

ST ALBANS DIOCESAN SYNOD

11 October 2025

Growing Younger and More Diverse Programme – Strategic Funding Bid Summary

This paper provides a summary of the growing younger and more diverse (GYMD) strategic funding bid, including context, programme timeline, project proposals, high level financials, governance, and next steps.

Programme context: the Diocesan Investment Programme

- **By way of reminder**, the Church of England has established a Diocesan Investment Programme – under which substantial funding is available for strategic missional programmes which meet its defined criteria. All dioceses can apply for this funding, which entails local consultation, project proposals, a diocesan mission plan, viability review and substantial bid documents.
- **The intention** is to focus investment on enabling the bold outcomes and priorities of the Church of England – helping dioceses to develop new areas of mission, revitalise mission and scale up mission approaches that are proving effective.
- **This programme takes a strategic long-term approach** – aiming to develop mission for a particular geographical area or demographic group or drive diocesan wide mission and capacity, based on robust and sustainable missional, people, and financial plans.
- **This is a good opportunity** to boost missional effort in our diocese. Diocesan Synod has made an in-principle strategy commitment to the Growing Younger and More Diverse Priority, and the bid aims to draw younger and more diverse people into the life of the church. The heart of this work is to spot where God is at work to bless it, or to spot where God is asking us to step in to meet needs.
- **Diocesan Synod and Council supported a successful capacity bid in 2023** for resources to develop a bid for the Diocese, including the programme team (in post at January 2024), a Luton Director of Missional Change (to revisit next year) and expenses – hence none of this work is a charge on the common fund or on parishes.
- **So how has this worked to date?** The programme manager has worked with Bishop's Staff to agree selection criteria and with Rural/Area Deans to identify possible projects which might be ready for local engagement, discernment, and development as part of a diocesan bid. Local consultations were then led with the relevant Archdeacon and Rural/Area Dean, reporting to and receiving support from all relevant governance bodies over the course of the year (see below).
- **The programme is overseen by the GYMD Programme Board**, membership of which has been carefully chosen to include representation from the various governance bodies to which the Programme Board is accountable, including the Diocesan Board of Finance (DBF), Bishop's Council, Board for Mission & Ministry, and the Diocesan Board of Education.
- **The national church has confirmed maximum benchmark awards for St Albans diocese** of £3.5m in this triennium (2026-28) and £5m in the next (2029-2031) in a letter from Carl Hughes dated July 2025. Importantly, this is less than we had originally been led to believe might be available, the amounts are not guaranteed and are subject to a successful bid.

Programme timeline

- **Project timeline** – project consultations took place over the course of 2024 with an initial bid proposed for July 2025 but delayed to December 2025 due to lack of clarity on available funding by the national church. The first phase of projects includes Luton, Watford, and Hatfield (see below), alongside leadership and educational streams and a request for continuing capacity. We are targeting the **11 December** Strategic Mission and Ministry Investment Board (SMMIB), which makes decisions on funding bids, for which the bid submission date is **31 October**.
- **Bid status** – Local consultations have concluded, the extensive required bid materials have been developed, and feedback has been received and incorporated from the national church vision and strategy team. Support is now sought from governance bodies before bid submission.

Project proposals

- **Overall missional pattern** – Extensive grass roots consultation across parishioners, lay leaders, partner organisations, incumbents, church leaders and youth in our three major urban areas has drawn out patterns of missional vision and opportunity and areas of fruit and growth, which fall under three key themes: 1) revitalising strategic churches and church planting, 2) growing younger and more diverse disciples, 3) strengthening leadership development, into which investment is proposed. It has been very encouraging to see so much life and missional vision across our parishes and deaneries.
- **In Hatfield** – Investment is proposed to expand student and community outreach and mission from St Johns Hatfield and create a new worshipping community near the De Havilland Campus with new missional workers. Also, to boost children, family, youth, and young adult outreach with new deanery missional workers, and to boost community outreach in deprived areas.
- **In Luton** – Investment in Mary's as a strategically located church, with capacity to re-develop the site and additional missional leadership to establish new intercultural worshipping communities, very timely with the town centre and stadium development, and to establish a young adult church and develop town wide young adult discipleship. Also, to boost children, family, youth and young adult outreach with new deanery missional workers, and boost community health, engagement, and mission in diverse urban communities.
- **In Watford** – Investment is proposed to expand community outreach and mission from Christ Church, with expanded leadership and new missional workers, boost children, family, schools, and youth outreach with new deanery missional workers including chaplaincy, and boost community outreach in deprived areas through a new estate worker, and intercultural worker.
- A **leadership** investment to grow the number of younger and more diverse leaders (lay and ordained), boost youth leader development and schools work through The Alban Way, and an **education** investment to boost parish and school engagement, pupil leaders of worship and collective worship, through a new schools and parish development role.
- **At Linmere** – DBF investment is proposed to create a sustainable new worshipping community in the Linmere housing development, Houghton Regis, on the outskirts of Luton and Dunstable, through a missional leader and supporting part time children and family worker (see below).

High level financials

- **Scale of bid** – In view of our maximum bid benchmarks (per above), we propose to bid for £3.5m now and £1.0m in principle funding (for approval now but payable from 2029 – 31). This would leave £4m for a further 2 bids for phases 2 and 3 of our programme, which we expect to be in the summer of 2026 and early in 2028, and which would include focus on rural ministry.

- **Breakdown of bid** – In view of the above, in discussion with Bishop’s Staff, the breakdown of our £3.5m bid and £1m in principle bid is set out in the table below (subject to approvals).

Phase 1	Bid £000	In Principle £000
Hatfield	512	172
Luton (phase 1)	1,226	254
Watford	619	291
Local leadership development	575	212
Local schools engagement	217	
Programme capacity	397	
Total	3,546	929

- **Assumptions and sustainability** – the focus of the bid is primarily front line missional roles to boost grass roots missional vision and opportunity. Roles have been fully costed with 22.5% on-costs (pension/NI), 5% recruitment costs (year1), 5% operational expenses (pa), and 3% inflation (year on year). Local roles are fully funded for 3 years, with prospect of a taper foreseen for fruitful roles to 6+ years, to lead to local sustainable work (see below).
- **Incremental DBF contribution** – SMMIB do not require matched funding, but a DBF contribution would be favourable for the bid and enable more to be achieved given reduced SMMIB funding available. The diocese will receive transitional support from the national church following the Diocesan Finances Review. It is proposed that £678k (c.45%) of expected transitional support in 2026-28 might be allocated towards mission, to support the sustainability of fruitful roles aligned to the bid and to establish a new worshipping community at Linmere, the largest housing development in the diocese. This proposal is subject to agreement through diocesan governance.

Governance and next steps

- **Governance approvals** – the following bodies have, or are due to, consider the bid:
 - Bishop’s Staff meeting on 15 September – support received
 - Diocesan Board of Finance on 22 September – support received
 - Growing Younger and More Diverse Board on 24 September – support received
 - Board for Mission & Ministry on 24 September
 - Diocesan Board of Education on 25 September
 - Bishop’s Council on 2 October.
- **Diocesan Synod** – support will be sought from Diocesan Synod members for the bid. Given submission timings, it is proposed that Bishop’s Council on 20 October will have final sign off on any queries or issues raised by Diocesan Synod.
- **Bid submission** – the final steps to submission include informal and formal quality control reviews on bid documentation (the formal review requires the bid papers on 14 October), ahead of final bid submission on 31 October and consideration by the SMMI Board on 11 December.
- **Next steps** – In the event of a successful bid, local project plans, specific resource needs and role descriptions would continue to be refined with the relevant local churches with consequential refining of the budget ask, intended outcomes and metrics. This is in play at various stages of maturity across Watford, Hatfield, and Luton.

St Albans Diocese: Strategic Mission Plan

Diocesan Investment Programme Application

Draft bid - BSM approved 15 Sept



'For such a time as this'

Esther 4:14

For Such a Time As This

Accelerating mission to grow younger and more diverse communities through bold leadership, revitalisation and church planting.

As we look to a new season of our diocesan life we are committed to **Living God's Love** by stepping out boldly and intentionally to reach ever more people with the good news of Jesus Christ.

We are excited at the prospect of partnering with the Diocesan Investment Programme to accelerate our mission, particularly in our most populated and deprived areas of the diocese, aligned with our strategic priority of **growing younger and more diverse**.

We have recently seen modest increases in the number of children and young people engaging with church, and with aligned leadership and energy, we wish to be **more strategic** in our approach.

This funding will accelerate missional transformation across our communities, enable **church revitalisation and planting**, enhance our **leadership pipeline**, grow **young and diverse missionary disciples**, and boost our mission to **multi-faith** and **multi-ethnic** communities.

Along with our senior colleagues, we are committed to this exciting vision and would warmly welcome your ongoing partnership.

In Christ,

+Richard and +Jane



"Above all we seek a bishop with a vision for mission and evangelism and a deep commitment to fostering church growth." (St Albans Statement of Needs - pg4)

Our Diocese

At a time of significant change in our diocese, there are unique and timely missional opportunities that cannot wait

2 million people | 398 churches | 271 clergy | 228 stipendiary clergy
Across Bedfordshire, Hertfordshire and Barnet

Luton



- One of the **youngest & most diverse towns** in the UK
- Home to expanding **London Luton Airport**
- Significant town centre **redevelopment** of mall and new football stadium next to St Mary's
- Home to **University of Bedfordshire**
- **7000 new homes** being developed north-west of Luton at **Linmere**

Bedford



- The new **Universal Studios** will be developed near Bedford - expected to create **5000 new jobs**

Why us, why now?

