported pathway to explore faith and develop Christian maturity.

ii. Develop a Christian high street presence and outreach to young people in the centre of the island’s capital.

iii. Engage effectively with the life, well-being and concerns of young people in rural communities.

iv. Help local churches to adapt their existing provision or provide alternative worship and church activities to cater for the identified needs, interests and aspirations of young people.

v. Nurture and mentor young Christians and train young leaders who can initiate youth focused forms of Christian fellowship and community engagement to encourage and grow further young disciples.

vi. To pilot new approaches in the Island’s test bed to provide resources and models for other dioceses.

For each of these 6 objectives the OGSM tool states:

**Goals**: The outcomes we aim achieve through this component of the project

**Strategies**: The action/activities this component of the project is going to undertake to achieve these goals

**Measures**: What we will measure to indicate if the strategies (actions) have delivered the goals (outcomes)

N.B. Where possible we have quantified these measures. Some of course are guestimates based on our current understanding of the situation and past experience. Our intent is that these give us ambitious but reasonably realistic target to strive for.

This OGSM tool will be used on a regular basis by each level of the project from individual local initiative to overall overview of the whole programme of developments. Its modular format means that each component of the project can concentrate on their main objective 1-6 and corresponding different coloured section of the OGSM and can also plan, monitor and evaluate how they will contribute, are contributing, have contributed to the other objectives and the overall project. For example all involved in the project whether in schools and their local churches, town centre or rural areas, will need to help take action to deliver the goals under Objectives 4, 5 and 6 and measure the effect of these actions.

The OGSM modular format can also facilitate adaptation for individual members of the pioneer youth team so that all action taken is focussed on the overall project purpose and objectives and the value of every individual’s work can be assessed, recognized and affirmed.

The comprehensive use of the OGSM as a tool for planning, monitoring and evaluation will include:

- Determining the terms of reference and priorities of the Project Steering Board.
- Finalizing the Job Descriptions and Person Specifications for the selection of the project staff.
- Refining the Project timetable and milestones with the Project Manager once appointed.
- Setting annual targets and priorities for action by the project manager and other project posts.
- Determining methods of recording data and setting up measuring systems and for ongoing capturing and logging of the lessons that are being learnt.
Ongoing regular supervision of the Project manager by the Diocesan Executive member (probably Diocesan Secretary) of the Town Centre Missioner by the DCTCP executive member (probably the Archdeacon/lead central Douglas vicar) and of the Teacher/schools worker(s) and Volunteer Co-ordinator by the SUMT Director,

- The annual appraisal and mid-year review of the staff as above and setting core work for the next period.
- Monthly reporting from the project components to their rep on the Project Steering Board and onward to the quarterly Board where the OGSM will be a standing agenda item.
- The Board will, with the project managers help, identify advances and successes; blockages to progress and options for tackling these; and failures to deliver.
- The Board will determine whether any aspects of the project which are consistently failing to deliver the goals as indicated by the measures should change its strategies for action, or should be terminated and the resources redirected to another part of the project with the approval of SDF and the matching funders (SUMT trustees, Sodor Partners trustees and Diocesan Board of Finance).
- Two members of the Board will be specifically assigned to consider the above at the end of year 2 and if necessary make a proposal to the Board and investors.
- Key progress, successes, problems, achievements, disappointments and lessons learnt for the wider Bishop’s priorities and Diocesan strategy will be reported to the Bishops Leadership Team by the Chair of the Board and the Pioneer Youth Leader who are/will be members of BLT.

Thus we will continuously monitor the project’s progress, identify and mitigate risk and adapt to new circumstances to deliver the intended results.

104. In addition to the on-going above we will be wanting to undertake an evaluation which combines a self-assessment with an external fresh pair of eyes in a systematic objective research approach. Two options for this would be the Isle of Man’s Step programme which offers Manx second and final year students summer vacation work experience and guided research projects relating to their studies – often in business, economics, public policy, statistics etc and as the dissertation for a student undertaking the Christian Youth work & Leadership Degree in the island.

105. We would be pleased to tie this in with any evaluation reports required by the SDF programme and with the peer review process. As a pioneering programme of innovative initiatives we are determined to learn from the unfolding project particularly on what has and has not gone as planned, what has worked and what has not and why. We will identify what have been the determinants of success or failure. We plan to do this as we go so that we can alter the tactics of our approach in the light of lessons learnt and to share both our advances and our mistakes with colleagues from other dioceses. Building on our solid foundations of partnership between government, schools, voluntary organisation, community and church, the Diocese wishes to develop this innovative project to progress the C of E’s growth in work with young people. As the island is considered a fruitful test bed for piloting experimental initiatives we believe our experience will be worth sharing and be of value as a model to be adapted to other dioceses with whom we would be keen to learn and share.

Diocese of Sodor and Man

April 2016
List of Appendices

Sodor & Man Diocese application to SDF for the Growing Faith for Generations Project

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Section: Evaluation
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**Diocese of Sodor & Man Strategy for Mission and Growth**

All and any of these will be delivered appropriately for the social context and group.

**KEY CHALLENGES:** Energy left for mission | Connecting with community | Engaging with young people & families | Wider perceptions of church & Christianity

<table>
<thead>
<tr>
<th>Priorities for Growth</th>
<th>Values and Principles</th>
<th>Current target areas for developing disciples</th>
<th>Community context</th>
<th>Church Organisation challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. In spiritual life:</strong>&lt;br&gt;develop our relationship with God in Christ by the power of the Holy Spirit.</td>
<td><strong>1.</strong> encourage <strong>worship of God</strong> in spirit and in truth, and the study of God’s word&lt;br&gt;<strong>2.</strong> recognise and <strong>engage with issues</strong> facing communities, churches and individuals&lt;br&gt;<strong>3.</strong> strengthen <strong>relationships, and encourage collaboration</strong> between churches&lt;br&gt;<strong>4.</strong> include <strong>wide consultation</strong> for making well-informed decisions&lt;br&gt;<strong>5.</strong> embrace change, preserve core values – welcome the new and honour the old&lt;br&gt;<strong>6.</strong> help <strong>people of all ages</strong> to reach their God-given potential and encourage people of <strong>different background</strong> and outlook to work together and support each other&lt;br&gt;<strong>7.</strong> include <strong>good delegation, communication and review</strong>&lt;br&gt;<strong>8.</strong> make objectives <strong>affordable and viable</strong>&lt;br&gt;<strong>9.</strong> equip and support leadership in order to achieve these objectives&lt;br&gt;<strong>10.</strong> encourage growth: spiritual, understanding, numbers, resources, and participation of younger people</td>
<td>Youth &amp; Families&lt;br&gt;Connect with children, young adults and families to engage them in the church in all forms and activities.</td>
<td><strong>The working population</strong>&lt;br&gt;Engage with the local community in its life, work and leisure; offer spiritual refreshment; listen; and share the Gospel in ways that speak to the needs of new generations.</td>
<td><strong>Congregations</strong>&lt;br&gt;Predominantly traditional churchgoers with an average age profile, apart from occasional offices, of 60+.</td>
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<td><strong>2. In understanding:</strong> get to grips with the Bible and the privileges of worship and witness.</td>
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<td></td>
<td><strong>Clergy, Readers and Local Ministers</strong>&lt;br&gt;Substantial administrative responsibilities including burial grounds and ageing buildings, and pastoral commitment to ageing population. Shared diocese-wide tasks in the ‘department lite’ structure of this small diocese.</td>
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<tr>
<td><strong>3. In numbers:</strong>&lt;br&gt;share the joyful good news of Jesus with friends, family, colleagues, neighbours.</td>
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<td></td>
<td><strong>Buildings</strong>&lt;br&gt;Large number of church buildings per head of population. Many poorly-built.</td>
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<td><strong>4. In youthfulness:</strong>&lt;br&gt;focus on our relationships with the under-40’s.</td>
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<td><strong>Finance</strong>&lt;br&gt;Low levels of giving and reluctance to recognise need for church members to provide financially.</td>
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<td><strong>5. In ecumenical collaboration:</strong>&lt;br&gt;build on the Covenant for Mission.</td>
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<td><strong>Rural</strong>&lt;br&gt;Support people in places with limited access to core services, facilities and opportunities.</td>
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<tr>
<td><strong>6. In world-church awareness:</strong>&lt;br&gt;learn from our brothers and sisters elsewhere.</td>
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<td></td>
<td><strong>Welcome and hospitality</strong>&lt;br&gt;Welcome visitors and migrants into our community and assist the understanding and celebration of Manx and Christian culture. Learn from visitors.</td>
</tr>
</tbody>
</table>

