

Winchester: Mission Action Strategic Development Programme

Programme Overview
Diocesan Synod 15 March 2018

1. Background and Context

The Diocese of Winchester is a growing and rapidly-changing Diocese. Analysis of *Experian* data has confirmed the rapidly-changing missional contexts in our urban and rural Deaneries, particularly the trends towards younger and more diverse communities in our major urban areas of Bournemouth and Southampton, including large numbers of students and young professionals. Our medium-sized urban areas of Andover, Basingstoke and Eastleigh also are changing fast, with increasing numbers of younger families and extensive new residential and employment developments. The degree of population change in our rural Deaneries is surprisingly high due to inward migration of professionals, wealthy retirees and comfortably-off families. Against this background of rapid social and cultural change there has been an average 16% decline in the number of people in the Diocese identifying themselves as Christian in the last 10 years (ONS: National Census, 2011).

The four projects proposed in the Strategic Development Fund (SDF) application have been the subject of considerable consultation, were approved by Diocesan Synod in March 2017 and have the support of Bishop's Council. The projects are four of the 12 Mission Commitments defined in our Diocesan Mission Strategy, are reflected in our Archdeaconry Mission Action Plans (aMAPs), and are in the process of being cascaded through relevant deanery and parish Mission Action Plans (pMAPs).

The four major projects (*Benefice of the Future; Invest for Growth; Major Development Areas; and Student Evangelism*) together seek to address historical under-investment in relevant engagement and mission activities by the Church in urban areas, develop new models for engagement with major development areas and new approaches to student evangelism, whilst also seeking to revitalise rural ministry.

2. Project Descriptions

2.1 Benefice of the Future

Our vision is to see growing and vibrant rural churches at the heart of their communities, reaching children, youth and under 35s in culturally relevant ways, engaging in meaningful social action, working creatively with each other and with other partners across the benefice, growing the next generations of lay and ordained leaders, and making a strong contribution to the life of the wider church.

The aim of the Benefice of the Future project is to serve the ministry and mission of our rural parishes more effectively and to renew and revitalise their distinctive mission. Central to this is

creating three pilot multi-parish benefices of sufficient size to provide enough internal resource, produce efficiency of scale, and permit diversity and differentiation. The ideal size feels to be benefices with 10-12 churches and a combined worshipping community between 400-500. To test this we are also including one benefice of six churches and a combined worshipping community of 250. Equally important is culture change within each pilot benefice, embracing innovation, experimentation and learning in areas such as leadership, organisation, communication and missional activities. The planned approach to change is highly participatory, embracing the diversity expected within each benefice, and building commitment to new ways of working.

We have identified three multi-parish benefices with creative leaders who are enthusiastic to participate as a pilot group, in Avon Valley Partnership, North Hampshire Downs, and Pastrow. The three pilot areas together consist of 30 churches and 20 PCCs. The project will be supported by recruitment of a *Rural Mission Enabler*, delivering change-management and training, and enabling peer learning across the pilot benefices.

Expected Project Outcomes (by end 2020):

- Growing pilot benefices (worshipping communities) by 15% with at least 60% from missing generations. This is estimated to be a combined total of 160 new or returning Christians (based on 2016 figures) and assumes reversal in current rates of decline, representing a further 40 retained Christians;
- New benefices generative of lay and ordained vocations and ministry, with 30 new lay leaders and at least four new vocations to ordained or LLM ministry being tested;
- Curates progressing to rural incumbencies.
- Five new fresh expressions of church (fxC) in the pilot areas, each to include 20 participants.
- Increased engagement with the local community in serving the common good.
- A distinct brand identity for each pilot benefice.
- Each church is clear in its distinctive contribution to the mission and life of the benefice.
- Simplified structures and governance.
- More effective use of information and communication technologies.
- A culture in which all benefice initiatives prioritise the 'missing generations'.