- Significant missional opportunity that cannot wait
- Aligned senior leadership
- Significant diverse population growth
- Major new housing / growth in young people
- Potential to reach 53% of population in the next 9 years

Hatfield



- St John's Hatfield is the **fastest growing church** in the diocese
- Home to University of Hertfordshire

Watford



- Soul Survivor Watford: **largest church in the diocese** has continued growth **under new leadership**
- SSW: a significant pipeline for young & diverse **leaders**
- Elstree Studios and Harry Potter World nearby
- Commuter Town with London Underground

Key Missional Challenges: GYMD

We face challenges in declining attendance, loss of children and young people, reaching diverse and deprived communities and a lack of missional and representative leaders

Key Challenges

Decline in attendance

*Total WC 9% lower across 2018-23***

U20 diocesan population grew by 7% (over 20 by 8%) from 2011-21

Loss of children and young people - and lack of capacity to reach them

U18 AWA 30% lower across 2018-23

*27% of our clergy feel equipped to minister to CYP (Nov 2020) ****

75% of our churches report having less than 10 CYP

Reaching diverse and deprived communities

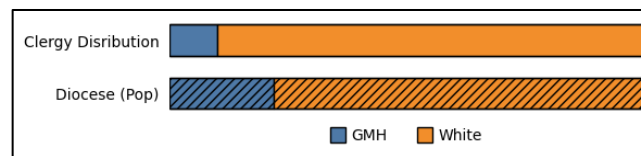
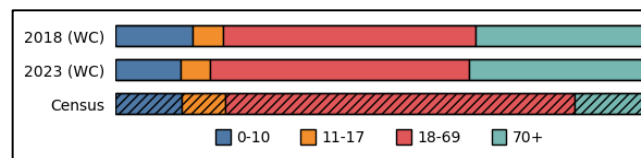
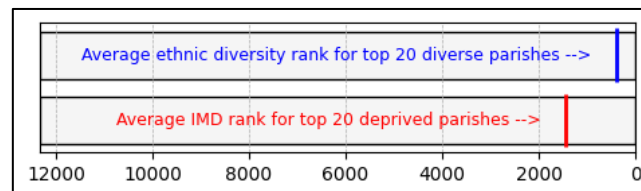
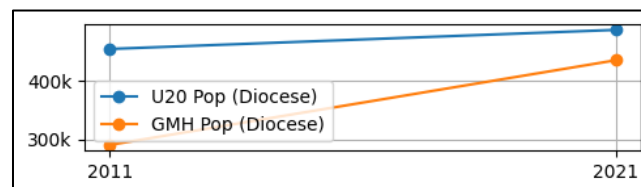
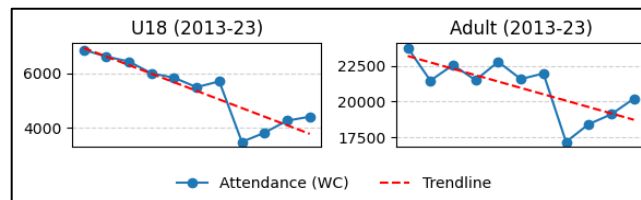
*(Top 20 most deprived parishes are, on average, more deprived than 90% of parishes nationwide.) *****

Insufficient missional and representative leadership

Underlines all above challenges.

5% of incumbents of GMH, relative to 22% of total pop.

Data



Root Causes*

Decline in attendance:

- Too few churches with missional energy, vision and capacity
- Complacency and inaction with current decline
- Clergy and local leaders content maintaining the status quo
- Historic lack of strategic diocesan approach to mission

Loss of children and young people (CYP):

- Lack of contextual outreach and discipleship
- Only recently (2020/2022) a clear diocesan priority
- Lack of prioritising CYP work among clergy and churches
- Significant lack of volunteers and skills gaps
- Gaps in effective pathways at CYP transition points
- Recent positive interventions, but need a Step Change

Reaching diverse and deprived communities:

- Cultural disparity between existing church & community
- Insufficient training for clergy for mission in diverse areas

Insufficient missional and representative leadership:

- Historic overrepresentation of middle-class white
- Unseen barriers for working class, disabled and GMH
- Historic lack of intentionality in representative leadership
- Lack of strategic missional leadership deployment
- Formation of clergy has lacked focus on mission

* Based on insight from Youthscape Youth Ministry Research Project November 2020, Statistics for Mission, John Truscott Mission & Ministry Departmental Review, Phil Gallagher review 2022, and The Alban Way report 2024.

** Diocesan 18-69 WC 7% lower from 2018-23, 0.7% of CYP population are attending CofE churches

*** St Albans Diocese Youth Ministry Review undertaken by Youthscape, November 2020, based on surveys representing 188 churches and focus groups with 17 deaneries.

**** 20 most deprived diocesan parishes are more deprived than 90% of national parishes. These are spread across Luton (9), Bedford (7), Dunstable (3), and Stevenage (1) deaneries

Our Strategic Response: GYMD

We have sought to identify where God is at work and asking us to join in. We have discerned 3 key areas of strategic missional change.

Our Diocesan Vision...

...is to **Live God's Love**, pursued through:
Going deeper into God • Transforming communities
• Making new disciples

Our Opportunities

- A commitment to a **church planting strategy** across the diocese, spearheaded by senior staff, with identified opportunities, in partnership with CCX.
- Fuelled by a **restructured M & M team** focusing on GYMD, spearheaded by +Jane prioritising **CYP ministry**, developing intentional joined up **discipleship and training pathways**.
- From 2023-2024 there was a **3.4% increase** in the number of children across the diocese.
- **New diocesan Bishop** coming to continue the missional trajectory.
- Unique structural opportunities in **Luton** and **Bedford**.
- **Growing pipeline of GYMD leaders**: 250 Trained on Youthscape Essentials, 25 Children's Essentials, 44 Vicars on Launchpad. The Alban Way, 48 young Adults and 270 children.
- **Extensive consultations** have encouraged missional vision, highlighted opportunities & driven missional momentum.

Our Areas of Investment

Revitalising strategic churches and church planting

Missional engines to impact our largest young and diverse towns

Growing younger and more diverse disciples

*To increase the number of children, youth and young adult **disciples***

Strengthening leadership development

*To widen **representation**, access, training and vocational pathways across the diocese*

These have come from extensive consultation and discernment across our deaneries to identify grassroots missional vision, fruitfulness, and opportunity

Alignment with National Church:

A church of missionary disciples • A mixed ecology church • A younger, more diverse church

Investing in Missional Energy & Leadership

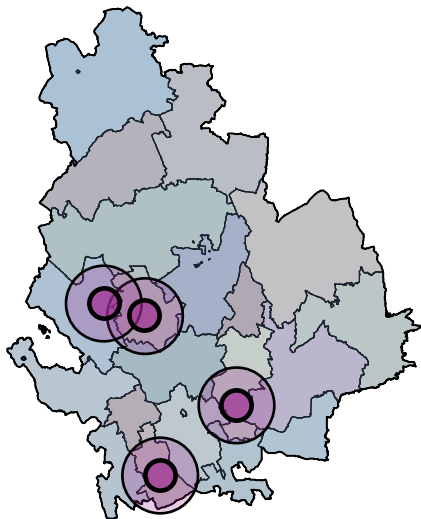
GYMD as the lever for diocesan wide strategic step change - addressing the drop in attendance and CYP, missional outreach to diverse communities and insufficient missional and representative leadership