**Vision:** Together making Christ visible

Appendix 1
## Our Project on a page

<table>
<thead>
<tr>
<th>A. Event/Activity</th>
<th>B. Challenges &amp; Objectives</th>
<th>C. Resources required /Critical Success Factors</th>
<th>D. Target Group</th>
<th>E. Progress and immediate potential to develop</th>
<th>F. Value Added</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What we are intending to do.</strong></td>
<td><strong>Why we want to do it</strong></td>
<td><strong>What we need to make it happen</strong></td>
<td><strong>Who we are aiming at</strong></td>
<td><strong>Why we are ready to do it</strong></td>
<td><strong>What difference we intend to make.</strong></td>
</tr>
<tr>
<td>• To implement a major new project that will help deliver in practical ways our Diocesan Strategy for Mission and Growth by focusing energy and resources on crucial priority target areas for developing disciples.</td>
<td>• To engage with young people and families in new ways in the places where they live, work and play making faith accessible, relevant and supportive.</td>
<td>• To focus on three settings:</td>
<td></td>
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<tr>
<td><strong>Schools:</strong></td>
<td><strong>Church:</strong></td>
<td><strong>Young Leaders:</strong></td>
<td></td>
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<tr>
<td>Develop the Diocese’s partnership with the Scripture Union Ministries Trust and links between churches and schools to deliver new products and activities for children at key transition points.</td>
<td>Organise a Christian presence in outreach in the centre of the island’s capital.</td>
<td>Organise a Christian presence and outreach in the centre of the island.</td>
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<tr>
<td><strong>The island’s capital:</strong></td>
<td><strong>The rural community:</strong></td>
<td><strong>A rural community:</strong></td>
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<tr>
<td>Provide a Town Centre Missioner for Douglas and run a Pop up Church and drop in</td>
<td>To engage with the life, health and concerns of rural communities.</td>
<td>Foster and support local Christian networks in an isolated area lacking facilities and opportunities for young people and families.</td>
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<tr>
<td>Town Centre Partnership and the SUMT are well established and respected and ready for a greater level of activity and challenge.</td>
<td>To prepare for a church of the future by developing ministry among young people and prime mentors.</td>
<td>They appear old fashioned and disconnected from the modern world.</td>
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</tbody>
</table>

### Appendix 2
<table>
<thead>
<tr>
<th>A. Event/Activity</th>
<th>B. Specific Objective &amp; Goals</th>
<th>C. Resources required /Critical Success Factors</th>
<th>D. Target Group</th>
<th>E. Progress and immediate potential to develop</th>
<th>F. Value Added</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a Town Centre Missioner for Douglas</td>
<td>To facilitate a Christian presence in the centre of the island’s capital</td>
<td>A full time Town Centre Missioner</td>
<td>People who work in the town centre.</td>
<td>The Diocese can recruit a minister with experience of creative missional engagement among young people and aware of current theological thinking about the mission of God</td>
<td>Through many informal encounters with a wide variety of people who we may not meet in church make referrals to local churches and encourage potential new disciples</td>
</tr>
<tr>
<td>Run a Pop up Church e.g. at Christian festival times and during busy town centre visitor periods like TT and Manx Grand Prix international motorbike races</td>
<td>To provide a Christian public service available to the vast majority of the island’s people and visitors where they shop work, and play.</td>
<td>The rental cost for shop front premises</td>
<td>Shoppers.</td>
<td>With a challenging retail environment short term leases become available at reasonable rates.</td>
<td>Show the church as relevant, accessible and caring</td>
</tr>
<tr>
<td>Offer pastoral support and community outreach outwith church buildings.</td>
<td>To engage with people in their space and time rather than waiting for them to come to us at our convenience.</td>
<td>Funds for material and equipment to make good use of the shop as pop-up church/drop-in facility (much e.g. furniture we will borrow from partner churches)</td>
<td>Young people enjoying the night time economy in the town centre – pubs, clubs, restaurants, cinemas, theatres.</td>
<td>Scripture Union Missionary Trust gap year students will be available as volunteers</td>
<td>A Christian contribution to the town centre as a vibrant, safe, welcoming and prosperous place.</td>
</tr>
<tr>
<td>Provide a high street drop in facility for refreshment of body, mind and spirit</td>
<td></td>
<td>Portable pop up church stall</td>
<td>Young people excluded from the mainstream e.g. homeless and those living in “bedsit land”</td>
<td>Toursists including the tens of thousands who congregate in Douglas for events during the TT &amp; MGP international festivals of motorbike racing.</td>
<td>Church to have a wider appeal as seen as being about relationships more than buildings and ritual.</td>
</tr>
</tbody>
</table>
**SODOR & MAN : “GROWING FAITH FOR GENERATIONS” OUR PROJECT ON A PAGE – Component : Rural Communities**

<table>
<thead>
<tr>
<th>A. Event/Activity</th>
<th>B. Specific Objective &amp; Goals</th>
<th>C. Resources required /Critical Success Factors</th>
<th>D. Target Group</th>
<th>E. Progress and immediate potential to develop</th>
<th>F. Value Added</th>
</tr>
</thead>
</table>
| **Prepare for a church among the coming generations with discipleship nurture for younger Christians and raising up young people as Christian leaders with a vocation to the Isle of Man.** | **Establish a local Christian presence to connect and integrate with community.** Form networked groups of young people and families that are informed and active in Christian faith and engaged with the life, health and mission of communities around the island. | **Full-time qualified, experienced Christian worker. Accommodation sufficient for family. Local collaborative support and enthusiasm. Island-wide volunteers for specific events. Agreement with SUMT and Diocese to collaborate on training and ongoing development of strategy for mission.** | **Non-churched young people and families in the north west of the island. Younger Christians across the island willing to develop faith and leadership skills through mentoring and action. Volunteers of all ages locally and island-wide to participate in and/or support team building activities that are focused on young families and young people.** | **In an area with a moderate population lacking a resident Christian minister and without co-ordinated recreation or social provision, there is local appetite and enthusiasm for enabling new ministry among young people and families. Practical and moral support is in evidence. Current small developments of ministry among young families to build on. Modest financial backing promised.** | **WHAT difference we hope to make.**

**Appendix 4**
DIOCESE OF SODOR AND MAN

PIONEER YOUTH TEAM LEADER/PROJECT MANAGER

Job Specification

If you relish an exciting post working for children and young people in an area of the British Isles where the church faces all the challenges of being on the edge and the advantages of having its own unique heritage, political and cultural context then this job might be for you.

1. BACKGROUND INFORMATION:

a) **The Diocese of Sodor and Man** consists of the whole area of the Isle of Man. The population is around 85,000 people across an area of 221 square miles. It contains four mission partnerships. There are 14 stipendiary clergy serving 14 benefices including 35 churches. The benefices consist of mainly rural areas. Two churches follow the high church tradition and the rest are low. A recent sample survey of parishes in the diocese revealed regular involvement with xxxx teenagers.

b) **Vision for the Diocese of Sodor and Man:** ‘Together making Christ visible’

   The Diocese of Sodor and Man is called to make Christ visible, and has six priorities for growth in:
   - spiritual life
   - understanding and practice
   - numbers
   - youthfulness
   - ecumenical collaboration
   - world-church awareness.