Key Project Activities:

- Recruit Rural Mission Enabler
- Engage benefice leadership teams and PCCs
- Analyse and interpret Experian data
- Collect baseline data
- Action Learning Set meetings
- Scope and develop fxC opportunities
- Introduce and grow new fxC
- Identify benefice 'Communications Officers'
- Develop new website and begin identifying further ICT needs
- Explore options for simplified governance
- Agree benefice 'brand'
- Plan for single point of administration

- Progress vocations and BCM course enrolments
- Appoint curates
- Re-position roles of incumbents

Key Project Milestones:

- | | |
|---|---------------------|
| • Rural Mission Enabler Start | March 2018 |
| • Curates Appointed | June 2018/June 2019 |
| • Preparation Phase Complete | August 2018 |
| • Change Implementation Start | September 2018 |
| • Diocesan Leadership Programme Complete | December 2018 |
| • Website Launch | December 2018 |
| • Social Media Apps Launched | June 2019 |
| • Germinate Leadership Programme Complete | March 2020 |

On successful completion of this pilot phase it is intended to progress the Benefice of the Future project by rolling-out across all 40 of our rural benefices. This wider implementation phase will be the subject of future applications for Strategic Development Funding.

2.2 Invest for Growth

2.2.1 Resource Churches

Our vision is to have Resource Churches in each of our major conurbations. These churches will have large and growing congregations exhibiting high personal engagement in the mission of the Church, including socially transformative investment in local communities, and in sharing resources with other local churches to stimulate missional endeavour. Where planted churches are resourced to grow, they then engage in further recursive church planting, so-called Phase Plant churches.

Our existing engagement in church planting is with St Swithun's, the Resource Church created in Bournemouth in 2014 in partnership with Holy Trinity Brompton (HTB) and with St Clement's (phase plant) launched in January 2017. This church has evidenced the rapid growth seen elsewhere with City Centre Resource Churches (CCRC). Within three years of commencement St Swithun's has already initiated its first phase plant, St Clement's, into a neighbouring parish with significant urban deprivation. It continues to exceed the goals we set as it began.

The project aims to plant two new Resource Churches in Southampton and North Hampshire, in partnership with HTB. The St Mary's Southampton location is ideal because of the proximity of large FE/HE institutions, housing developments for young professionals, and potential connections with Southampton Football Club, the football team having originated from St Mary's Church. It also sits in an area of social deprivation (ranked in the most deprived 10% nationally: LSOA Data) and is a priority development area within the City. A Resource Church is needed because the current church community is engaging with less than one percent of the City Centre population. A location for the North Hampshire Resource Church has yet to be finalised, although consultations are ongoing led by the Bishop of Basingstoke.

In addition, we are transitioning two of our large churches, Christ Church Winchester and Highfield Southampton, to become Resource Churches. Both have significant ministries to children, youth and students, are located in relatively affluent areas, and attract young professionals.

Expected Project Outcomes (based on evidence drawn from our experience with St Swithun's) are:

Southampton Resource Church (St Mary's)

Launched by September 2018, by October 2020:

- 500+ membership;
- 20%+ to be unchurched or de-churched;
- 25% of total membership to be students, and average age of total under 40;
- Significant engagement in service to a religiously diverse local community;
- Preparation for Phase Plant by September 2021.

North Hampshire Resource Church

Launched by September 2019, by October 2021:

- 300+ membership (500+ by end 2022);
- 20%+ to be unchurched or de-churched;
- 15% of total membership to be students, and average age of total under 40;
- Significant engagement in service to local community;
- Actively exploring church planting (post 2020) which could include revitalising vulnerable parishes, planting into Major Development Areas, or grafting into existing parishes as they become vacant.

Key Project Activities:

- Opportunity identification and analysis
- Stakeholder consultation and communication
- Resource church proposal agreed
- Pastoral re-organisation (proposal; consultation; agreement; introduction)
- Establish interim governance arrangements
- Identify and recruit ministry team (lead minister; curates; lay staff)
- Confirm building; specify any structural changes; agree faculty/planning consents etc.
- Undertake building ongoing works and other acquisitions
- Lead minister/curates licensed
- Ministry team formed
- Launch
- Post-launch activities

Key Project Milestones:

St Mary's Southampton:

- Location Confirmed January 2017
- Lead Minister Confirmed November 2017

- Governance Agreed April 2018
- Building Works Completed May 2018
- Clergy Licensed May 2018
- Ministry Team in Place July 2018
- Launch September 2018

North Hampshire Resource Church:

- Location Confirmed Mid 2018
- Lead Minister Confirmed End 2018
- Governance Agreed April 2019
- Building Works Completed May 2019
- Clergy Licensed May 2019
- Ministry Team in Place July 2019
- Launch September 2019

2.2.2 Church Plants

The new Resource Churches will require three years from time of launch until they themselves can launch subsequent Phase Plants. In the meantime we intend to push forward with our church planting strategy by investing in a number of plants in MDAs or areas of significant social deprivation, and to do this in collaboration with our existing large (now Resource) Churches and local parishes. Four potential church plants are Manydown Basingstoke (MDA), St Nicholas's North Stoneham (MDA), Picket Twenty Andover (MDA) and one further Phase Plant in New Milton.

St Nicholas's North Stoneham will be a plant into the North Stoneham MDA. This is a partnership between the Benefice of North Stoneham and Bassett (NSAB) and Highfield Southampton. Planning is underway to enable this, including re-vitalisation of St Nicholas's in preparation for planting a new church into the MDA in 2019.

Manydown Basingstoke is a large development scheduled for 2019, with 3000+ houses in the first phase and potential to grow to three times this size. The local parish is fully engaged with the Local Authority. We are aiming to build capacity with the objective of developing an early Church Plant on the new estate.

Picket Twenty Andover is one of our strategically important MDAs with potential for a church plant. This will be in collaboration with Christ Church Winchester and a Planting Curate is already in place at Christ Church, with established links to the Andover area.

New Milton will be a second phase plant from St Swithun's, location and timing to be confirmed.

Expected Project Outcomes

St Nicholas's North Stoneham; Southampton/Eastleigh (MDA Plant):

- Launched by September 2019;

- 60+ membership by end 2020 (200+ by end 2024);
- 40% to be unchurched or de-churched;
- 50% of total membership to be 'missing generations';
- Significant engagement in service to local community.

Manydown Basingstoke (MDA Plant):

- Launched by end 2019;
- 60+ membership by end 2020 (300+ by end 2024);
- 40% to be unchurched or de-churched;
- 50% of total membership to be 'missing generations';
- Significant engagement in service to local community.

Picket Twenty Andover (MDA Plant):

- Launched by September 2019;
- 60+ membership by end 2020 (200+ by end 2024);
- 40% to be unchurched or de-churched;
- 50% of total membership to be 'missing generations';
- Significant engagement in service to local community.

New Milton (Phase Plant)

- Launched by mid-2019;
- 300+ membership by end 2025;
- 20% to be unchurched or de-churched;
- 25% of total membership to be students, and average age of total under 40;
- Significant engagement in service to local community.

Key Project Activities:

- Identify potential planting contexts (up to 20)
- Opportunity identification and analysis
- Project description
- Stakeholder consultation and communication
- Church plant proposal
- Capacity-building/preparation with local Parish (or Resource Church)
- Appoint lead minister/curate
- Pre-launch activities (pastoral/governance/building/team)
- Set-up for launch
- Launch
- Post-launch activities

Key Project Milestones (Provisional):

- St Nicholas's North Stoneham – Leader Appointed July 2018
- St Nicholas's North Stoneham – Planting Grant July 2018

- | | |
|---|---------------------|
| • St Nicholas's North Stoneham – Launched | September 2019 |
| • Manydown Basingstoke – Leader Appointed | End 2018 |
| • Manydown Basingstoke – Curate Appointed ? | June 2018/June 2019 |
| • Manydown Basingstoke – Planting Grant | End 2018 |
| • Manydown Basingstoke – Launched | September 2019 |
| • Picket Twenty Andover – Leader Appointed | July 2019 |
| • Picket Twenty Andover – Curate Appointed? | July 2019 |
| • Picket Twenty Andover – Planting Grant | July 2019 |
| • Picket Twenty Andover – Launched | September 2019 |
| • New Milton – Leader Appointed | End 2018 |
| • New Milton – Planting Grant | January 2019 |
| • New Milton – Launched | April-June 2019 |

There is potential for up to 20 church plants during the next 10 years, which includes revitalising vulnerable parishes, planting into Major Development Areas, or grafting into existing parishes as they become vacant. The two new Resource Churches in Southampton and North Hampshire will boost this church planting capability from 2021 onwards.