Missional Plan		Challenges Addressed				Phase 1																																						
1	Target largest population centres for impact <i>Which are young and diverse</i>	CYP	Attendance	Diverse Mission	Leadership	Watford <i>(170k population)</i>			Welwyn Hatfield <i>(100k population)</i>			Luton <i>(220k population)</i>																																
2	Establish a missional engine in each centre <i>Develop church planting churches in each population centre - building on the working SSW model</i>	✓	✓	✓	✓	Engine: Soul Survivor Watford 3 plants, 3 revitalisations, 16 ordinands. 3 revitalisations/plants planned or in planning over next 3 years Under new leadership, growth sustained and empowering leaders, poised for growth. Established: ●			Engine: St John’s Hatfield - WC: 130. Poised for growth - Grown by 55. Needs boost to grow to 300+ - Invest to develop as church-planting church 2 church plants by 2031 Develop: ◐			Engine: new Young Adult Church - Step Change Needed in 2nd youngest and diverse town in UK. - Learnings from prior experience and SSW - Leader with Track Record; vision for NWCs Plant: ◑																																
3	Targeted investment where missional leadership & energy <i>Strategic deployment of workers in churches with thriving Young and Diverse ministries or high potential based on demography.</i>	✓	✓	✓	✓	<table><tr><th>U18 CYP</th><th>Churches</th><th>Investment</th></tr><tr><td>0-10</td><td>7</td><td>+ 0.5 CYP roles</td></tr><tr><td>11-24</td><td>8</td><td>+ 4.5 CYP roles</td></tr><tr><td>25+</td><td>3</td><td>+ 0.25 CYP role</td></tr></table> Primarily placing workers in churches with 11-24 CYP to grow to 25+ - youth, children & families, and diverse estates	U18 CYP	Churches	Investment	0-10	7	+ 0.5 CYP roles	11-24	8	+ 4.5 CYP roles	25+	3	+ 0.25 CYP role	<table><tr><th>U18 CYP</th><th>Churches</th><th>Investment</th></tr><tr><td>0-10</td><td>11</td><td>+ 0.5 CYP role</td></tr><tr><td>11-24</td><td>3</td><td>+ 0.5 CYP role</td></tr><tr><td>25+</td><td>3</td><td>+ 2 CYP role</td></tr></table> Placing CYP workers to multiply town wide growth. Aligned with University chaplaincy.	U18 CYP	Churches	Investment	0-10	11	+ 0.5 CYP role	11-24	3	+ 0.5 CYP role	25+	3	+ 2 CYP role	<table><tr><th>U18 CYP</th><th>Churches</th><th>Investment</th></tr><tr><td>0-10</td><td>15</td><td>+ 1 CYP role</td></tr><tr><td>11-24</td><td>4</td><td>+ 2 CYP roles</td></tr><tr><td>25+</td><td>4</td><td>+ 3 CYP roles</td></tr></table> Placing CYP workers to multiply town wide growth -- messy church, schools, estates, and community organising - with contextual CYP pathways	U18 CYP	Churches	Investment	0-10	15	+ 1 CYP role	11-24	4	+ 2 CYP roles	25+	4	+ 3 CYP roles
U18 CYP	Churches	Investment																																										
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4	Boost the missional leadership pipeline <i>Expand proven models: Youthscape/ Alban Way - missional YA leader formation - address transition gaps (11,14,18) - boost clergy & volunteer training</i>	✓				2022 Innovation Funding: The Alban Way Formation based leadership development <table><tr><th>Cohort</th><th>Projected</th><th>Actual</th></tr><tr><td>Children (11+)</td><td>150</td><td>270</td></tr><tr><td>Young Adults (18+)</td><td>25</td><td>43</td></tr></table> Senior staff commitment - Joining up pathways TAW, Launchpad, YSE, CE	Cohort	Projected	Actual	Children (11+)	150	270	Young Adults (18+)	25	43	Development Plan ► - Add 14+ cohort addressing gap Partnership with Satellites - Develop YA alumni - Scale and multiply working models (TAW, Launchpad, YSE, and CE) - Pilot Local Leaders for Growth	Enabling Policy Change ► - Flood current discernment process with younger and more diverse leaders - Planting curates 2 per year from 2027 - Curate housing in strategic locations - Strategic deployment – long term view - RJO / DO – to boost access																											
Cohort	Projected	Actual																																										
Children (11+)	150	270																																										
Young Adults (18+)	25	43																																										

Why now: - while we seek a new missional diocesan bishop, there are **major opportunities** that cannot wait...

Strategic Missional Plan: Overview

We propose three phases of investment, targeting the most impactful areas to boost and scale missional outreach



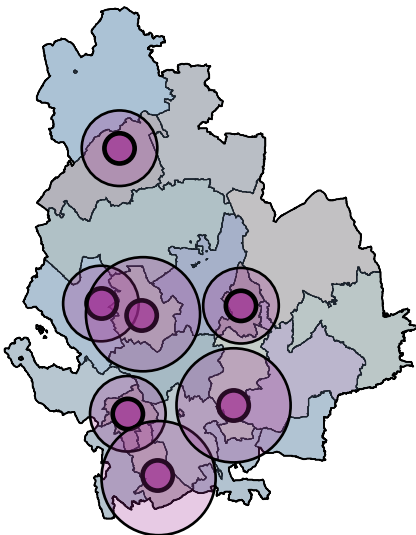
Phase 1

Luton, Watford, Hatfield, Linmere*

4 deaneries

649,038 people

33% of diocesan population



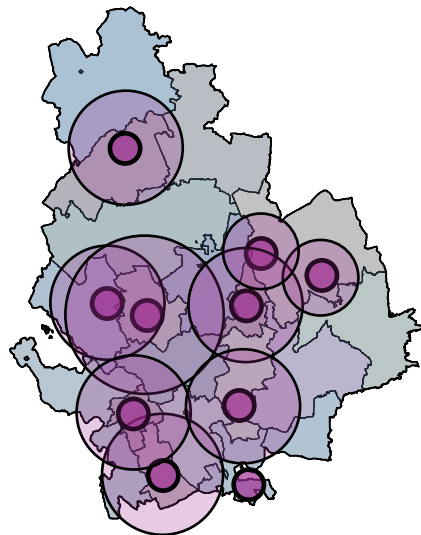
Phase 2

+Stevenage, Hemel, Bedford, Luton (2)

7 deaneries

896,324 people

45% of diocesan population



Phase 3

+Barnet (LDN), Buntingford, Letchworth

10 deaneries

1,103,237 people

56% of diocesan population

Urban Area

Population

Luton
Watford
Bedford
St Albans
Hemel Hempstead
Broxbourne
Stevenage
Dunstable
Welwyn
Hatfield

220,000
170,000
120,000
100,000
100,000
100,000
90,000
60,000
50,000
50,000

- The opportunity to reach over 1 million people (53% of our diocesan population) – with the love of God.
- Strategic investment in three key phases, with **direct** or **generative impact** in every major urban area by 2036.
- Beginning with Watford and Welwyn Hatfield, where we have a strong track record of growth and moving into **intentional church planting**.
- This learning and momentum will shape our work in Luton and beyond, as we expand to other urban areas in Phases 2 and 3.
- Alongside **leadership development** and growing **young and diverse missionary disciples** in each target deanery.

* Linmere (major housing development) is within Dunstable Deanery. Deanery selection based on largest urban areas and largest young and diverse populations (half of the diocese lives in the top 10 urban areas), deaneries with attendances well below the diocesan and national averages (in some cases with no or only one large church), large rural populations, and specific timely opportunity (major Luton town centre developments, housing developments, or missional opportunities).

Strategic Missional Plan: Phase 1

Targeting Luton, Watford, and Hatfield, alongside leadership pipeline and education as the most impactful interventions

Luton

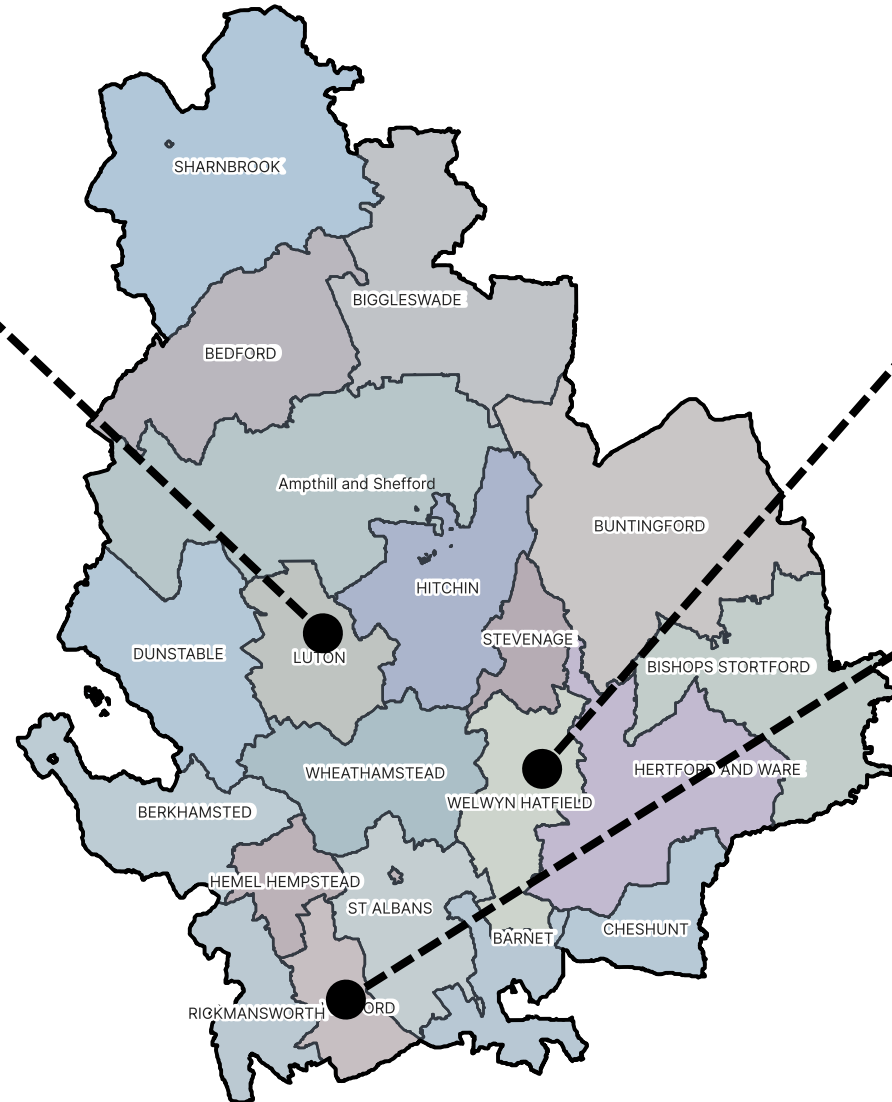
- *Plant young adult church + NWCs*
- *Revitalise St Mary's + new NWCs*
- *Invest in children, youth, families*
- *Invest in estates and gangs*
- *Boost contextual Christian mission*
- *Grow robust leadership pipeline*
- *Plant church in Linnere - new housing North of Luton*

CYP Strategic Support

- *Youth & Children's Essentials*
- *Launchpad continued growth*
- *Leaders Events to network paid & volunteer CYP workers at Youthscape*
- *Small (£1K) & Major (£45K) grants to employ CYP workers.*
- *Twice yearly overnight retreats.*

