

# Churches in Lunesdale Family Project Project Plan

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## **Foreword**

The purpose of this Project Plan is to detail the vision, principles and values, aims and objectives and plans for the Family Project. As the project develops, this first plan will be updated and amended to reflect the experience gained in working through the project. Plans will be updated on an annual basis for acceptance by the church councils.

This document should be read in conjunction with the Service Agreement which details the responsibilities and obligations of the churches and their Church Council's, and the arrangements for the management and operation of the project.

## **Introduction**

The Family Project is a joint project between the Kirkby Lonsdale Methodist Church and the Kirkby Lonsdale Team Ministry Parish (known as the Rainbow Parish). It will operate under the authority of the respective church councils.

The project will work in the area covered by Christians Together in Lunesdale.

## **Background to the Project**

The vision for the Family Project has grown out of discussion, debate and prayer over the last 2 years. It has been informed and shaped both by our local context and also by conversations that have been taking place within our denominations both locally and national.

Like many churches, the work with children and young people is seen as a high priority and a good deal of thought, time and effort is given to this aspect of church life. There are many 'positive' signs: In our context, many families still look to the church to have their children baptised and, in Kirkby Lonsdale, 'See and Know' is thriving. Within our wider community we have two voluntary aided primary schools, both of which welcome and support the involvement of the churches. We also have a very successful secondary school which has built a number of church services into its annual calendar. However, the evidence, both locally and nationally (e.g. statistics for church attendance and age profile), suggests that the lasting impact of the churches' engagement with children and young people is very limited.

Many factors contribute to the lack of impact, some are 'external' and some are within the church itself. Externally, within society, there is the perceived irrelevance of Christianity and the growing distance from the church by each successive generation since the middle of the last century. Within the church itself there is the sub-conscious belief that the church and its worship still are, or can be, 'attractive' and that each new generation can be drawn in. This might work in a small number of cases but it fails to recognise how great the gap has become. It also ignores the church's fundamental calling to be

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outward looking or missional; to be salt and light and a blessing to the whole community.

The phrase 'sticky faith' can be used to describe the aspiration underlying much of the church's work with children and young people. This is the hope that the teaching and learning that takes place in the formative years will 'stick' into adulthood. In the past, the solution to the lack of impact has tended to be 'if only we can recruit more workers/volunteers, and run the right sorts of groups and activities, then we will be able to keep the faith of children and young people in place until adulthood'. The evidence, however, is that this effort does not produce faith that sticks and there is a more fundamental reason for the lack of adhesion.

A critical factor that is frequently overlooked is the role of the family in nurturing faith. For example, research suggests that around 49% of those brought up by parents who belong to the Church of England follow their parents' faith in adulthood. In comparison, 94% of those who are brought up by parents where there is no religion will follow their parents. In essence if you are brought up outside of faith you are almost guaranteed to stay outside. Ignoring the role of the 'family' means that the church is often trying to nurture faith in children and young people when, in the majority of cases, the impression that they get from their parents is that God is something, or someone, you grow out of. No wonder the faith of primary aged children struggles to make the transition to secondary. Ignoring the 'family' also ignores much of what Scripture presents about discipleship and the importance of family life. 'Messy Church' is one of the recent initiatives that seeks to engage with this.

This is the territory that we have explored over the last 2 years as we have thought about how we might become more missional and more effective. It has been encouraging to discover similar thinking: *'A general recognition is held that working with children or young people in isolation is not the most effective way of enabling a lifelong relationship with God to develop. Nurturing spirituality needs to involve parents and the wider 'family' ...'* (from the 2015 report 'We are Family - The Changing Face of Family Ministry' commissioned by the Consultative Group on Ministry among Children and The Methodist Church in Britain). The appointment of Children's and Families' Missioners by the Diocese of Birmingham, as a key element of their 'Growing Younger in Every Parish' initiative, is another example.