2.2.3 Pioneer Hubs

We have experience of pioneer ministry built-up over the past 10 years and have seen significant achievements, for example, 'Monty's: an outreach to children and young people in Sholing, Southampton, an area of urban deprivation. Until now, our approach has focused on highly-skilled Ordained Pioneer Ministers (OPMs), pioneering lay leaders and parish clergy. We recognise the need for rapid growth of a new generation of fxC. We want to see the Church grow numerically. We judge it time to *shift* strategic focus to the growing of *lay-led* fxC. By deploying expertise held within our Pioneer Hubs (not least, the skill of our OPMs) we will increase the effectiveness of lay pioneers, engage more widely with parishes across the Diocese and stimulate growth of a new generation of fxC, particularly in urban contexts and amongst missing generations.

Growth of Lay-led fxC: Pioneer Hubs are our vehicle to drive growth in fxC. Four key actions are involved:

- Scoping: the identification of contexts in which new forms of church are planned, emergent or growing towards fxC;
- Focusing: on growth of fxC in urban deaneries (for example, Maybush and Andover) and for missing generations.
- Identifying: entrepreneurial lay leaders to drive growth of new fxC.
- Strengthening: resourcing lay leadership of fxC through input from Pioneer Hubs.

Creation of Pioneer Hubs: We will create two new Pioneer Hubs, one in the Maybush area of Southampton, an area of high social deprivation, and another in the established estates and new housing developments of Andover, areas in which Church profile is weak or absent. The concept of a Pioneer Hub is drawn from Sholing in Southampton. Here a small core of pioneers have developed support relationships which increase the effectiveness of pioneer mission. A Pioneer Hub consists of

a part-time Sustainer-Enabler who provides guidance and pastoral support to the Hub, a full-time Lead Pioneer Minister who is an experienced practitioner and provides day-to-day leadership and practical support to the Hub, and up to five associated 'Pods' of Pioneers who share accommodation and create a vibrant, mission-focused community where motivation, support and learning to be effective pioneers are achieved together. The benefits of the Pioneer Hubs extend beyond learning for practice, and it is hoped they will overcome problems of loneliness, isolation and burn-out experienced by lone pioneers (Baker and Ross, 2014).

Measuring Pioneer Activity: One major weakness of pioneering ministry, locally and nationally, is the absence of suitable measures to connect activities to outcomes. We plan to take the increasingly used Outcomes Star™ methodology (www.outcomesstar.org.uk) and develop a version appropriate to target and track the creation of Christian community in deprived urban contexts. This will not only aid our missional investment, but if successful, also offer a tool to the wider Church.

Intended project outcomes, by end 2020:

- 20 new fxC launched in Southampton;
- 10 new fxC launched in Andover;
- Each new fxC to include 20 participants;
- 35%+ of all participants at fxCs unchurched;
- 25% of all participants at fxCs under 30 years of age;
- 70% of fxCs lay led;
- New Pioneer Hub launched in Maybush (by January 2018);
- New Pioneer Hub launched in Andover (by January 2019);
- Proof of concept for Outcomes Star™ methodology in measuring authentic contacts with unchurched and de-churched people encountered through Pioneer ministry, and relationship to project outcomes;
- Support provided by Sustainer Enabler and Lead Pioneer Minister to new fxC consistently assessed as good or excellent.

Key Project Activities:

- Consult with benefice/parishes
- Process and agree BMO
- Prepare, submit and create CIO
- Confirm Sustainer-Enabler
- Recruit and license LPM
- Prepare housing
- Recruit pioneers for Pod
- Identify opportunities (with local benefice/parishes)
- Build fxC through stages of listening, loving, serving; building community; exploring discipleship; church taking shape
- Measuring activity versus outcomes for pioneers

Key Project Milestones (Provisional):

- | | |
|---|----------------|
| • Maybush Sustainer-Enabler Appointed | January 2018 |
| • Maybush LPM Recruited | May 2018 |
| • Maybush Pioneer Hub Launched | September 2018 |
| • Measuring Tool for Pioneer Ministry Available | December 2018 |
| • Andover Sustainer-Enabler Appointed | January 2018 |
| • Andover LPM Recruited | May 2018 |
| • Andover Pioneer Hub Launched | September 2018 |
| • Proof of Concept for Measuring Tool | End 2020 |

Following successful completion of the current project it is our intention to roll-out learning and Pioneer Hubs in other areas of the Diocese. For example, Southampton Deanery is seeking to increase to a total of four Hubs and this is defined in their dMAP. Other deaneries will have similar long-term aspirations. The expansion of the Pioneer Hub approach will be the subject of future applications for SDF funding.