Education

- *Grow number of young disciples and see flourishing parishes and schools*
- *Roll out a living covenant between parishes and schools*
- *Boost collective worship and pupil leaders of worship*



Hatfield

- *Invest in St John's Hatfield to become a large church planting church*
- *Plant NWC near the De Havilland Campus*
- *Invest in schools, children, youth*
- *Grow a robust leadership pipeline*

Watford

- *Revitalise Christ Church*
- *Invest in children, youth, families*
- *Invest in chaplaincy & intercultural mission*
- *Grow robust leadership pipeline*
- *Grow young and diverse disciples*

Leadership

- *Increase number of children and young disciples (TAW)*
- *Increase number of paid youth and children's workers*
- *Develop contextual leaders*

Intentional Church Planting Strategy

We have shifted to 'intentional' in our priorities. DIP funding will help us move faster towards a joined up 'strategic' approach

Today		
Passive	Intentional	Intentional Strategic
Church Planting and Revitalisation Strategy	Previously sporadic, now a focused strategy in development with spearheaded by senior team .	Intentional people plan linking with leadership pipeline (joined up). Culture shift underway: more churches releasing, revitalising, and planting.
	Soul Survivor Watford: 2015–2025: 3 church plants, 3 revitalisations leading to 38% growth on average .	Continue to partner with SSW and develop St John's Hatfield to plant and revitalise further churches. Continue revitalisations in strategic locations across the diocese (e.g. Hemel)
	Missional consultations among clergy in strategic areas.	Plant a young adult church in Luton . Develop churches in Bedford, Stevenage and Hemel to enable revitalisation and church planting.
Leadership Pipeline	Piloted The Alban Way – 48 young adult leaders . Recent cohort 25% of GMH . 7 exploring ordination .	The Alban Way – 128 young adult leaders by 2031 , 41 exploring ordination (based on similar percentage). Representative leadership across diocese.
	49 CYP workers across 39 churches 275 completed Youthscape/Children's Essentials 8 events to equip CYP workers pa 44 vicars completed Launchpad	+ 534 people trained across the diocese in CYP work + 60 vicars completed Launchpad (expect 70% to launch youth ministries) + 189 new GMH leaders trained and equipped Expanded and robust pipeline of diverse leaders
Policy & Practice Change	Missional Grants, £659k from 2022–2023 allocations enabling 39 CYP posts part-funded over three years Purchasing houses in strategic locations (e.g. Luton)	DBF funded initiatives (mission grants) projected c. £1 m in next 3 years (based on 2022 and 2023 allocations)

Church Planting Church: Soul Survivor Watford

Track record of planting and revitalisation to be intentionally accelerated and boosted under new leadership



Soul Survivor Watford

170,000 town population

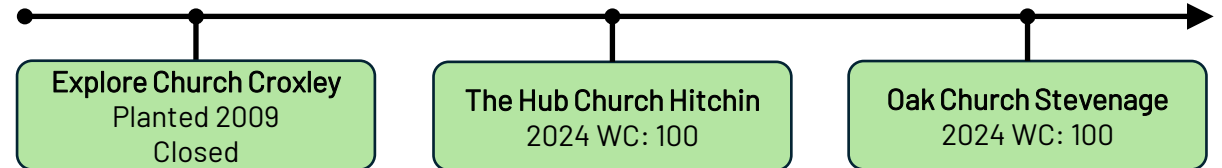
1,700 total Worshipping Community (2024)

526 total U18 Worshipping Community (2024)

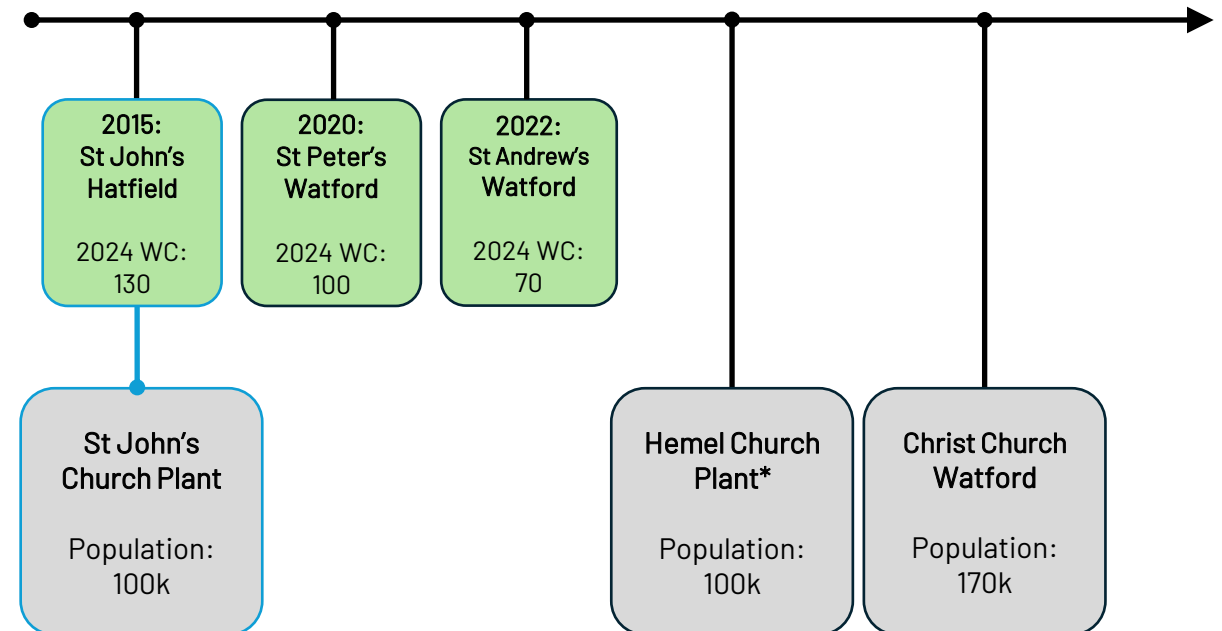
16 ordinands in last 10 years

* We have already started to progress this with DBF funding.

Church Plants



Strategic Revitalisations



Watford

Strategically located, a track record of revitalisation and poised to accelerate missional growth

The Story So Far



Watford Revitalisations in partnership with
Soul Survivor Watford:

St Peter's (left): WC from 43 to **100** (2020-24)
St Andrews (right): WC from 84 to **100** (2022-24)

Christ Church Watford



Previously a dying church near the centre of Watford – an interim minister was appointed to prepare the church for revitalisation – it has since experienced growth. There is significant opportunity to boost mission and fuel growth with:

Children, Youth and Families

The church is in a young and diverse growing area of the town and is **poised for revitalisation** with support from SSW
Two **NWCs** are planned 2026/28; **+128 WC**, **+35 WC U18** by 2031

Further Targeted CYP



Watford is home to **multi-faith** and **multi-ethnic** communities.
It has strong **transport links** to London and new missional opportunities, e.g. a major **new housing** estate at Watford Junction Station attracting large numbers of young adults.

*We plan **targeted deployment of CYP workers** in churches with thriving Young and Diverse ministries or high potential – to grow young and diverse disciples:
- investing in youth, children & families, and diverse estates.
+119 WC U18, **+70 new to faith** by 2031*

Build on prior revitalisations
joined up support for planting curacies and policies to support and scale.

Intentional Deployment
Watford (Phase 1)

Generative Impact on pipeline and church growth
for **wider geographical reach**

Hatfield

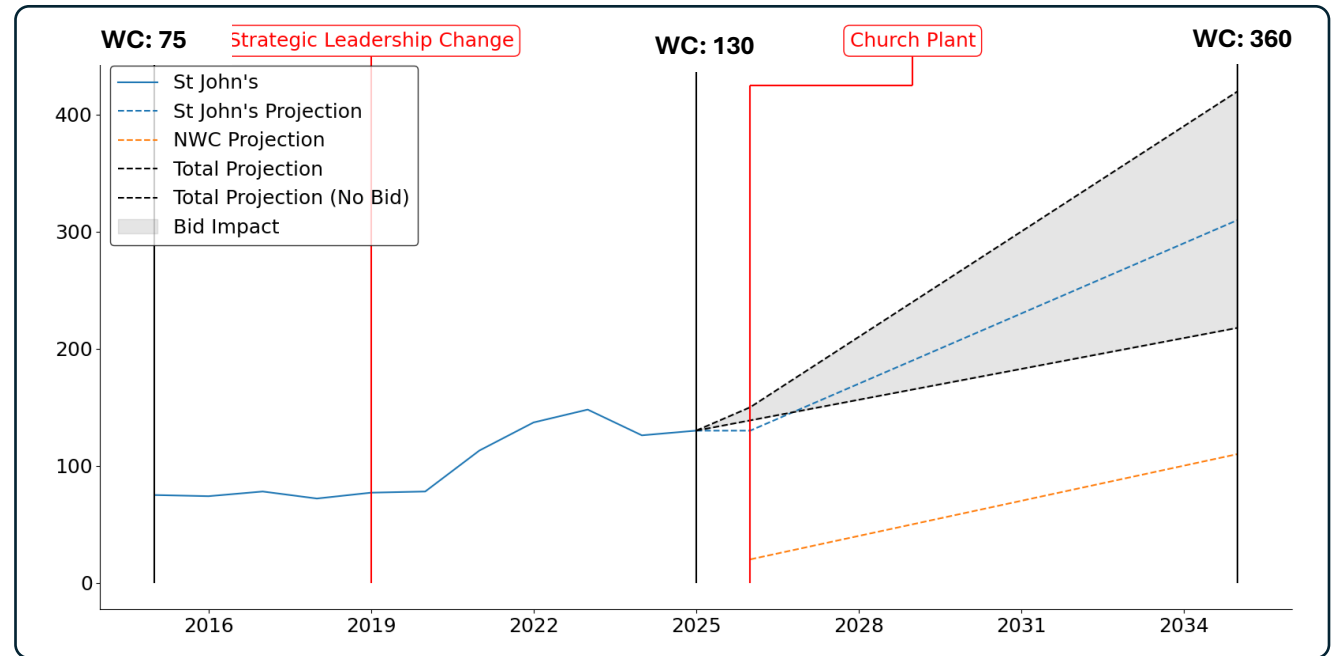
Next stage development to continue growth and make St John's Hatfield a Church Planting Church

St John's Hatfield



1 New Church Plant | 2 St John's Hatfield | 3 University of Hertfordshire

- £145,000 prioritised DBF investment has led to significant growth in past 10 years
- Building at Capacity, plans to develop whole site.