   Further information is included in the attached general introduction to the Diocese (Archdeacon, Synod Secretary and Diocesan Secretary will be working on producing this)

b) **History of the Post:** This is a new post. It has been created as part of the re-vamping of the Diocese’s strategic direction to focus on children, young people and families. Particularly the strategy focuses on the current priority of re-invigorating and supporting church developments which reach out to and encourage discipleship amongst young people in the contrasting locations of the capital’s busy town centre and the more isolated rural villages. Taking this strategic development forward in practical ways is the subject of the Diocese’s recent bid to the Strategic Development Fund. In the recent past the preceding post of mission Adviser was paid for by the Mission Development Fund and focused upon parish consultancy and support using personal visits, parish and mission partnership training.

c) **Genuine Occupational Requirement:** The post holder should be a communicant member of the Church of England or a full member of a church within Churches Together in Britain and Ireland. This post is exempt under paragraph 126(2)(a) of the Isle of Man Employment Act 2006 – Religious Discrimination and Dismissal. The Diocese of Sodor and Man supports and promotes the aims of the Church of England.

2. **PURPOSE OF ROLE:** To plan for an expanded, energetic and evolving church among the coming generations by establishing pioneering work which makes faith accessible and relevant to children and young people and which nurtures them as Christian disciples and leaders. To manage a major project which focuses on three crucial priority areas for developing young disciples – schools, the centre of the island and rural communities, working with and alongside mission partnerships and parishes.

Appendix 6
3. MAIN RESPONSIBILITIES

a) Manage a major multi-component project funded by the Diocese, the C of E’s Strategic Development Fund and partner agencies for 3 years
b) Ensure a clear sense of direction and cohesion so that the project’s components all contribute to the development of the Diocese’s strategy for mission and growth
c) Recruit, deploy, co-ordinate and support the required Pioneer Youth Team staff and volunteers
d) See to the development and maintenance of relationships with key partners e.g. SUMT, IoM Government’s Department of Education & Children, Douglas Churches Town Centre Partnership
e) Oversee sustainable youth ministry and strategy across the diocese.
f) Manage the resourcing, equipping and training in mission partnerships and parishes in youth work and mission, particularly with schools in conjunction with SUMT.
g) Support pioneer initiatives in youth mission particularly in village communities.
h) Support and encourage church leaders in youth ministry and mission.
i) Manage resourcing for development of young people (aged 12-21yrs) in their discipleship.
j) Organise occasional diocesan/ecumenical events and programmes for young people
k) Oversee learning networks for youth ministers
l) Ensure appropriate provision to meet the spiritual, worship and community involvement needs of young people in local churches and/or birth a Fresh Expression of church for young people alongside existing churches
m) Monitor progress, mitigate risk, solve problems, develop good practice, celebrate success
n) Seek additional resources to secure sustainability

All possible aspects of the tasks are to be done in partnership with other churches and SUMT, particularly in areas of training, development and Safeguarding.

4. ACCOUNTABILITIES AND WORK RELATIONSHIPS

The Pioneer Youth Team Leader will be:
- a member of the Bishop’s Leadership Team
- responsible to the Pioneer Youth Programme Board / Steering Group
- accountable to the chairman of the Board, who will be a member of the Diocesan Executive (Bishop, Archdeacon, Dean, Diocesan Secretary).

The post holder will:
a) take part in an annual work appraisal and meet every six weeks with the Diocesan Secretary for guidance, direction and support
b) meet once a quarter with the Bishop to report on and review their work in relation to wider Diocesan strategic developments
c) liaise constantly with those in the Diocese responsible for Children & Families, Education and Social Responsibility
d) maintain working relationships with Diocesan Officers, appropriate agencies, representatives of other denominations, SUMT (an established non-denominational youth ministry in the Isle of Man), and officers in CoE Church House and other dioceses through national and regional networks.
e) direct the work of, manage and support the other staff of the Pioneer Youth Team. Initially these include:
   1. The Town Centre Missioner for the component of the project which connects with young people at work and play in Douglas town centre
   2. The teacher engaged in creating new approaches to help children explore Christian faith through involvement of churches with their local schools
   3. The Volunteer Co-ordinator who will recruit, train and support the church volunteers, interns and SUMT gappers across the project.
Post 1 will also be part of, report to and be supported by the Anglican central Douglas ministry and mission team, and the ecumenical Douglas Churches Town Centre Partnership.

Posts 2 & 3 will also be part of, report to and be supported by SUMT.

As a small diocese with limited administrative resources and facilities most officers have to be self supporting in secretarial and IT skills but we will endeavour to arrange Shared Office and Secretarial Services.

Further information on accountabilities is contained within the “Project Management & Governance” section of the project plan.

5. PERSONAL QUALITIES AND QUALIFICATIONS:

The person appointed should:

a) be a communicant member of the Church of England (or a practising member of a Christian Church affiliated to Churches Together Britain & Ireland or equivalent in other parts of the Anglican Communion) with a deep and infectious faith and a track record in mission among young people

b) have a track record of developing and managing complex multi component innovative projects

c) have substantial experience of directing, co-ordinating, managing and supporting a staff team, particularly one where team members have different employers and reporting regimes

d) be able to evidence success in developing and maintaining productive partnerships with a range of key agencies in the public, private and third sector of voluntary, community and faith organisations in order to deliver programmes of work

e) have proven experience in enabling, coaching and training youth ministers and other youth leaders

f) be able to relate in a sensitive and supportive way to church ministers with whom cooperation at all times will be essential

g) be able to demonstrate an awareness of the cultures and influences affecting the lives of young people today including island/village context as much as digital/participatory influences

h) be able to relate to young people in a lively and understanding way, and have had some experience of working with them in the third sector of voluntary, community and faith organisations

i) be prepared to work on his/her own initiative, taking responsibility for managing their own role and others’ work but also be able to work as part of the Bishop’s Leadership Team, with other Christian youth work initiatives in the area and with ecumenical colleagues

j) have expertise in educational and/or training methods, and some knowledge of theology

k) be enthusiastic about developing his/her own knowledge and expertise by participating in appropriate in-service training

l) must have a full, clean driving licence

m) must be competent in Information Technology and social media and have experience and ability in using multi-media resources for preparing and presenting material for learning, entertainment, public relations and worship

n) have knowledge of and experience in operating methods of risk assessment and mitigation, progress monitoring, problem solving and reporting on challenges and successes
6. PERFORMANCE INDICATORS
   a) At the end of the first year the Pioneer Youth Team Leader/ Project Manager will have:
      1. established the infrastructure of the project e.g recruited, deployed and inducted the team members, put in place the reporting lines and governance arrangements, developed and nurtured the network of partners.
      2. expanded the strong working partnership with SUMT and made solid connections between churches and local schools for children at key transition points.
      3. established a pioneer ministry among youth and families in the north west rural villages of the Island.
      4. supported the Town Centre Missioner in helping churches in Douglas to develop initiatives which respond to the needs of the capital’s young people, working in partnership with existing programmes and embodying an ecumenical youth work approach.
      5. developed programmes with SUMT for recruitment and training of young people interested in a vocation of Christian youth work, ministry and mission.
      6. set in place learning and support networks for existing and new youth ministers.
      7. mapped the support and training needs of mission partnerships to help them develop youth work.
      8. delivered the first year outputs of the 3 year SDF project and with a view to sustaining the project outcomes beyond the initial period distilled a 5 year action plan for youth ministries across the diocese.

   b) At the end of three years the Pioneer Youth Team Leader/ Project Manager will also have:
      1. Delivered the 3 year action plan for the SDF project to the satisfaction of its partners and funders and attained its qualitative and quantitative targets for bringing young people to faith and supporting their discipleship
      2. established and be supervising a number of pioneer youth ministry projects across the diocese in support of mission partnership initiatives.
      3. established a youth discipleship programme in partnership with SUMT for use in parishes and mission partnerships supported by occasional diocesan and ecumenical events.
      4. working with SUMT, established or strengthened mission partnership school teams.
      5. Helped the Bishop’s Leadership Team to ensure that all Diocesan strategic developments, policies, and programmes take in to account the needs and aspirations of children and young people and support them in their spiritual journey and discipleship

7. TERMS AND CONDITIONS OF SERVICE
   a) 40 hours per week (not including time taken off for meals etc). The normal office hours are 9.00am to 5.00pm Mondays to Fridays but Officers work flexible hours according to the demands of their role which is likely to involve some weekend and evening work.
   b) Annual leave entitlement is 25 days in addition to the Isle of Man’s 10 public holidays
   c) Salary: Stipendiary clergy and Church Army Evangelists: Incumbent’s Stipend: £26,040) & house. Otherwise salary £36,000.