2.3 Major Development Areas

Our vision is to see a new Christian community in each of six strategically important Major Development Areas (MDAs), this early-stage missional work supported by a *Community Development Enabler* with a focus on creation of physical infrastructure, community evangelism and sustainable community engagement. The first stage of Christian community development also will involve Missional Teams drawn from local parishes, church plants, pioneers (lay and ordained), church schools or social enterprises, depending upon the local context of each MDA. These teams broaden over time to become the new Christian community, which is the ultimate goal.

The aim of the project is early engagement with each new community so that each new home owner receives contact from the Church as they move in. We will offer, and partner in, a range of community support including pre-schools through our Launchpads Early Years social enterprise, Free Schools through the King Alfred Academy Trust, and development of community facilities that create community hubs alongside flexible worship space. We will participate in all planning stages of new developments, contributing to decisions on community infrastructure and ensuring we are at the heart of each new community.

We have identified six strategically important MDAs; North Stoneham; Andover; Centenary Quay; Kings Barton; Manydown; and South Basingstoke (with a seventh, Fair Oak North, to be progressed in 2021). The approach for each MDA will be different and will depend on: the size of the development; the availability of s106 funding; the planning for new schools and community facilities and our success in applying to run them; the overall planning process and the likely start time for building each; the existing presence or otherwise of church, Anglican or other Christian denomination; the strength and aspirations of the local parish and the local resources that can be brought to bear.

Expected project outcomes, by end 2020:

Centenary Quay:

- At least one fxC with 30+ participants.

Kings Barton:

- New Christian community with 100+ members;
- *New Launchpads Early Years Nursery and associated Church Community Hub; Community Hub to develop fxC with 30+ participants.

Manydown:

- *New Launchpads Early Years Nursery and associated Church Community Hub; Community Hub to develop fxC with 30+ participants.
- [See also Manydown Church Plant with worshipping community of 60+ by end 2020; 300+ by end 2024]

North Stoneham:

- One new Church free school.
- *New Launchpads Early Years Nursery and associated Church Community Hub; Community Hub to develop fxC with 30+ participants.
- [See also St Nicholas's Church Plant with worshipping community of 60+ by end 2020; 200+ by end 2024]

Picket Twenty Andover:

- New Christian Community with 60+ members.
- [See also Picket Twenty Church Plant with worshipping community of 60+ by end 2020; 200+ by end 2024]
- At least one fxC with 30+ participants.

South Basingstoke:

- Early-stage engagement with planning and development; subsequent growth of Christian community to 100+ (likely to be beyond current application period).

Across all MDAs:

- Reach a total of 6,000 new people;
- Develop relationships with the new communities through personal contact from mission-focused teams, welcome packs to all new homes, and tailored events;
- Significant engagement in service to local community.

(Development of Launchpads Early Years Nurseries and associated Church Community Hubs are dependent upon planning and development decisions. The commitment is to at least three Launchpad Early-years nurseries, and this may include development of a pre-school in Maybush, Southampton.)*

Key Project Activities:

- Recruit Community Development Enabler
- Scope opportunities for physical presence in each MDA
- Engage with key stakeholders (including Local Authority and developers)
- Develop expressions of interest/detailed plans/bids
- Fit-out/build facilities
- Assess local church capacity and involvement in each MDA
- Develop vision for new Christian community
- Identify and commission missional team/church planting team
- Welcome new residents
- Grow new Christian community

Key Project Milestones (Provisional):