- Wider Hatfield team aligned on GYMD priorities
- Town-wide unity meeting weekly, intentional clergy recruitment and leadership development.
- Further investment to **scale fruitful growing ministries/churches** to grow young disciples

Luton: Town Centre

Learning from Watford & Hatfield, we will: invest in St Mary's, multiply strategic ministries, and plant a young and diverse church

Future Town-Centre

Phase 1: St Mary's Strategically Located Church



- **Capacity** to support redevelopment of the grounds & buildings laying the foundations for future growth.
- **Additional missional leadership** to establish new intercultural worshipping communities.

WC +184 / NWCs +2 by 2031



- 1 St Mary's Church 2 New Luton FC Stadium 3 University
4 The Point Shopping Mall 5 Train Station 6 Airport

Plant a Young Adult Church (extra parochial)



- Aimed at 18-35s with **longer term sustainability plan**
- Currently no Anglican evening service
 - NWCs launched Jan '28 and 30/31
- Impact: WC 350 by 2036
 - Partnership across churches and **Youthscape**

Luton: Town-Wide

Alongside town centre we will invest in growing churches across Luton to continue growth and plant a new church in Linnere



St Luke's Luton

15% growth from 2023-24



St Hugh's Luton

15% growth over last 3 years

Intentionally Boost Fruitful Work With CYP Deanery-Wide

Scale strategic mission to young adults, youth, children and families – by developing townwide young-adult discipleship

Multiply fruitful initiatives across the deanery including messy church, estate ministry and developing a youth academy

Planting NWCs on deprived estates – leading to 225% growth

+ 164 new local leaders trained in CYP

Boost Christian Mission to Diverse Communities

Boost Christian mission to multi-faith and multi-ethnic communities across the deanery, by scaling community organising and contextual outreach

+500 community engagement and **+70** worshipping community in our most diverse two parishes

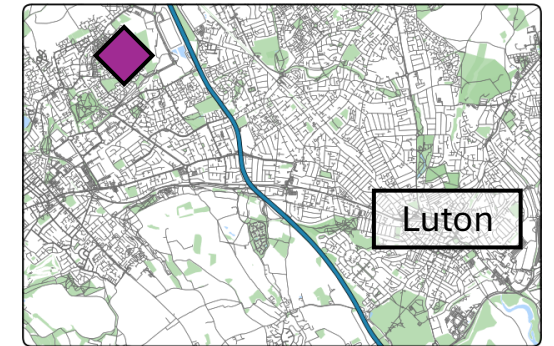
Grow a Robust Leadership Pipeline

Increase training, and diverse lay leader and volunteer engagement via launching a new 'Local Leaders for Growth' course.

Expand Launchpad, Youthscape, and Children's Essentials, and The Alban Way.

+ 100 local Luton leaders

Linnere Church Plant



Plans to plant a church in Linnere – North of Luton – in major new development including 7,000 new homes. House to be purchased – DBF funded

+72 WC, **+14** WC U18, **+17** new to faith

Pipeline of Missional Leaders

A joined-up approach to raising and equipping missional leaders – broadening access, expanding effective pathways, and providing contextual training

Pathway: The Alban Way



- **Expand our proven formation and discipleship pathway** for children (11) and young adults (18+) – TAW (SMMIB funded) exceeded outcomes, doubling projections
- **Launch a 14+ cohort** addressing key transition
- Vicars who run TAW in schools complete **Launchpad**; youth ministries launched alongside schools' work
- 48 Young Adults so far – **25% exploring ordination**
- **In 2025 25% of YA cohort GMH.** Accessibility also addressed in program.
- **Impact: Engaging 1,960 children and discipling 128 young adults by 2031**

An Effective Leadership Pipeline



- **Younger more diverse ADDOs** to support influx from TAW/Local Leaders for Growth into ordination pathways
- **2 curacies** a year from 2027 to be prioritised for church revitalisation and planting
- **2 future revitalisations** identified (Hemel, Christ Church Watford) + **3 future church plant** plans underway with locations identified (Hatfield, Linmere, Luton)
- Training of clergy where there is missional energy, **deploying curates in areas of growth.**
- **Buying houses in key locations** to support this.

Pathway: Local Leaders for Growth



- Launch leadership **pathway for underrepresented grassroots leaders**, enabling sustainable and contextual discipleship
- Pilot initially in Luton 2026 then Hatfield 2027
- Support local vocational discernment and contextual growth **embedded in local community**
- Widen access for GMH, disabled, and working-class leaders
- **Grow ~255 new local leaders**

CYP Strategic Support and Growth

Our realigned, all-round support offers a strong foundation for our further investment in new CYP workers

Joined-up CYP work: training, resourcing, and support for clergy and CYP workers - through *The Alban Way* and discipleship pathways at key transition points (11+, 14+, and 18+)

Support and Training

Children

Children's Essentials Training – run twice annually
Children's Cohort of The Alban Way – based in schools

Youth

Youth Work Essentials – core training programme
Diocesan-wide Youth Events – e.g. Abbey gatherings, Satellites, and Taizé residentials
Launchpad for Vicars – completed by 44 clergy to date with 70% starting new youth ministries

Young Adults

The Alban Way – year-long discipleship programme
Young Adult Gatherings – regular evenings and events

Support for CYP & YA Leaders

Retreats for Leaders – held twice yearly
Volunteer Days – equipping and encouraging teams

"We're thrilled to partner with St Albans Diocese. Over the past three years, they've pioneered Youthscape initiatives and built a joined-up approach to children, youth, and young adult ministry. I'm especially excited by The Alban Way in schools and its wider potential."

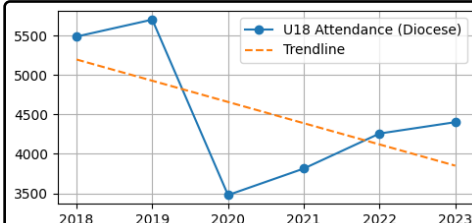
– Canon Chris Curtis, MBE, CEO of Youthscape



Growth Trajectory

Through consultation we've identified three priorities, for **targeted deployment of CYP workers** in places across Luton, Watford and Hatfield with missional energy and leadership:

1. **Scale fruitful mission** to young adults, youth, children, and families – with a **focus on discipleship**
2. **Multiply effective CYP ministries** – including messy church, schools work, estates & gang outreach
3. **Invest in strategic parishes with missional energy** – to accelerate high-impact, frontline mission



Future Impact by 2031: Continuing uptick in children and younger people (up 3.5% 2023-2024) • DBF Investment of £596k* in frontline mission for children, youth and families (2021-2027)* • 534 newly trained leaders via Launchpad/YSE/CE • Boosting of fruitful work across deaneries: Messy church, Youth Academy, Pop Up youth drop ins • 445 new under 18 WC across diocese

* DBF committed **£659k** of Mission Initiative Grant investment as part of the Growing Younger and More Diverse programme from 2022 and 2023 YOA (of which £596k is attributable to CYF work); **£289k** has been similarly allocated for mission from 2024 YOA.

Boosting Mission in Schools

Growing children, youth and young adult disciples through partnering with schools

The board of education seeks to *Live God's Love in Education* by helping schools and their communities thrive and experience life in all its fullness. We aim to grow young disciples and strengthen parish-school connections through enriched collective worship, empowered pupil worship leaders, and a joined-up approach to discipleship across school, home, and parish.

Our Diocese is home to

- 136 church schools
- c. 31,000 church school pupils
- 9 secondary schools
- 33 academies
- 6 local authorities
- 11 chaplains



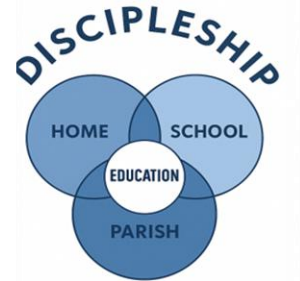
Our missional challenges

- Establishing deeper more effective, school-home-parish partnerships
- Widespread school needs and appetite for support
- Lack of specialist knowledge – few people have the specialist knowledge to navigate both contexts

What We Hope To Do

Through the work of a dedicated Schools and Parish Mission Officer working across our schools, we will:

- Strengthen collective worship: 80% of church schools to have an active School/Parish covenant in place
- Raise up 50 pupil leaders of worship
- Raise up 45 volunteer chaplains
- Boost parish school relationships – with a joined-up approach that nurtures discipleship across school, home, and parish (Education in the Nexus).