Our discussions have led us to 'The Churches in Lunesdale Family Project'. The vision is for our churches to be more outward looking and a blessing to the families in our communities, helping them discover God, and nurturing faith that is rooted in their everyday lives and lasts a lifetime. For this to succeed we need someone with the necessary experience and skills to lead the project and who will also be able to inspire, train and develop the

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volunteers who will work with them to help to make it happen in a sustainable way.

### Project Aim

- The aim is to help children and their families in our communities, and particularly those with whom the local church currently has little or no contact, discover more of God and God's purpose for their lives.
- The aim is for the project to be 'strategic' – it will develop our understanding of the issues both local and wider that are barriers to people understanding the Gospel and its relevance to their lives.
- The project will need to be 'practical' - it will involve initiatives that will directly engage with children and their families in a way that is meaningful to them and ultimately leads them to faith and worship.

### Principles and Values

- The project is specifically aimed at children (0-13) and their families. This focus is so that the work can be targeted to a reasonably homogeneous group which has the best opportunity to build 'faith through life'. Our other existing Christian work with individuals and groups will be continued.
- This work must be seen as part of developing faith and discipleship.
- We should have no preconceptions about what 'church' for children and families may look like in the future.
- The initial phase is for 4 years but we want to see the project continue after that period.
- The project aims to be wholly funded by the Christian community in the CTiL area.

Our objective is for the participating churches to have full control of the project and we believe that this is best achieved if we are able to fund all or most of the project from our own resources. Members of our congregations together with the Rainbow Parochial Church Council have graciously already pledged about 60% of our estimated costs for the first 3 years and we hope and pray that more will come forward now as the project details are finalised. Should there be a funding gap then we believe that this can be closed, without compromising the project principles, from grants from both church organisations. We will apply for these when we know the final shortfall, if any.

### Objectives

We do not have a prescriptive view of what success will look like but on the other hand recognise that we will need to put in place 'SMART' (Specific, Measurable, Achievable, Relevant, Time bound) objectives to drive the project forward.

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The following themes have been identified around which we will develop these:

- Increased involvement in church (existing and/or 'fresh expressions') activities by new people (ie not existing members or regular attenders). In particular, there is no expectation that any 'fresh expression' will align with an existing inherited model of church.
- Increased confidence in all our churches in undertaking mission.
- Support and training developed for all involved in outreach to enable flexibility in managing, leading, helping, and support roles.
- Increase in the variety of experimental activities being undertaken in church and the wider community.
- Budget requirements met.

### **Approach**

A key element in the success of the project will be the appointment of a project leader who has the appropriate personal attributes and experience. They will need a spiritual maturity and both strategic and tactical skills. Strategic thinking will be essential in the early years of the project to develop an understanding of our local context and to establish direction. The Project Leader will need to be a strong thinker as well as a doer. It will also be important for the project to be *experimental* and to develop creative and imaginative responses to opportunities without fear of failure. As a result the scope of the role is more than that of a family or youth worker.

A role description is attached at Appendix I

A draft person specification is attached in Appendix II

### **Management**

The project will be run by a Management Group consisting of a minister from each church, an elected representative from each church council and a number of other people who can bring appropriate skills and experience. The group will have delegated responsibility from the two church councils to develop and direct the work of the project. The group will also develop the strategic direction. This will be included in the Annual Report which is then underwritten by the two church councils. They will also provide the primary support structure for the Project Leader. One of the Management Group (the person could be from either church) will be the Line Manager of the Project Leader and will have delegated authority from the employing church where required

The Project Leader will be recruited by the Management Group to undertake the role in Appendix I.

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As the employing church, the Rainbow Parish will perform the 'back office' work on employment and treasury (banking). This includes paying the salary, paying approved invoices and expenses (approved in accordance with the arrangements defined by the Management Group), recovery of gift aid etc. The responsibility for the running of the project is with the Management Group and the employing church fulfils a specific administrative role.

The overall project will come under the insurance, safeguarding and health and safety arrangements of the employing church but individual events or activities will be run under the most appropriate church for the event or activity at the time.

The Management Group will produce an Annual Report for the project which will include a report from the Project Leader, what has been achieved in the last year, the planned objectives and priorities for the next year, the income and expenditure over the last year and the budget for the next year. This will be submitted to both church councils for approval.