- | | |
|---|----------------|
| • Centenary Quay Phase 1 Build Complete | 2017 |
| • Centenary Quay fxC Launch | June 2018 |
| • Kings Barton Phase 1 Build Starts | 2016 |
| • Community Development Enabler Recruited | May 2018 |
| • Kings Barton Christian Community Launch | End 2018 |
| • Launchpads Nursery/Community Hub #1 | End 2018 |
| • Manydown Phase 1 Build Starts | 2019 |
| • Manydown Basingstoke Church Plant | September 2019 |
| • North Stoneham Phase 1 Build Starts | March 2019 |
| • St Nicholas's North Stoneham Church Plant | September 2019 |
| • Picket Twenty Phase 1 Build Complete | 2016 |
| • Picket Twenty Andover Church Plant | September 2019 |
| • Launchpads Nursery/Community Hub #2 | End 2019 |
| • Launchpads Nursery/Community Hub #3 | End 2020 |
| • South Basingstoke Missional Team Start | End 2019 |
| • South Basingstoke Phase 2 Build Starts | End 2018 |

Within the Diocese there are a number of MDAs that we will not directly target within the first phase of the project. On successful launch and implementation of our new approach to early-stage development in MDAs, it is our plan to bring forward further applications for SDF funding in order to extend the approach across each of these MDAs.

2.4 Student Evangelism

Our vision is to encourage and establish disciple-making amongst students in the communities of our Further Education (FE) and Higher Education (HE) institutions, and to make disciples in a culturally-relevant way so that many more students become disciples of Jesus.

The aim of the project is to build on our experiences with St Swithun's in Bournemouth and develop new models for student evangelism in relation to our planned Resource Churches. Southampton is an archetypal 'university city' with a mixed economy of FE and HE institutions whereas the conurbations of North Hampshire are more typical of a 'new town' with FE provision only. In addition, we aim to develop models for parish church engagement with student evangelism, working with eight parish churches that are located close to FE/HE institutions in a variety of contexts across the Diocese.

Of these, congregations that already have an FE/HE student ministry will be encouraged in developing further their student evangelism approaches, and other parishes, particularly those with FE institutions, will be encouraged to re-orient their mission towards student ministry. The common denominator is a commitment to discipleship and a collaborative approach to student ministry that also draws on the support of student organisations such as Fusion, UCCF and SCM.

Recruitment of a *Student Mission Enabler* will provide resource for review of current approaches and development of culturally-relevant apologetics. The Student Mission Enabler will coordinate Resource Church and parish church approaches to student evangelism. There will be a support fund for parish churches participating in the project in order to facilitate engagement of part-time Student Evangelism Workers. The Fusion model for incremental resourcing of student-related activities in HE will be explored in the context of parishes working with FE institutions. There will be a strong emphasis on social media and the need for the proper development of ICT capability within congregational facilities and student ministry staff.

Expected project outcomes, by end 2020:

- New discipleship-based approaches to student evangelism;
- At least 3,000 contacts with FE students through new relationships established by congregations and Deaneries by end 2019;
- A 200+% increase (to circa 2,000; to be confirmed during baseline study) in numbers of HE students attending churches in the Diocese by end 2019;
- Increase the number of students coming to Christ to 1% per year (1,400 students) by 2020;
- 30 trained Student Evangelism Workers deployed across the Diocese by 2020;
- Engagement of Resource Churches with FE and HE institutions in their geographical contexts;
- Eight local churches remodelled with a student focus detailed in Parish Mission Action Plans (pMAPs) by 2020;
- 100% of major HE institutions included in Deanery Mission Action Plans (dMAPs) by end 2017;
- 90% of FE institutions and 6th Form colleges included in pMAPs by end of 2018.

Key Project Activities:

- Recruit Student Mission Enabler/Professor of Mission
- Define baseline student engagement
- Develop churches student evangelism network
- Establish Resource Church student evangelism teams
- Engage local churches in project

- Recruit part-time Student Evangelism Workers
- Train local student teams
- Undertake new student engagement activities

Key Project Milestones (Provisional):