8. APPLICATIONS
   Should be submitted by xxxx to Mr Andrew Swithinbank, Diocesan Secretary
   21 Fairway Drive, Ramsey, Isle of Man IM8 2BB
   
   Interviews will be held on xxxx at xxxx, xxxxx
Job Description summary: SUMT Specialist Teacher/ Schools worker

Brief background to and overview of the Role: – providing a range of functions as detailed in the job description to develop the work of SUMT in 6 Secondary Schools, the Isle of Man College and to provide a transitional link from 33 primary schools consisting of approx. 8,500 pupils.

To be a key part of the Pioneer Youth Team that will be helping to implement the 3 year project “Growing Faith for Generations” as a partnership between SUMT and the Diocese of Sodor and Man and focus initially on the projects pilot target areas of Central Douglas and the rural north

This appointment would be for 3 years with annual reviews. It is part of a long term developing programme which we would expect to take several years before reaching full maturity. The established SUMT Management tool (OGSM) includes specific and measurable annual objectives which will provide the basis for annual monitoring by the Project Steering Board.

Specialist teacher / Schools Worker Role Description:

**Job Purpose** As a committed follower and contemporary disciple of Christ, to work as part of the SUMT team, developing existing work in schools and churches, and pioneering and managing new work across the Isle of Man which networks the Christian and education communities in ways that are meaningful to both and helps school children on a pathway to faith.

To work according to the vision, aims and objectives of the charity and to help deliver the goals of the Growing Faith for Generations Project which is supported by SUMT, The Diocese, Sodor Partners, and the Church of England’s Strategic Development Fund.

**Key areas of responsibility:**
- Develop and deliver assemblies;
- Enable others to develop and deliver assemblies
- Work between primary and secondary schools on transition material and support;
- Be a conduit between the faith and education community;
- Work with churches on all age material;
- Work across churches to deliver at least one all island children’s event annually alongside the SUMT Core Team:
- Deliver key curriculum events;
- Support and train a team of volunteers;
- Facilitate Christian community (team house);
- Pray for the work and facilitate prayer;
- Raise awareness of SUMT as a charity;
- Participate in some fundraising initiatives;

**Specialist Teacher / School Worker Core Competencies.**
- Christian Role Model.
- Dealing with Ambiguity - Able to thrive in change and uncertainty.
- Action Oriented/Drive for Results.
- Creativity & Planning. Ability to develop, plan and deliver curriculum initiatives/Christian acts of worship.
- Communication Skills - Ability to share personal faith effectively with all ages.
- Motivating Others / Building Effective Teams.
- Organisational Agility. Able to work at a professional level with churches and schools. Building mutually beneficial networks between the two as required.
- Work as part of a team.
- Demonstrate a working awareness of Curriculum (Isle of Man).
- Demonstrate a strong awareness of Christian theology.
- Driver with a clean licence.

Appendix 7
Job Description summary: SUMT Volunteer coordinator

Brief background to and overview of the Role: – This job will be part of the core SUMT team providing a range of functions as summarised below to develop the work of SUMT in 6 Secondary Schools, the Isle of Man College and to provide a transitional link from 33 primary schools consisting of approx. 8,500 pupils.

The role will particularly be a key part of the Pioneer Youth Team that will be implementing the 3 year project Growing Faith for Generations a partnership between SUMT and the Diocese and will focus initially on the projects pilot target areas of Central Douglas and the rural north.

This appointment will be for 3 years with annual reviews. It is part of a long term developing SUMT and Diocesan strategic programme which we would expect to take several years to reach full maturity. The established SUMT Management tool (OGSM) includes specific and measurable annual objectives which will provide the basis for annual monitoring by the Project Steering Board.

Job Purpose: As a committed contemporary disciple of Christ, to work as part of the SUMT team, developing existing work in schools and churches, and pioneering new work across the Isle of Man by recruiting, equipping and developing the effectiveness a team volunteers through a planned program of training and development. Building the existing team of 300 volunteers to 400 in 3 years. Facilitate volunteers to connect schools and churches Christian in ways that are meaningful to both and helps school children on a pathway to faith.

To work according to the vision, aims and objectives of the charity and to help deliver the goals of the Growing Faith for Generations Project which is supported by SUMT, The Diocese, Sodor Partners, and the Church of England’s Strategic Development Fund.

Key areas of responsibility:
- Work with a small team of 3 or 4 SUMT staff to deliver a program of events to children and young people on the isle of Man
- Develop a data base for 300-400 volunteers with all details including skills and availability
- Encourage, recruit and train to grow the number and effectiveness of the volunteer team
- Encourage coordinated ecumenical engagement with local schools
- Be a conduit of communication between the faith and education community
- Assist in the planning and delivery of key curriculum events;
- Pray for the work and facilitate prayer;
- Raise awareness of SUMT as a charity;
- Participate in some fundraising initiatives;

Volunteer Coordinator Core Competencies.
- Christian Role Model.
- I.T & Media competence
- Ability to generate engaging and inspiring communication in various media.
- Dealing with Ambiguity - Able to thrive in change and uncertainty.
- Engaged with and focus on the delivery of the annual OGSM organisational plan
- Demonstrate the ability to help to develop, plan and deliver events for children
- Encourage opportunities for training, and the use of ‘new’ skills within partner Churches
- Communicate to partner Churches the opportunity to work in their local schools
- Communicate to schools the availability of Volunteers and resources from local Churches
- Communication Skills - Ability to inspire and motivate volunteers of all ages. / Building Effective Teams.
- Organisational Agility. Able to work at a professional level with churches and the SUMT school team.
- Encourage and develop creative partnerships ( ecumenical and secular )
- Driver with a clean licence.
Draft Job Description : Town Centre Missioner for Douglas

This role is part of a broader Diocesan partnership project part funded by the C of E’s Strategic Development Fund entitled GROWING FAITH FOR GENERATIONS

Overall purpose of the GROWING FAITH FOR GENERATIONS project

In line with the Diocese of Sodor and Man’s overall strategy and key priority of connecting with young people: To plan for and work towards an expanded, energetic and evolving church among the coming generations by making faith accessible and relevant to children and young people and by nurturing them as Christian disciples and leaders.

Our proposed project will focus energy and resources on three crucial priority target areas for developing young disciples - schools, the town centre of the island’s capital and rural communities. In each setting project staff and volunteers from churches will engage in credible, supportive and continued ways with children and young people at key stages of their development and in many aspects of their lives bringing them to faith and discipleship.