The Management Group will provide regular updates to both churches and church councils.

### **Communication with the Church Councils and the Congregations**

One of the responsibilities of the Management Group is to communicate regularly with the Church Councils and the Congregations to inform the ongoing development of the project.

### **Schedule**

The key milestones for the project are as follows:-

<i>Activity</i>	<i>Date</i>
Establishment of the Management Group	May 2016
Church Councils final approval subject to all arrangements in place.	June 2016
Advertising for Project Leader	Oct 2016
Interview, selection and appointment of Project Leader	Nov 2016
Start of employment of Project Leader	Flexible after 1 <sup>st</sup> Jan 2017

### **Finance**

The following sets out the budget for the project.

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<b>Budget</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Project Costs</b>						
Employment Costs	£	17,406	£ 35,509	£ 36,219	£ 36,944	£ 18,841
Operating Costs	£	3,825	£ 6,783	£ 6,919	£ 7,057	£ 4,140
Recruitment Costs	£	581	£ 3,063			
Contingency	£	1,000	£ 2,000	£ 2,000	£ 2,000	£ 1,000
<b>Total</b>	<b>£</b>	<b>581</b>	<b>£ 25,294</b>	<b>£ 44,292</b>	<b>£ 45,138</b>	<b>£ 23,981</b>
<b>Income</b>						
Rainbow Parish Pledge	£	15,000	£ 15,000	£ 15,000	£ 15,000	£ 15,000
Donations and Pledges			£ 15,000	£ 15,000	£ 15,000	£ 15,000
Grants			£ 10,000	£ 10,000	£ 10,000	£ 10,000
<b>Total Income</b>	<b>£</b>	<b>15,000</b>	<b>£ 40,000</b>	<b>£ 40,000</b>	<b>£ 40,000</b>	<b>£ -</b>

### Notes:-

- 1) A figure of 2% pa is assumed for Escalation.
- 2) The £15,000 pledge from the Rainbow Parish in 2016 will be used as working capital through the life of the project.

One of the Management Group will have responsibility for budgeting and financial planning for the project. The Management Group will work within the agreed budgets for the year.

On an annual basis a budget will be planned and included as part of the Annual Plan. Once this is agreed by the two church councils, the Project will work within this budget. If the project needs to move away from this budget for some reason this will need to be agreed with the two church councils.

The employing church will undertake the treasury (banking) arrangements since it was seen as lowest risk not to separate these from the employment arrangements. All the funds will be managed as a 'Restricted Fund' as defined by the Charity Commission.

Fund raising will be undertaken as required by a small group with representatives from the two church councils and from the Management Group.

A number of grants are being applied for. Where requested, the grant awarding bodies will be provided with a copy of the Annual Report.

### Risk

The following is a list of the key risks for the Project and how they will be mitigated.

<b>Risk</b>	<b>Mitigation</b>
Project is not achieving its Aim	Regular project reviews conducted by the Management Group, with input from the Project Leader, will seek to ensure that any necessary changes to the Project Plan and Objectives are

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	<p>identified early. Ultimately the project would be terminated if it became clear that Aim could not be achieved</p>
<p>Project runs out of money</p>	<p>The Project Leader will not be employed unless full funding arrangements are in place for the first 2 years of the project (grants, pledges or cash) and there is enough money at the bank to pay the Project Leader for 6 months so that we have adequate cashflow.</p> <p>The contract of the Project Leader will be terminated if there is at any time not enough money to pay him/her for a further 3 months and to cover any redundancy costs that would be due.</p>
<p>Failing to energise the congregations in the work</p>	<p>There are already many people involved in children's work and we would believe that if the project is successful it will create its own momentum both with people from within the church and from new people. This will be kept carefully under review particularly around how the churches prioritise this work both explicitly and culturally.</p>
<p>Early in the project, the expectations of the Management Group and the overall project by the Project Leader or the expectations of the Project Leader by the Management Group are not being met.</p>	<p>Build in formal probationary period of 6 months into the employment arrangements.</p>
<p>The Project Leader is not meeting their personal objectives</p>	<p>The Project Leader will have regular appraisals with the Line Manager to agree personal objectives and review progress.</p>
<p>The Annual Plan from the Management Group is unacceptable to one or other of the church councils</p>	<p>The Annual Plan will be referred back to the Management Group for revision. If the Church Councils do not agree the revised Plan, the Project Leader will be made redundant and the Project will cease.</p>