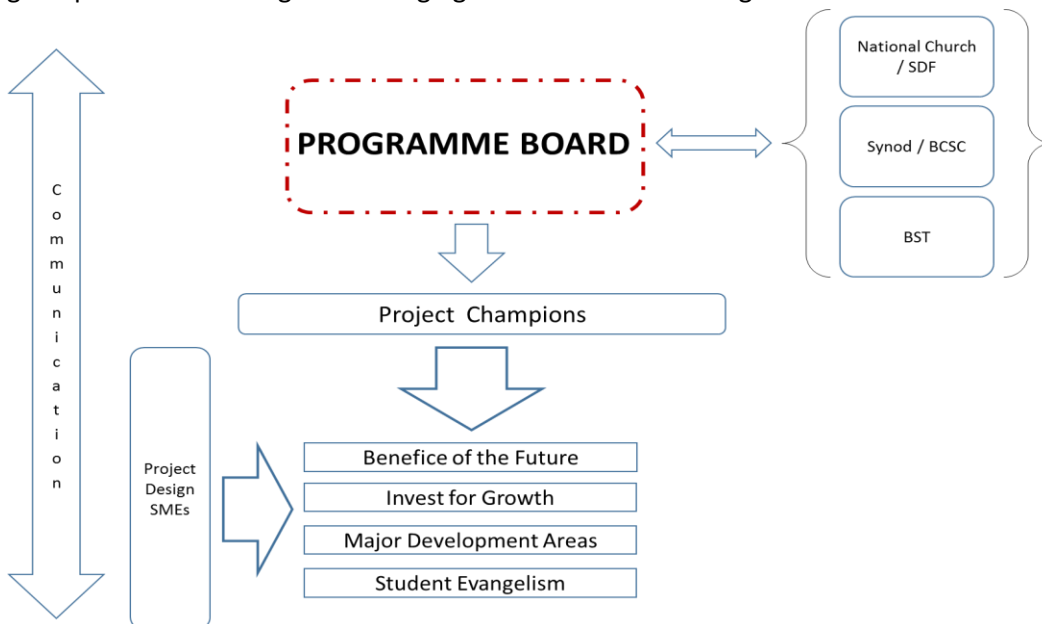
- | | |
|--|--------------------------|
| • Student Mission Enabler Recruited | February 2018 |
| • FE/HE baseline analysis complete | August 2018 |
| • CCRC Fresher’s Activities Start (Southampton) | September 2018 |
| • Local parish FE Engagement Confirmed | March 2018 |
| • Student Evangelism Workers Start | July 2018 |
| • CCRC Student Engagement Starts (Andover/Basingstoke) | September 2019 |
| • Repeat Cycles of Student Engagement | September 2018/2019/2020 |

Once the Student Evangelism project is underway, and the level of engagement from local parishes is clear, consideration will be given to deepening and expanding the breadth of the new discipleship-based approach. This project provides the opportunity of working closely with Fusion such that up to 12 posts are engaging in student evangelism in the next three years. The first three years of the project will reveal learning about the effectiveness of evangelism in different contexts, and will provide the basis for future phases in other educational institutions.

3. Programme Organisation

3.1 Overview of Programme Organisation

The figure below shows the main layers of programme organisation, control and reporting. These have been designed with reference to *Managing Successful Programmes (MSP®)* as a standard for good practice in leading and managing transformational change.



The Diocesan Bishop of Winchester and the Chief Executive, together with the Strategy Investment Board, are accountable for the overall programme. The Suffragan Bishops of Southampton and Basingstoke act as Missional Leads for the Southern and Northern archdeaconries of the Diocese, respectively. Each project has a nominated Project Champion, drawn from senior staff within the Diocese. The Strategic Programme Manager and Project Officer provide skills and capacity to support the programme and each individual project. The programme and project teams are supported by the Chief Executive's Team and relevant Diocesan Team functions as part of the planning and implementation processes.

3.2 Programme Board

The Programme Board reviews and monitors overall progress and ensures appropriate actions are taken to manage issues and risks and achieve successful delivery. The Programme Board meets as an Executive Board on a quarterly basis, with a monthly Operational Programme Board which includes the Project Champions, Diocesan Office Heads of Department, and other subject experts, as appropriate. The Suffragan Bishops, as Missional Leads, are the point of integration for change management in the Southern and Northern archdeaconries.

3.3 Project Teams

Each of the four major projects has a Project Champion drawn from senior staff within the Diocese. These are the Archdeacon of Winchester (Benefice of the Future), Archdeacon of Bournemouth (Invest for Growth – Resource Churches/Church Plants), Archdeacon for Mission Development (Invest for Growth – Pioneer Hubs), Head of Resource Development (Major Development Areas), and Canon Principal of the School of Mission (Student Evangelism). The role of the Project Champion is to work within the terms agreed by the Programme Board, and the guidance of the Missional Leads for each archdeaconry, to sponsor and facilitate the work of the individual project.