To consolidate the children and young people’s interest in Christianity the project aims to:

- help local churches to adapt their existing provision or provide alternative worship and church activities to cater for the identified needs, interests and aspirations of children and young people
- to help young people themselves to initiate new forms of Christian fellowship and community engagement within and beyond churches.
- to work with young people to enable them to become the Christian youth workers and leaders of the future

The overall objective of the Town Centre Mission

To provide a Christian presence in service and engagement in the Town Centre of the Island’s Capital, especially on Strand Street and associated shopping precincts. This area has a footfall of more than 65% of the island’s population, according to Department of Economic Development statistics in 2014 and in the offices and shops, hotels, restaurants and clubs, which employ around 60% of the island’s population

The Town Centre Missioner role

The Diocesan Board of Finance (DBF) are committed to pay for a full time Town Centre Missioner, housing and on costs at Incumbent status. We will recruit an appropriately gifted evangelist preferably ordained with pastoral experience of creative missional engagement, ideally among young people and aware of current theological thinking about the mission of God.

This person will be resourced to work with those who live and work in the town centre and those who come in for shopping, government services, pubs, clubs, restaurants, theatres etc. – which is the majority of the island’s population.

This Town Centre Missioner will work with the Douglas Churches’ Town Centre Partnership (DCTCP) the well-established ecumenical grouping of churches working in Douglas who amongst other initiatives run Street Angels patrols all the year round. They will work alongside the local Douglas churches as a part of the Douglas Anglican Town Centre Group Ministry (and eventually of the single unified Town Centre Parish which we hope to establish over the next three years) and ecumenically through DCTCP member churches. As such the Missioner will be committed to leading some Sunday worship at churches in central Douglas as well as working like a detached youth worker in the streets outwith church buildings amongst those who do not attend church. Thus they will be able to identify and analyse the mismatch between what churches offer and what is needed.

Appendix 9
The project will involve the development of a “Pop Up Church” which will take two forms:

1. to take seasonal rentals of empty premises on a month’s lease for e.g. Christmas and for the TT motorcycle racing events (this year’s TT saw 40,000 visitors, the majority of whom stay in and/or spend time in Douglas for the extensive TT entertainments every day and evening e.g. funfairs, beer tents, daredevil motorbike and stunt car displays, and merchandise and where shops, cafes and restaurants are open morning, noon and night everyday) This will provide a welcoming drop in centre giving mental, physical and spiritual refreshment.

2. to create a portable pop-up church (e.g. a street barrow) which can become a focus for ministry and outreach when and where needed all year round

Supported by colleagues the Missioner will recruit and develop lay volunteers from among the congregations of the Douglas Town Centre Group to enhance and expand the existing Street Angels and to work for the pop up church initiatives which we would expect to be in place by May 2017. The project will supply literature, equipment and other resources suitable for outreach with the general public, particularly young people, and engage innovative and entertaining forms of occasional visiting ministries e.g. Street Theatre.

Inter-connecting with other parts of the Growing Faith for Generations project the Scripture Union Ministry Trust’s “Gappers”, a team of committed young Christians undertaking training and work experience in Christian youth work on the island, will be available to support a town centre Christian mission project for certain agreed hours per week during their year in the island. The nature of this project will depend on the identified needs as expressed by young people in the first year of the town centre mission.

Because this component can be grown organically it can start as soon as a Missioner is appointed, which can be as soon as possible from October 2016 onwards. If we recruit from off island then the first couple of years will be a steep learning curve. The Town Centre Mission should run for more than three years in order to assess this initiative’s effectiveness realistically and redirect efforts according to how it progresses and new needs and opportunities as they arise. Therefore the Diocese is committed to this post for a further two years after the end of the initial SDF funded period.

The anticipated outcomes of the Town Centre Mission Component of the Growing Faith for Generations project:

- Christ will be named and honoured through public service to the vast majority of the island’s people
- Church will be recognised as having something relevant and needful to offer to residents, workers, shoppers and visitors in their everyday lives
- The thousands of young people who visit our pubs and clubs will be supported pastorally by an enhanced provision through Street Angels
- 5-10% of the young people repeatedly encountered will be become interested in Christianity and will be helped by local churches to pursue a journey into faith.
- New forms of worship, fellowship and community service will be developed appropriate to the needs of young people in the town centre.

Role Description

To become a part of the Douglas Town Centre Group Ministry/Parish committed to praying with the team and helping to lead and develop worship in the parish.

To initiate the styles of worship which would be consistent with and helpful to outreach into the Town Centre and to discipling young people, helping them find their way into the fellowship of the church.

To become an integral part of the ecumenical DCTCP.
To develop a team of volunteers working alongside and within the DCTCP and alongside and within the Town Centre parish’s congregations.

To establish contacts and build pastoral relationships with those who live and work in the Town Centre.

To work with SUMT and Street Angels in missional engagement with those who visit Douglas Town Centre for leisure, especially with teenagers and young adults.

To enable, through the Group/parish and the DCTCP member churches the development of pop-up church – by TT 2017.

**Personal attributes**

Self-motivating, hardworking and committed to the mission of God.

A person of prayer and personal holiness.

A team player/team leader committed to working ecumenically and across the range of Anglican traditions (whilst the Town Centre Parish is moving in a low church direction and has a woman Associate Vicar, on the edge of the Town Centre is St Matthews which is the most “High Anglican” church on the island and which is theologically opposed to the ordination of women although the present priest works well with women clergy of all denominations and traditions.)

Experience of and expertise in diplomatically encouraging and managing change to help churches to adapt to be more accessible and show Christianity as relevant to young people.

A sense of humour.

**Terms of Service**

This is a stipendiary role on the Manx incumbent Stipend of approx £26K + housing

The post holder will be on Common Tenure and terms of service will be as in the Diocese of Sodor and Man’s standard Statement of Particulars.

This role will involve working extremely flexible hours, often alongside volunteers who are offering their time amongst other commitments.

The role is therefore unlikely to be able to be fulfilled working within a routine 40 hour week, but self-care will be required: a commitment to regular time off, including the standard 40 consecutive hours in each working week as per Sodor & Man Diocesan statements of particulars for full time clergy.
## Outline Budget

All figures in £1000s

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<th>Income</th>
<th>Totals over</th>
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<td>3 years</td>
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<tr>
<td>Strategic Development Fund</td>
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<td>Diocesan Funding : Town Centre Missioner</td>
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<tr>
<td>Sodor Partners</td>
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<td>Scripture Union Ministries Trust</td>
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<td>Crowdfunding</td>
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<td>Totals</td>
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<table>
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<th>Expenditure</th>
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<td>3 years</td>
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<td>Town Centre Missioner</td>
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<td>SUMT: Teacher/Schools Worker(s)</td>
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<td>SUMT: Volunteer Coordinator</td>
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<td>Pioneer Youth Leader / Project Manager</td>
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<tr>
<td>Start up, recruitment, pop up church, rent, materials, development</td>
<td>30</td>
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<tr>
<td>Totals</td>
<td><strong>475</strong></td>
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Appendix 10
APPENDIX : Risk Register Diocese of Sodor & Man’s SDF project : Some Key risks & mitigation

\[ P = \text{probability } (1-5), \ I = \text{impact } (1-5), \ R = \text{rating } P \times I \ (1-25) \]