Strategic Outcomes

Phase 1 outcomes: growth in younger and more diverse disciples, strategic church revitalisation and planting, flourishing leadership development

Across 4 deaneries and 22 churches, we are expecting to see a significant increase in the number of younger and more diverse disciples, churches revitalised and planted for mission and ministry, and flourishing leadership development.

Across the geographies and streams in our first bid, we expect the following outcomes:

- Develop at least 3 further church planting churches
- 6 new worshipping communities established
- 1684 increase in Total Worshipping Community, 445 increase in U18 Worshipping Community
- 305 people come to faith
- 2,088 children and young adults engaging with the Alban Way Programme
- 534 new leaders trained

A focus on strategic churches

Revitalisation + Plants + NWCs	WC Increase 2031	10-year view
Luton St Mary's + NWCs	+ 184	+ 330
Luton YA church + NWCs	+ 200	+ 350
Watford Christ Church + NWC	+ 128	+ 245
Hatfield St John's + NWC	+ 250	+ 344
Linmere NWC	+ 72	+ 100

Outcomes by 2031	Luton Increases	Watford Increases	Hatfield Increases	Linmere	Leadership	Education	Growth 2031
Worshipping Community Total	704	478	430	72	-	-	1684
Worshipping Community U18	173	154	104	14	-	-	445
New to Faith	104	92	92	17	-	-	305
NWCs Established	3	1	1	1	-	-	6
Alban Way Children's Cohort: Children Engaged	620	620	540	-	1960	-	1960
Alban Way Young Adult's Cohort: Young Adult Participants	17	15	16	-	128	-	128
New Leaders trained (YSE/CE/L)	164	132	98	-	534	-	534
Number of Newly Trained Lay Leaders of Mission	100	80	75	-	255	-	255
Number of Pupil Leaders of Worship	-	-	-	-	-	50	50
Cohort of Volunteer Chaplains in Training	-	-	-	-	-	45	45
Number of GMH leaders	75	62	52	-	189	-	189

Blue figures = included in Leadership column numbers already so not double counted in Growth 2031 total.

*Definition for Luton/Watford/Hatfield/Leadership: numbers trained on Launchpad / Youthscape Essentials / Children's Essentials. Separate definition for Linmere/Education

Strategic People Plan

We are investing in front line missional roles to boost grassroots missional vision and opportunity

Diocesan people strategy:

- We are seeking to adopt a **thoroughly intentional** and **strategic approach** to expand our missional leader pipelines, deploy leaders, and provide missional training – for both lay and ordained. This includes **widening access pathways** to drive representative leadership and the **orientation** of emerging and existing leaders **towards mission**.
- We invite SMMIB to partner with us as we look to develop and deploy **new missional leaders** under the GYMD programme, against a backdrop of stable and very slightly reducing clergy numbers.

In our DIP application, we are seeking funding for:

- Missional leaders to plant churches and NWCs and drive missional step change and discipleship.
- Senior front-line workers and operations managers to drive revitalisation and co-ordinate church development.
- Front-line workers to expand mission and outreach across the deaneries in the areas of youth, children, family, and estate work.
- Administrators to support delivery of streams, programmes, and initiatives.
- Extended capacity to run phase 2 and 3 of our strategic programme
- The director of missional change for Luton to support town-wide mission already has 2 years of capacity funding.

Nature of Roles

	Luton	Watford	Hatfield	Linnere	Education	Leadership	Capacity	GYMD Team	Total
Director							1		1
Missional Leaders	1	2.5	0.5			0.8			4.8
Operations Leaders*	2		1.5		1		1.5		6
Front Line Workers	4.5	2.5	1.5			1.6	0.4		10.5
Admin.	0.3		0.5			0.4			1.2
Bid	7.8	5	4		1	2.8	2.9		23.5
In Principle	2	1.25	1			1.8			6.05
DBF**				1.5				1.9	3.4
Total	9.8	6.25	5	1.5	1	4.6	2.9	1.9	32.95

** This role level includes Senior / Technical Front Line Workers and Operations Leaders*

*** The GYMD team 1.9 FTE relates to continuing DBF funded GYMD roles focused on this strategic priority*

NB c.80% of new roles are local and directly support parishes; c.20% are continuing central SMMIB funded roles

Strategic People Plan: Detail

Our focus is on front line missional roles to boost grass roots missional vision and opportunity

Blue text indicates phased 'in principle' roles

Deanery / Area	Role	No. of Roles	Purpose & Sustainability
Luton	Director	1**	To lead town wide missional change, line manage new missional staff and support deanery mission (**capacity funded)
	Missional Leaders	1	To lead revitalisation and intercultural NWCs at St Mary's
	Operations Managers*	2	To support St Mary's building development, and orchestrate mission and a growing volunteer base
	Front Line Workers	4.5 + 1	To set up new young adult church and expand and multiply fruitful children, youth, family, young adult and estate work
	Administrators	0.3 + 1	To support delivery of initiatives and town-wide mission and community welcoming and engagement
Watford	Missional Leaders	2.5 + 0.75	To lead revitalisation (Christ Church), intercultural outreach and chaplaincy
	Front Line Workers	2.5 + 0.5	To expand and multiply fruitful children, youth, and family work
Hatfield	Missional Leaders	0.5	To establish and lead a NWC at St John's Hatfield
	Operations Managers*	1.5	To set up systems to enable and boost children, youth, and family work and lead this work
	Front Line Workers	1.5 + 1	To expand and multiply fruitful school, children, and youth engagement
	Administrators	0.5	To release and enable leaders by supporting streams, initiatives and programmes
Linmere	Missional Leaders	1***	To establish and lead a NWC among younger generations on a new housing estate (***DBF funded)
	Front Line Workers	0.5***	To support the NWC on a new housing estate (***DBF funded)
Education	Missional Leaders	1	To lead on training staff and to develop a volunteer network of chaplains
Leadership	Missional Leaders	0.8	To lead the Alban Way Programme and leadership initiatives
	Front Line Workers	1.6	To develop children and youth ministry across churches (paid youth workers in training, based in parish and St. Mellitus)
	Administrators	0.4 + 1.8	To support running of The Alban Way and leadership initiatives, and training 3x0.6 St Mellitus student youth workers
Capacity	Director	1	To lead the diocesan strategic change programme – including consultation, bid development and execution
	Front Line Workers	1.9	To support the diocesan strategic change programme – accounting, reporting and programme support

*Operational Managers role level includes Senior / Technical Front Line Workers and Operations Workers; Luton Director = capacity funded role (2 years funding held)

Strategic Finance Plan

We are increasing our strategic investment in mission as an integral part of our overall financial management

Diocesan Financial Position

Our principal expenditure is the support of **stipendiary ministry**, including stipends, housing and operational costs:

- Over Bishop Alan's 16-year tenure, we have maintained a stable number of stipendiary clergy posts with minor reductions in recent years, sustaining parish ministry.
- The diocesan support staff team is comparatively lean, and demonstrably smaller than in many dioceses of similar size
- **Parish Share** is calculated on a deanery-based formula agreed locally; collection rates remained above 90% during covid and at 91.25% in 2024 against a 92% target.
- We plan on a rolling 5-year basis and act to address financially unsustainable parishes
- In 2022 the adoption of a **total return investment policy**, allowed for a sustainable 3.5% distribution rate, which has markedly increased returns from our assets and enabled the release of around £500,000 per year for parish grant schemes focused on mission initiatives and carbon reduction.
- This has led to **£659k** of committed missional investment through Mission Initiative Grants as part of the Growing Younger and More Diverse programme from the 2022 and 2023 years of account, and **£289k** has been similarly allocated from the 2024 year of account.
- The DBF will also commit up to **£678k**(c.45%) of its **Time Limited Support** to the GYMD programme - to support sustainability of missional roles and to establish the new worshipping community at Linmere (subject to approvals) and continue to fund the existing **GYMD team** and its activities at a 3-year cost of **£460k**.
- The DBF will also undertake c. **£1.5m** of **property investment** across Luton, Linmere and Hatfield to enable and boost mission in these key areas (subject to approvals).
- Overall, while the diocese's financial position is healthy and sustainable, **further missional investment is now needed** to address our missional challenges
- Looking ahead, we anticipate very slight loss of stipendiary roles (driving local structural change) and **new missional leaders** through the GYMD programme, funded by SMMIB/DBF grants in the short term and by total return improvements in the longer term.
- **Partnership with SMMIB** is therefore now welcomed – as we seek to drive missional step change across the diocese.

Assumptions & Sustainability

- New roles are fully costed with 22.5% on-costs (pension/NI), 5% recruitment costs (year1), 5% operational expenses (pa), and 3% inflation (year on year) uplifts.
- Front line deanery roles are fully funded for 3 years, with a taper foreseen with support from diocesan board of finance missional investment to lead to local sustainable work (per our financial model).

Strategic Finance Plan

We seek £4.5m of DIP funding across 6 years, alongside £3m diocesan funding for phase 1 of our GYMD missional strategy

In this DIP application, we are seeking funding for:

- **£4.5m** of DIP funding (**£3.5m now** and **£1m in principle** funding for the next triennium), alongside c. **£3m** of diocesan funding, for fully costed resources to deliver **phase 1** of our GYMD missional strategy
- **80%** of the programme is focused directly on missional change in Luton, Watford, Hatfield, and Linmere, with **20%** having a wider diocesan impact
- **71%** of the programme is focused on new and extended missional roles, **8%** on supporting operational spend and **21%** on infrastructure to enable mission

We will come back to SMMIB with two further bids seeking funding for:

- **£4m** to deliver phase 2 and 3 of our missional strategy including Luton (phase 2), Bedford, Stevenage, Hemel Hempstead, Barnet and rural deaneries
- Taking our progressive impact to over 50% of deaneries and 56% of the diocesan population.