A project team will be created for each project, including relevant membership from individuals directly involved in operationalising the project. Where required, each project will include an enabling role, such as Rural Mission Enabler (for Benefice of the Future), Community Development Enabler (for Major Development Areas) and Student Mission Enabler (for Student Evangelism). The project team for Invest for Growth will include project managers from partner organisations such as HTB/CRT. Project teams will be supported by the Programme Office, Diocesan Team and more specialist staff recruited for each project, as required.

4. Communications and Change Management

4.1 Communications

The programme has benefitted from extensive stakeholder engagement through Diocesan Conferences, Diocesan and Deanery Synods, Bishop's Council, Archdeaconry Teams, and the Diocesan Team which has been undertaken over the past two years.

We have already begun putting together a detailed overarching communications strategy that will effectively support the Winchester: Mission Action campaign from launch through to completion. As part of this we have worked with a designer to produce a brand that will give the campaign a strong, consistent overarching visual identity. The strategy builds upon the foundation of Winchester's already strong communications and will incorporate tools that have been used to good effect in our internal and external communications previously.

Centred around an already developed brand, which will provide a consistent visual identity, Winchester: Mission Action will seek to engage both internal and external audiences. As part of this process of audience segmentation we have already called upon the expertise of the Suffragan Bishops, Archdeacons, Project Champions, Chief Executive and Heads of Department in order to identify those internally whose 'buy in' and participation will be crucial to ensuring the achievement of the aims set out in this document. The overarching communications strategy will also promote Winchester: Mission Action to external audiences using the network of publications and journalists with whom the Diocese has developed close working relationships over the years. In practice, the launch of Winchester: Mission Action will provide a series of ideal opportunities for engaging the media and local communities through social media, photography, public events, local champions, digital content and branded merchandise.

4.2 Change Management

The Winchester: Mission Action programme should be seen in the context of the wider vision and mission process underway in the Diocese during the past five years. This wider process has sought to create the spiritual and relational vitality for transformational change through two of our four strategic priorities SP1 "We grow authentic disciples" and SP4 "We belong together in Christ". The need for change has been further highlighted through the remaining strategic priorities SP2 "We re-imagine the Church" and SP3 "We are agents of social transformation".

The capability for change, and progressing towards becoming a mission-shaped Diocese, has been growing through two rounds of Mission Action Planning at parish, deanery and archdeaconry (diocesan) levels. There now is a widespread expectation and desire for change across the Diocese, and an appreciation of new approaches adopted already, often expressed as the "new normal".

In order to facilitate change, and to ensure integration with day-to-day decision-making and management processes, the senior leadership team of the Diocese are heavily involved in the Winchester: Mission Action programme. Central to the change management strategy for the programme has been the positioning of the Suffragan Bishops of Southampton and Basingstoke as Missional Leads for the Southern and Northern archdeaconries.

The programme and the four individual projects are being integrated into Mission Action Plans (MAPs) at deanery and parish levels as part of the ongoing three-yearly review of MAPs across the Diocese.

Training and development to support new ways of working have been put in place and will continue throughout the three-year period of the programme. For example, senior leaders attended the Kaospilot Creative Leadership Programme in September 2017.

5. Programme Milestones (Provisional)

Programme Milestones	2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Centenary Quay fxC		■										
St Mary Southampton CCRC			■									
Maybush Pioneer Hub			■									
Andover Pioneer Hub			■									
Student Fresher's Activities			■									
Benefice Web Site				■								
Kings Barton fxC				■								
Launchpads/Community Hub				■								
Benefice Social Media Apps						■						
Programme Interim Review						■						
North Hampshire CCRC							■					
New Milton Phase Plant						■						
Manydown Church Plant							■					
North Stoneham Church Plant							■					
Picket Twenty Church Plant							■					
Student Fresher's Activities								■				
Launchpads/Community Hub								■				
Student Fresher's Activities											■	
Launchpads/Community Hub												■