<table>
<thead>
<tr>
<th>Risk Area</th>
<th>P</th>
<th>I</th>
<th>R</th>
<th>Control Measures/Mitigation</th>
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<tbody>
<tr>
<td><strong>Project management</strong></td>
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<td></td>
</tr>
<tr>
<td>- Failure to recruit PM</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>· Targeted advertising and search of specialist professionals to ensure best possible trawl</td>
</tr>
<tr>
<td>- Non-performance of post-holder</td>
<td></td>
<td></td>
<td></td>
<td>· In depth multiple method selection process</td>
</tr>
<tr>
<td>- Disagreement about best use of project appointments</td>
<td>2</td>
<td>4</td>
<td>8</td>
<td>· Key role of the Project Board Chair to build consensus between partners</td>
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<tr>
<td>- Non-performance of post-holders</td>
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<td></td>
<td></td>
<td>· Clearly define role and responsibilities</td>
</tr>
<tr>
<td>- On-going guidance, direction and support</td>
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<td></td>
<td></td>
<td>· On-going appraisal and supervision within employing organisation</td>
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<tr>
<td>- Use of OGSM for monitoring performance measures</td>
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<tr>
<td><strong>Project buy-in</strong></td>
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<tr>
<td>- Failure to achieve buy-in from Diocesan leadership</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>· Bishops Leadership Team initiated overviewed and sign off on SDF application</td>
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<tr>
<td>- Failure to achieve buy-in from across the Diocese</td>
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<td></td>
<td></td>
<td>· Consistent agenda item within BLT</td>
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<tr>
<td>- Failure to achieve buy-in from partner organisations</td>
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<td></td>
<td></td>
<td>· Board Chair &amp; Project Manager on BLT</td>
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<tr>
<td>- Previously established partnership with Education, SUMT &amp; DCTCP</td>
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<td></td>
<td>· Project emerged from the ground interest in carefully selected areas</td>
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<tr>
<td>- Role of the project manager to nurture local enthusiasm</td>
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<td></td>
<td>· Early face to face meetings with actual or potential oppositional voices</td>
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<tr>
<td>- Communications plan around emerging stories of progress</td>
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<td></td>
<td></td>
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<td><strong>Abuse of young person</strong></td>
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<td>5</td>
<td>5</td>
<td>Full package of Safeguarding pre appointment checks, training, auditing led by DSA</td>
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### Critical mass. Young people’s & communities’ response

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<tr>
<td>3</td>
<td>4</td>
<td>12</td>
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<tr>
<td>- Failure to identify critical mass of young people interested in exploring faith</td>
<td>- Focusing on groups and places where an interest has already been expressed but resources are not available or appropriate</td>
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<tr>
<td>- Community sceptical of or indifferent to project</td>
<td>- Targeting areas where majority of young people live, work, shop and play</td>
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<tr>
<td></td>
<td>- Targeting ages where ethical issues and life choices are most important – key school transition points</td>
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<tr>
<td></td>
<td>- Responding to young people’s concerns and ideas</td>
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<td></td>
<td>- Focusing on small numbers to develop pilots as models for later expansion</td>
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<tr>
<td></td>
<td>- Working ecumenically to broaden the net and pathways to Christian discipleship</td>
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### Failure to recruit volunteers/coaches/mentors/interns/gappers

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<tr>
<td>- Coaches/mentors unable to perform role adequately</td>
<td>- Talent spotting - Identification of potential missional and youth leaders in parishes</td>
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<td></td>
<td>- Offering comprehensive training, support and development</td>
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<tr>
<td></td>
<td>- Supplementing local volunteers with imports via gap year and intern programmes</td>
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<td></td>
<td>- Developing young people as youth leaders themselves</td>
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<td></td>
<td>- Step by step experimentation and consolidation of mentors’ role</td>
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### Governance

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<tr>
<td>- Build on existing collaborative partnerships to focus on accountability for delivery of practical outcomes</td>
<td>- Project Board Chair to build consensus on project purpose and strategic direction and acceptance of diverse views on methodology</td>
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<tr>
<td>- Fundamental disagreements on strategic priorities</td>
<td>- Spread the credit for achievements</td>
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<tr>
<td>- Reluctance to make crucial decisions to reallocate resources if project going off track</td>
<td>- Appoint Board Members and Project Manager experienced in complex partnerships and collective responsibility</td>
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<td></td>
<td>- Robust use of OGSM monitoring</td>
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### Financial Management

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<tr>
<td>2</td>
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<tr>
<td>- Misuse of funds</td>
<td>- Implementation of standard diocesan financial procedures around authorisations</td>
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<tr>
<td>- Poor use of funds</td>
<td>- Appoint Board member with financial expertise &amp; Diocesan treasure to provide oversight, scrutiny and quarterly reporting</td>
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<tr>
<td>- Failure of partners to deliver promised match funding</td>
<td>- DBF as a potential book-keeper</td>
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<tr>
<td>- Failure to raise funds via High Net Worth individuals and companies</td>
<td>- On-going process and culture of monitoring and evaluation</td>
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<td>- Gain written commitment to deliver cash and in kind contributions and to substitute if staff leave</td>
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<tr>
<td></td>
<td>- Ongoing programme to engage interested HNWI &amp; Co’s in the project in puts and outcomes</td>
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Examples illustrating some of the ways SUMT has benefitted Sodor & Man Anglican Churches:

Developing Anglican Young People:
This is Sarah. She grew up as the only teenager in her small rural church, but linked in to other young people thanks to her SUMT schools group, and then the SUMT youth leadership course. After that, she came on the Gap-Year and served across the Island in a variety of denominations.

The effect of this was that her small church witnessed her personal growth, and were themselves encouraged in their faith and their view of what was possible on the Island.

Growth in Ecumenical Partnership:
This is a group of leaders who are connected across the Island through the work of SUMT. They include a large number of ex-Gappers who are now employed and working together by local churches. In particular, the Cathedral runs or helps to run a drop-in, a primary schools club, an Open The Book assembly team, and the secondary CU group all as part of genuine ecumenical partnerships. SUMT helped initiate and helps co-ordinate/sustain all of these initiatives.

Growth in world church awareness:
St. Ninian’s Church in Douglas had been supporting Andrew from Uganda for a number of years. They helped him to come over to the Island and he flourished on the SUMT Gap-Year, where he was placed in that same church for some of his time.

This enabled the church to form greater links with a few Primary Schools thanks to Andrew’s drumming skills, and helped sustain their youth group, as well as allowing the church to gain a wider view of the world Anglican Communion. This same church also benefitted from an SUMT Gapper placed with them who was Romanian.
Growth in understanding:
For a number of years SUMT has run free workshops, open to all churches. These have covered topics exploring areas around theology of mission, leadership, working with and keeping teams of volunteers, youth work, children’s work, exploring the “Here2Stay” initiatives from Australia, Messy Church and more.

Church that have attended these workshops have been well equipped to explore how they can tinker with what they already run, or dare to launch new things. All of our workshops include the same ingredients of theology, discussion, prayer and outworking of ideas. They all link people of various churches together, and key attenders in to other things happening on the Island and beyond.

Growth in youthfulness & numbers:
SUMT have helped to launch or re-purpose children/youth work in Braddan (youth group), Marown (youth group), St. Ninian’s (Sunday school and youth group), Rushen Parish (after-school club and youth group), and St. German’s (school club, drop-in, youth group).

Whilst leadership/numbers in some of these groups did not last long after SUMT’s involvement (due to lack of ongoing commitment from the churches in question, or young people leaving the church), in others things have continued to flourish.

Mission-centred communities:
Lifepath is one example of how SUMT help to develop communities of people from a variety of churches which are explicitly mission-focused.

At this event, 100 volunteers from 40% of the Island’s churches get together annually to serve one year group of children for a week. Friendships here are formed within the team, faith is stretched, enthusiasm for mission and for working with children and young people is fostered and taken back into those churches.