Programme investment – phasing

Project	2026	2027	2028	2029	Bid	In Principle	DBF	Total
Hatfield	95,933	191,714	162,525	62,087	512,259	172,120	348,191	1,032,570
Luton	207,738	399,842	409,105	209,282	1,225,967	253,957	901,191	2,381,115
Watford	76,606	235,336	233,454	73,985	619,381	290,753	126,191	1,036,325
Linmere	0	0	0	0	0	0	850,209	850,209
Education	36,222	70,497	72,612	37,395	216,725	0	0	216,725
Leadership	95,852	187,320	192,940	99,364	575,475	212,047	0	787,523
Capacity	16,441	180,125	185,529	14,477	396,572	0	0	396,572
GYMD Team	0	0	0	0	0	0	460,000	460,000
GYMD Grants	0	0	0	0	0	0	289,200	289,200
Total	528,792	1,264,833	1,256,165	496,590	3,546,379	928,877	2,974,982	7,450,238
%					48%	12%	40%	100.00%

Programme investment – breakdown

Project	Roles	Other	Infrastructure	Total
Hatfield	751,728	58,842	222,000	1,032,570
Luton	1,527,644	78,470	775,000	2,381,115
Watford	966,632	69,693	0	1,036,325
Linmere	274,358	25,851	550,000	850,209
Education	168,255	48,471	0	216,725
Leadership	625,954	161,569	0	787,523
Capacity	396,572	0	0	396,572
GYMD team	280,000	180,000	0	460,000
GYMD Grants	289,200	0	0	289,200
Total	5,280,342	622,897	1,547,000	7,450,238
%	71%	8%	21%	100%

£1m of in principle funding is sought now in respect of phased further development of our initial bid.

£3m of DBF funding sits alongside, to fund the Linmere development, sustainability of roles, property investment across Hatfield, Luton, Linmere, GYMD team and activity and GYMD Mission Grants.

Executive Summary

For such a time as this

At a time of significant change in our diocese, we face unique and timely missional opportunities and significant missional challenges, particularly in reaching our most populated and deprived areas of the diocese.

Our approach

Over the coming years, we will focus on three prayerfully discerned missional priorities:

1. **Church planting and revitalisation** – with an intentional approach to develop church planting churches in each population centre, as a ‘missional engine’, building on the SSW model (to be accelerated under new leadership). We will also revitalise St Mary’s Luton and plant a church at the Linmere housing development.
2. **Growing younger and more diverse disciples** – through targeted investment in missional leadership and energy and deployment of workers in churches with thriving Young and Diverse ministries, or high potential based on demography.
3. **Boosting our missional leadership pipeline** – through expanding proven models including The Alban Way (young adult leader formation and addressing transition gaps at 11,14,18 years), clergy and volunteer training for CYP work (with Youthscape and St Mellitus), and lay leader development in Luton (for those of GMH backgrounds).

Our investment plan

We propose a three-phase approach, targeting our largest population centres for impact. We will start with **Luton, Watford, and Hatfield**, in view of their high potential for missional growth, as an anchor for further phases across the diocese.

Investment will prioritise **front-line roles**, multiplying missional leaders and energy on the ground. Phase one will deliver: development of at least 3 further church planting churches, 6 new worshipping communities; c.1700 additional worshippers; 305 people new to faith; and 534 new leaders trained.

Our ask

We seek partnership with SMMIB to release **£3.5m now**, with **£1m in principle** for future phases, alongside **£3m diocesan investment**.

Together, this will accelerate growth, revitalise strategic churches, expand leadership pathways, and plant new communities of faith across our diocese.

St Albans Diocese: Addendum

Diocesan Investment Programme Application

Contents

Stakeholder Engagement & Communications

- **Stakeholder engagement and communications plan:** what's been done to date and summary of future plans
- Key **potential issues and opportunities** to be managed, based on stakeholder analysis

Leadership & Management Capacity

- Plans to ensure there is **sufficient leadership and management capacity to deliver the programme**
- What's already in place and the plans to increase capacity

Track Record

- Evidence of the effectiveness of the **delivery of recent missional interventions**, including outcomes from change programmes supported by National Church Funding

Governance

- **Governance structures** which will oversee the delivery of the change programme
- Current structures and planned changes (if any) in the light of the new change programme

Key Risks

- **Key risks** relating to the change programme and their **mitigations**

Future Learning

- What the **key things the diocese aims to learn** through this change programme

List of Appendices

- List of all **documents** contained within the appendices

Stakeholder Engagement & Communications

We did extensive stakeholder engagement with church leaders and local working groups to identify grass roots missional vision, sought local and diocesan governance input, and ensured ownership at every level, to avoid pitfalls and encourage shared vision

What We Have Done to Date

1. **Bishop's Staff (BSM)** - continuing engagement with episcopal lead, archdeacons and BSM as primary sponsors to direct bid development
2. **Extensive 1-2-1 consultations** with clergy and lay leaders across Luton, Watford, and Bishop's Hatfield churches - to understand context, identify where God is at work, and the missional vision and opportunity they are seeing, at a church level, drawing out key missional themes
3. **Local working groups** - worked with Bishop's Hatfield Team, a Watford working group and Luton Standing Committee to develop proposals
4. **Local governance** - continuing bid updates and signposting across Luton, Watford and Hatfield chapter and synod, so aware and engaged
5. **Diocesan governance** - continuing bid updates and signposting across all relevant diocesan governance bodies so aware and engaged, including notably the GYMD Board, set up with broad and representative membership specifically to oversee bid development and execution.

Summary of Future Plans

1. **Local implementation boards** - we propose to use local implementation boards to oversee local execution of the DIP bid (in anticipation of a successful bid), overseen by the existing GYMD Board.
2. **Strengthened local leadership** (Luton) - we propose to use the capacity funded Director of Missional Change role in Luton to lead the town wide missional change programme including line management of the new staff

Key Potential Issues and Opportunities

1. **Lack of local buy in (issue)** - managed by extensive local grass roots consultation and local governance engagement to develop proposals
2. **Lack of senior team buy in and ownership (issue)** - managed by extensive BSM engagement, episcopal programme leadership, and archdeacon and area/rural dean leadership of local consultations
3. **Diocesan governance bodies derail bid (issue)** - managed by open and transparent communication, signposting developments and taking direction, also listening to and addressing dissenting voices
4. **Encouragement and strengthening of mission (opportunity)** - The opportunity to align around the Mission of God and joining in with what God is doing in our towns and villages is encouraging for our leaders and strengthens our churches, our people, and our town wide mission.

Leadership and Management Capacity

Plans are in place to ensure there is sufficient leadership and management capacity to deliver the programme

Phase 1

- **Episcopal leadership** – existing leadership structures including Area/Rural Deans and Archdeacons through to a strong, stable and united senior team with full ownership of the bid provide **ultimate leadership** (notwithstanding a period of transition while a new diocesan bishop is sought)
- **Luton Director of Missional Change** – given the scale of missional change in **Luton**, this capacity and DIP funded role will lead and manage the change programme in Luton, in alignment with the strategic programme manager, with reporting to the archdeacon, local and GYMD boards
- **Archdeacons and Area Deans** - will provide leadership and manage the programme in **Watford** and **Hatfield**, noting that new staff will be anchored in churches with the capability to employ staff
- **DBF funded leaders** - will lead and manage the **leadership** and **educational** programme through established structures in the mission and ministry team and schools' team.
- **The Programme Team** – will provide **communications** and **guidance** in the initial operational roll out and additional **accountancy** and **administrative support** is sought in our DIP bid to manage the **reporting** and **review** processes for the diocese and national church
- **Local boards** will oversee management of the local roll out and execution of the bid in each relevant deanery, while the **GYMD board** will oversee the entire programme, with wide representation across all diocesan governance, and with ultimate accountability to the DBF and Bishop's Council.

Phases 2 & 3

- **Programme team** - DIP funding is sought for a 2-year extension of the strategic programme manager and programme team to lead and manage the **further consultation** work to support our phase 2 and phase 3 bids.