## **Appendix I - Role Description for the Project Leader**

It is anticipated that the Project Leader will have the following role:-

- To help the children and their families in our communities, and particularly those with whom the local church currently has little or no contact, discover more of God and God's purpose for their lives.
- Help our churches develop a strategy for outreach amongst children (0-13) and their families and to lead the churches in implementing it.
- Develop and model a culture whereby children of all ages are valued and their gifts are encouraged and utilised in ministry and mission.
- Recruit, train, develop, support and co-ordinate new and existing volunteers, encouraging 'every member' ministry, and building confidence in our mission to children and families.
- Develop and resource creative ways of engaging with and 'discipling' children and families seeking to grow in faith and create appropriate worship opportunities.
- Initiate new and expand existing links and networks with schools, charities, agencies and local services.
- Contribute to the development of a more missional ethos in the churches
- Report regularly to the Management Group and support the Management Group in its communications with the church councils and church communities
- It is anticipated the appointed person will become part of the broad worshipping community, developing mutually sustaining relationships.
- To be a bridge builder, maintaining current links whilst developing new opportunities with individuals and groups.
- Keep adequate records of contacts and of work undertaken.
- Appraise and review initiatives set up and activities undertaken, and change where necessary the action and focus of work after discussion with, and agreement from, the Management Group.
- Work within and support the defined systems for health and safety and safeguarding.

## Appendix II - Person Specification for the Project Leader

- The core skills of evangelism, ‘culture change’ and ability to train others will be required together with outstanding communication skills for the modern era. There is an occupational requirement for the person to be a practicing Christian. The post will require an enhanced DBS clearance.
- Continuing professional development will be offered through a regular high level training program which may include occasional residential courses. Regular supervision will be provided by a Line Manager who will be a designated member of the project management team. It is also anticipated that the services of a personal mentor will be made available.
- These are the essential (E) and desirable (D) qualities we are looking for:

	Essential/ desirable?
A demonstrable love of Christ.	E
Experience of evangelism with children and families.	E
Experience of organising and running successful children’s activities and developing creative resources.	E
Supportive of the Church of England and Methodist churches and a willingness to work within their frameworks and in particular the Cumbrian God for All and Mission Community initiatives.	E
Experience of bringing about an element of culture change.	D
Leadership experience, with responsibilities for building and managing a team of volunteers.	D
An ability to think strategically.	E
Good verbal and written skills and able to communicate effectively with children and adults.	E
A confidence in using technology and social media.	E
Good self-awareness and the ability to reflect.	E

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A friendly and warm persona with an ability to work well with a wide diversity of people.	E
A team player who will work to empower, support and encourage others.	E
An understanding of how to handle confidential and sensitive information.	E
A commitment to uphold current safeguarding legislation and best practice.	E
At least one previous post (voluntary or paid) working in a church or in a Christian organization.	D
Experience of working with schools and/or community projects.	D
Relevant tertiary educational qualification or equivalent experience	E
Qualification (postgraduate or other) in a relevant area of children's ministry or equivalent.	D

### Issue History

No	Date	Notes
1	June 2016	Issue 1 approved at the Kirkby Lonsdale Parochial Church Council on 21 <sup>st</sup> June 2016 and at the Kirkby Lonsdale Methodist Church Council on 21 <sup>st</sup> June 2016
1.1	May 2017	Modification to the budget (Page 6) to allow for a salary of up to £30,000 to be paid to the Project Leader. Changes agreed at the KLPCC meeting on 26 <sup>th</sup> April 2017 and the KLMC AGM on 10 <sup>th</sup> May 2017.