This initiative, as with the Open The Book assembly teams and other mini communities we help to sustain and co-ordinate, breathe life and freshness into many churches.
REACHING OUT TO GROW

Celebrating aspects of work – new and old – through stewardship and discipleship – for living out the Good News around the Isle of Man

Several churches have their own website or Facebook page. There’s a web page for every CofE church on ‘A Church Near You’ <http://bit.ly/CofE_IoM>

Appendix 13
BETHLEHEM PEACE LIGHT
Fr Bob Boyle of St Matthews arranged for the Bethlehem Peace Light to come to the Island for the first time last Christmas. Members of the Scouting and Guiding movements took the Peace Light to over 60 places including nursing homes, council offices, and Anglican, Methodist, RC and URC churches.
Fr Bob Boyle 01624 676310

MESSY MADNESS
Messy Church enthusiasts from across the island had a vibrant evening at St John’s Mill in March, exchanging ideas and questions for growing the Messy Church ministry. Teams work in various ways through praying, visioning and listening – to provide what all believe to be challenging and enriching for all participants.
Nancy Clague 01624 851877

THIE SHEAYNT NOO MARK
St Mark’s Sanctuary is an initiative by the people of St Mark’s to bring new life and purpose to the Old School Room. Church and village community raised funds to ensure the building is structurally ‘sound’ and obtained planning permission to allow residential use. The Anglican Church and neighbouring Methodist Church, with other island churches and people, aim to make it a place of fun and friendship, of escape and retreat. In just four weeks, through crowdfunding, the target £3000 was raised for the next step in the vision for creating this island resource.
Rev James McGowan 01624 822469

FOXDALE LOOKING AT FUTURE OF THEIR CHURCH
Research has started with the entire community of Foxdale to see what they want of their historic church building in the future; and, if they want to keep it in use, how to make it viable.
Rev Janice Ward 851378

ST GERMAN’S CATHEDRAL CHOIR
This choir’s growing! Six new probationers have joined the choir this term (4 boys, 2 girls) taking the trebles to 17. Recently one of the existing choristers asked the Director of Music if he could please be baptised. Prayers for all the choir, and Mackenzie baptised and confirmed before Easter. Dr Peter Litman 07624 226356

ARBORY : Messy Church
Since Messy Church was started last October at Arbory, 9 or 10 new families have joined in.
Colin Finney 07624 499154

DALBY’S COMMUNITY HEART
Notices for events are distributed using an email list which includes the community, everyone who comes to an event, and all the local communications channels.
Cheryl Cousins 01624 843471

WEDNESDAYS @ ST OLAVE’S RAMSEY
Up to twenty people converge on St Olave’s from 10 o’clock every Wednesday morning for Communion followed by chat over hot drinks and biscuits.
Brian Evans-Smith 01624 817322

REVOLUTION IN PEEL
The Friday night youth drop-in has been going for 3 years. It is run jointly by the youth workers and volunteers from the Cathedral and Living Hope, and last autumn an earlier slot was added for a Youth Alpha group which has at least a dozen teenagers taking part.
Ruth Walker 07624 335203

MU : BUNTING FOR BURUNDI
The Mothers’ Union cares for families all round the world and MU-IoM put on a really great day for families in the Sea Terminal in February. This wasn’t simply to entertain Manx families, but specifically to raise awareness and practical support for literacy and financial education in Burundi. What fun in the process!
Pat Costain 01624 842873

PRAYER IN THE NORTHERN PLAIN
Members of churches in the Northern Plain have decided it’s time to look into new ways of engaging the community with living faith. People now meet twice a month to pray, listen, discern and activate the shape of ministry towards which God points them for the future. Every 2nd and 4th Wednesday, 10am in Ballaugh.
Cyril Rogers 01624 897873

SOCIAL MEDIA : HINTS & TIPS
St Columba’s Arbory and Kirk Braddan have both found scores of people ‘visiting’ them via Facebook to find out what’s going on. Arbory families keep up-to-date with events like Messy Church through the Facebook page and Kirk Braddan, when their fireworks event in November was being disrupted by weather conditions, posted updates on FB which had thousands of views.

FAMILY FRIENDLY @ ST CATHERINE’S
Family friendly worship, which provides a good mix of traditional and contemporary, provided by the music group and organist.
Rev Joe Heaton 01624 832275

BRADDAN CHURCH
PCC and church members are working through a review of who they are and how they want to engage with the community around them. Sarah Kewley 01624 613530

MESSY CHURCH
Messy Churches are now established across the Diocese – from the northern-most in Andreas, to the southern-most in Port Erin.
Regional Co-ordinator, Isle of Man
Messy Churches: Nancy Clague 851877/497747.
**OBJECTIVES, GOALS, STRATEGIES, MEASURES (OGSM) : GROWING FAITH FOR GENERATIONS**  
Diocese of Sodor and Man SDF-supported project

**Overall purpose of the project :** To plan and work for an expanded, energetic and evolving church among the coming generations by making faith accessible and relevant to children and young people and by nurturing them as Christian disciples and leaders.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Goals - What outcomes we aim to achieve through the project</th>
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</table>
| 1. Provide all ages of school children with a supported pathway to explore faith and develop Christian maturity. | • Established, purposeful, relevant, sustainable links will exist between churches and their local schools.  
• SUMT & Diocese will be the Education Dept’s key partners in developing and enhancing the RE curriculum.  
• Multiple educational opportunities will engage staff and pupils with the challenge of a Christian Worldview.  
• Each educational key stage will have significant opportunity to work with churches on R.E. curriculum;  
• Schools will be linked to a local church who are ready to receive visits and deliver activities  
• 300 Church members will be recruited, trained, developed and valued as Volunteers  
• A Database which can target schools and churches’ needs and volunteers’ skills will be in place;  
• Each secondary school will have a self sustaining Christian group that reaches out, nurtures faith and disciples  
• SUMT and churches will be seen as pastoral co-workers with schools in times of crisis and celebration. |
| 2. Develop a Christian high street presence and outreach to young people in the centre of the island’s capital | • A Christian public service offering pastoral support and refreshment of mind, body and spirit will be available to the vast majority of the island’s people and visitors where they shop work, and play.  
• The church will be seen as helping to re energise the town centre as vibrant, safe, and welcoming.  
• The church will be recognised as relevant, accessible and caring, helping to encourage potential new disciples.  
• Young people attracted to Christianity will form relationships with churches, begin to belong and grow to believe.  
• Church in the capital’s town centre will be re-energised by new forms of worship and Christian engagement  
• The Missioner will be an integral part of the town centre community and it’s well being |
| 3. Engage effectively with the life, well being and concerns of young people in rural communities. | • Young people in rural areas will have opportunities for Christian worship, fellowship and community engagement appropriate to their age, needs and aspirations.  
• Christian engagement for young people will become part of the cultural fabric of rural communities  
• Groups of maturing young Christians will be developed, nurtured and active.  
• Church in a rural community will be re-energised by fresh expressions of worship and Christian engagement  
• Young Christians will connect to and participate in island wide opportunities for faith development, Christian leadership, and contributing to the wider community on social and ethical issues |

Appendix 14
<table>
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<tr>
<th>4. Help local churches to adapt their existing provision or provide alternative worship and church activities to cater for the identified needs, interests and aspirations of young people</th>
</tr>
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</table>
| - Church across the island will be re-energised by new forms of worship and Christian engagement involving a much more radical and flexible approach than traditional Anglican church.  
- Christian engagement for young people will include quality teaching and preaching, in depth discussion on spiritual and scriptural issues, meaningful community engagement and different worship format, music and environment.  
- Depending on evaluation we will have determined whether the most effective approach is to attract young people to a suitable central place- Youth Church /Resource Centre / Hub or to change several/many churches, or to try different solutions across the island.  
- The Diocese and local churches will be listening to young people and facilitating action by them and responding to their views e.g. of when these new activities are better delivered in solely Anglican or ecumenical ways.  
- Experimental approaches for targeted age groups in limited areas will have been developed as pilots and evaluated to determine which can then act as models for elsewhere. |