Track Record with Prior National Church Funding

Our Reaching New People initiative had mixed success in part due to the impact of covid but led to new disciples and culture change. Building on this, our innovation funding for The Alban Way has exceeded expectations, doubling projected outcomes, and we are now looking to extend, scale and multiply this work in our DIP bid (see leadership stream)

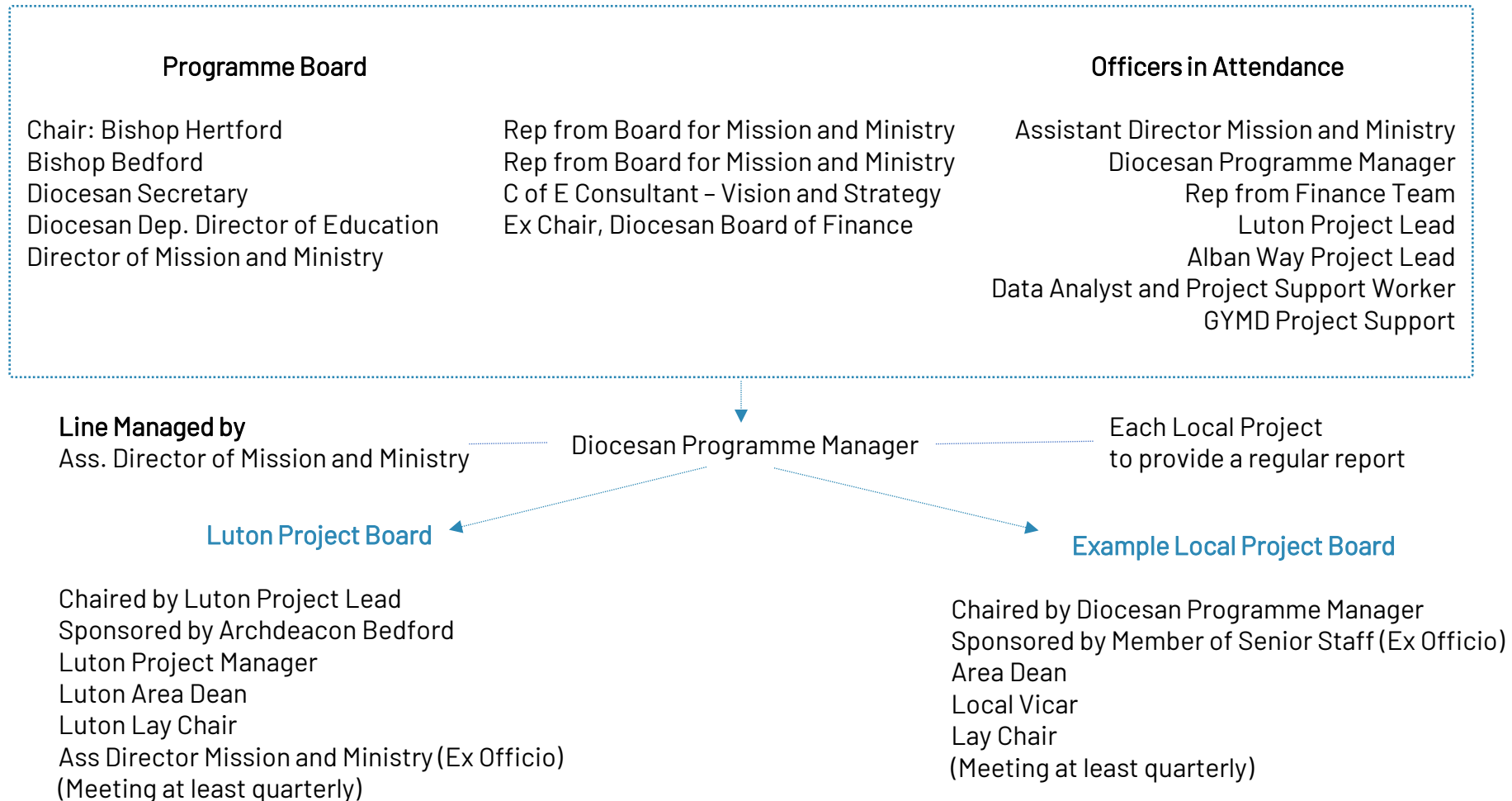
Reaching New People (RNP)

- **Overview** - we concluded the (5 year) RNP programme (SDF-funded) in 2021, which had the objective of making new disciples of Christ, by developing new worshipping communities and equipping leaders through grants and leadership coaching.
- **Outcome** – While not all New Worshipping Communities (NWCs) proved sustainable, in part affected by the covid pandemic at that time, the initiative produced c.2,000 new disciples, and several strong, replicable models. The most significant outcome, however, was a shift in culture, which laid the groundwork for wider adoption of missional approaches across the diocese.

Innovation Funding (The Alban Way)

- **Overview** - The Alban Way has run successful Children's and Young Adults' Cohorts, funded by innovation funding (£250,000) ending this year. Future support is sought through the diocesan SMMIB bid. The Young Adults' cohort offers a year of deep discipleship (ages 18–35), building spiritual resilience, leadership, and a Rule of Life, while the children's cohort strengthens school-parish ties and sparks curiosity about faith. The project is a significant part of the diocesan priority to grow younger and more diverse and grows our leadership pipeline.
- **Outcomes** - Engaging 250+ Year 6 pupils, empowering 43 young leaders, achieving 25% Global Majority Heritage participation, and including many neurodiverse individuals.

Growing Younger and More Diverse – Governance Structure



Key Risks

We have identified and assessed risks using a 3x3 matrix approach – recruitment of suitable workers, sustainability and outcome delivery are the principal post mitigation risks foreseen.

Risk	Description	Severity	Mitigation	Risk after mitigation
Inability to recruit suitable people	High level of skills required for new posts, relatively low salary for CYP workers, large numbers of CYP workers needed and few of these are available nationally	RED	Luton is in good catchment area for work Wide and strong network of relationships to identify candidates, investment in paid CYP leaders, and phasing of bid and recruitment.	AMBER
Inability to run compliant employment processes	Many churches are administratively stretched and are unable to employ staff	RED	Anchor new roles in churches which already employ staff, and which can competently employ further staff Guidance on expectations for employing churches	GREEN
Integration of new staff into existing organisational structures and culture	Isolation and lack of support and training to new staff members leads to underperformance and drop out	AMBER	Experienced management and training programme Local backing for proposal	GREEN
Ineffective oversight and management of new staff and missional programmes, given senior team stretch	Need sufficient oversight of new staff to ensure effective delivery of outcomes	AMBER	Recruitment of a strong Project Lead/DMC for Luton Local oversight boards in place for each deanery to oversee implementation Diocesan oversight through GYMD programme board	GREEN
Resistance from congregation or other stakeholders to change	Local culture and politics obstructs missional change	AMBER	Widespread local consultation on proposals for buy-in Clear communication of proposals to all stakeholders and involvement of clergy and lay leaders	GREEN
Sustainability of new roles	Financial constraints limit the diocese's ability to sustain increased staffing levels in the long-term.	RED	Intervention focussed on revitalisation designed to renew commitment and stewardship, future DBF sustainability grants and continual review of impact	AMBER
Outcomes not delivered	Failure of new staff and projects to deliver intended outcomes	RED	Clear accountability and reporting locally and to GYMD programme board, line management to Director Missional Change in Luton, and staff training and events	AMBER

Future Learning

We anticipate learnings both at parish and deanery level and across the wider work of mission and ministry

Learning at Parish & Deanery Levels

Building on our prior learning and research, we anticipate the implementation of phase 1 of our bid will provide valuable insights at both parish and deanery levels that will inform and shape phases 2 and 3. Key areas of learning are expected to include:

- **Frontline workers** - Gaining a deeper understanding of how to embed frontline workers effectively within local churches, supported by appropriate governance structures and operational processes.
- **Missional engagement in diverse and densely populated areas** - Our experience in large, cross-cultural urban contexts, particularly in Luton, will shape and strengthen our future missional work in similar communities.
- **Change management** - The Director of Missional Change in Luton will play a crucial role in capturing and sharing learnings from the implementation of missional change across the deanery. These insights and learnings will be critical to informing future bids: how we support the process of change, how we foster deanery-wide missional vision and the strategic direction of subsequent phases.
- **Outcomes** - Identifying and evaluating the impact of the missional change through the National Church Outcomes Framework, with more detailed insights to be developed as the change is embedded and project progresses, including future outcome scoping.

Inform Wider Work of Mission & Ministry

The steps of missional change undertaken during phase 1 of our bid, as outlined in earlier slides, will inform our future work, especially where there is fruit and growth. We are committed to ensuring that the learnings from this phase have a direct and lasting impact on our broader strategic and operational work in other deaneries and locations:

- **Leadership and vocational pathways:** We expect that our efforts to widen vocational pathways and broaden access will create lasting change in our parishes across the diocese, with learnings on how to best ensure more representative leadership at every level.
- **NWC's and church planting:** Our further experience through phase 1 of the bid will inform our developing strategy on church planting and church revitalisation.

List of Appendices

Diocesan Strategy	Diocese's document (written for its own purpose) setting out its mission strategy
Missional Design Plans	- For each funded intervention, detailed mission design that includes outcomes, resources needed, budget and timescales Job descriptions for new posts to be supported by the funding. (If relevant) Buildings' options appraisal. Proposed operation of any diocesan funds.
Health & Vitality Analysis	Methodology and conclusions from current health and vitality (H&V) analysis - Existing practice linking analysis to decision-making about mission, people and financial support, and future plans
Strategic People Plan	Diocesan-wide people plans: recruitment, training & development and deployment of clergy, curates and lay leaders/staff in the context of a people model (ministry inflows/outflows, traits, skills, gaps) and the H&V analysis People needs (quantum, skills and timeline) of the change programme within the context of the diocesan-wide people plans.
Budget	Detailed programme budget: cost of implementing each planned interventions; income generation; breakdown of DIP vs. DBF investment
Strategic Financial Plan	Detailed plans to develop financial sustainability in the light of modelling of the diocese's longer-term financial position, linked to the H&V analysis, which includes the impact of the proposed missional interventions and strategic plans for use of LInC funding (if relevant) Financial sustainability of the planned missional interventions and new posts
Stakeholder Engagement & Communications Plan	Full details of the stakeholder engagement and communications plan
Outcomes Framework	Programme outcomes in alignment with the national learning and measurement framework
Risk Register	Programme risk register with mitigations
Governance	- Detail about the Governance structures which will oversee the delivery of the change programme - Current structures and planned changes (if any) in the light of the new change programme
Delivery Plan	Implementation plan including key milestones, timelines, and phasing