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<tr>
<th>5. Nurture and mentor young Christians and train young leaders able to initiate new forms of Christian fellowship and community engagement within and beyond churches to encourage and grow further young disciples.</th>
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</table>
| - Church volunteers will be regularly undertaking current children's work training provided by SUMT  
- Island churches of all denominations will have developed a strong network of volunteers who are trained, equipped and resourced for work with youth and children.  
- Young Christians themselves will be enabled to qualify as youth leaders through:  
  a) Introductory Christian youth work vocational training programmes for over 16's  
  b) Degree level Christian Youth work courses in partnership with Moorlands College on offer on island  
- 60 young leaders will be encouraged, supported and/or trained to develop new mission and ministry  
- 30 people will be engaged in long-term youth work on the Island by local churches, communities and schools  
- The network of young leaders will be strong meet and act, without continued Diocesan/ SUMT'S input and running exploratory Christian events and activities for church young people and those not yet of faith to attend.  
- 5–10% of the young people who through this project feel the Church’s pastoral and spiritual support and see it influencing ethical and social concerns will be attracted to Christianity resulting in 500-1000 new young disciples |

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<th>6. To pilot new approaches in the Island’s test bed to provide resources and models for other Dioceses.</th>
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| - SUMT will have created high quality teaching/supportive resources which are piloted on island and offered to other Dioceses, Education authorities and academy groups for use off the Island.  
- Youth work training programme 412 will be fully established and borne fruit far beyond the Isle of Man;  
- Other areas of the island and other Diocese will be using lessons learnt from our pilots in town centres and rural areas and adopting and adapting successful models and avoiding our mistakes  
- Students from off island will be attracted to IoM undertake youth leadership courses and training places. |
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<tr>
<th>STRATEGIES</th>
<th>MEASURES</th>
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<tbody>
<tr>
<td><strong>What the project is going to do to achieve the goals</strong></td>
<td><strong>How we will know whether the project has achieved the anticipated outcomes</strong></td>
</tr>
<tr>
<td><strong>1. School children’s pathway to faith</strong></td>
<td><strong>2. Town Centre Mission</strong></td>
</tr>
<tr>
<td>- Appoint Specialist Schools Teacher to consolidate and anchor existing and increase the range of curriculum opportunities especially for teenagers.</td>
<td>- 2 new worker roles defined and in place.</td>
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<tr>
<td>- Expand delivering assemblies, Open The Book etc</td>
<td>- 10 services plus 2 awareness events taken by SUMT staff in churches to generate volunteer interest.</td>
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<tr>
<td>- Utilise Project Manager to increase visibility with local churches and develop stronger church links with schools and SUMT staff/trainees</td>
<td>- 50%-75% on the Volunteer Database have been contacted about their involvement.</td>
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<tr>
<td>- Appoint Volunteer Co-ordinator to establish church volunteer base for each selected school</td>
<td>- 2 island wide school events</td>
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<tr>
<td>- Solidify and confirm SUMT’s role in developing RE</td>
<td>- 5 volunteers from each selected church partnering with schools and Christian fellowship groups.</td>
</tr>
<tr>
<td>- Explore the pastoral role of SUMT/church in schools.</td>
<td>- 5-10 churches consulted with will have enabled the development of excellent school-church visit packs</td>
</tr>
<tr>
<td><strong>2. Town Centre Mission</strong></td>
<td><strong>3. Rural Communities</strong></td>
</tr>
<tr>
<td>- Provide a Town Centre Missioner for Douglas</td>
<td>- Town Centre Missioner in place, inducted and operational.</td>
</tr>
<tr>
<td>- Run a Pop up Church e.g. at Christian festival times and during busy town centre visitor periods like TT</td>
<td>- DCTCP executive meeting quarterly to direct and guide the project and mobilise the necessary resources</td>
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<tr>
<td>- Offer pastoral support and community outreach beyond church buildings.</td>
<td>- Street barrow pop up church created and being used for 10 major church festivals and Manx events</td>
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<tr>
<td>- Provide a high street drop in facility for refreshment of body, mind and spirit</td>
<td>- Shop front Drop in centre open by May 2017</td>
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<tr>
<td>- Engage with people in their space and time rather than waiting for them to come to church.</td>
<td>- 5000 recorded encounters with town centre workers, shoppers, visitors particularly young people</td>
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<tr>
<td>- Turn informal encounters with a wide variety of people into followed up referrals to local churches</td>
<td>- 10% of people encountered helped with pastoral care, listening ear, steered to further assistance</td>
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<tr>
<td>- Mobilise SUMT gap year students as volunteers</td>
<td>- 10% of people encountered helped by volunteers to follow steps to a church / Christian community</td>
</tr>
<tr>
<td>- Use Douglas Churches Town Centre Partnership to provide ecumenical community outreach</td>
<td>- Churches in Douglas and beyond reporting connections with young people first met by town centre project and over 75% of surveyed congregations reporting positive impact</td>
</tr>
<tr>
<td><strong>3. Rural Communities</strong></td>
<td><strong>Appendix 14</strong></td>
</tr>
<tr>
<td>- Appoint a Pioneer Youth Leader to become a trusted local presence connecting with young people.</td>
<td>- 3 SUMT gap year students developing a youth oriented initiative in Christian worship, fellowship and/or community service</td>
</tr>
<tr>
<td>- Form networked groups of young people active in Christian faith and engaged with the life, health and mission of rural communities around the island.</td>
<td>- 10 % increase in numbers of young people attending Central Douglas Churches either existing or through new forms of worship.</td>
</tr>
<tr>
<td>- Recruit Volunteers as mentors and to support youth team-building activities.</td>
<td>- Churches engaged as a key partner in the revitalisation and development of Douglas Town Centre</td>
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Appendix 14
• Link younger Christians willing to develop faith and leadership skills through mentoring and action with non-churched young people.
• Build on the local appetite and enthusiasm for enabling new ministry among young people and the evident practical and financial support in the NW of the island

4. Connecting young people to Church
• Increase engagement from local churches through face-to-face, preaching, awareness events and social media
• Build collaborative networks among churches around the island, based on ministry with and by young people.
• Listen to young people and facilitate action by them and respond to their views e.g. of when new activities are better delivered in solely Anglican or ecumenical ways.
• Create a Youth Council for young people to voice ideas

5. Training youth leaders to nurture young disciples
• Meet with and talk to volunteer leaders encouraging and developing them one-to-one
• Grow awareness of the SUMT trainee and degree options. Attend higher education conference;
• Deliver training in co-operation with ENTHUSE
• Continue developing relational links between young leaders on the Island and off

6. Sharing our Learning
• Complete 412 resource into give-away form;
• Write up material on project development, curriculum, training, rural and urban pilots for others to use.
• Participate fully in CofE peer review process

• 4-5 residents held for 12-18's from all churches with those of no faith yet also attending
• 5-10% of those met engage with a church through a connection they have made through the project
• Monthly meetings of youth work volunteers network to share efforts and exchange ideas and methods
• Youth Council IoM established and linked to Church of England Youth Council (CECY)
• Youth Council meeting quarterly with Bishop’s Leadership Team to voice ideas on changes to Church
• At least 2 major changes implemented to existing churches worship and fellowship
• At least 2 new forms of Christian community established (probably in Central Douglas and rural area)
• At least 2 youth led initiatives where young people serve the community
• 2 Events for young people to explore and debate modern faith issues Christianity & Science, Environment

Appendix 14
Growing Faith for Generations
is a project in the Diocese of Sodor and Man along with key partners
investing in growth of Christian faith, discipleship and leadership.

The project purpose has been researched and put together over 18 months by staff of the
Diocese and partners in other organisations.

Funding towards the project – awarded by the Spending Plans Task Group of the CofE Church
Commissioners and Archbishops' Council – was announced in July 2016. It will be used along
with funding from the Diocese, SUMT, Sodor Partners and private donors.

The grant comes from the CofE’s stream of Strategic Development Funding, which is being expanded from 2017 as part of Renewal and Reform in the CofE.

The Diocesan Secretary for Sodor & Man, Andrew Swithinbank,
is co-ordinator for the governance, teams and organisations involved in Growing Faith for Generations.