
BID FOR STRATEGIC DEVELOPMENT FUNDING

Establishing a weekday centre of worship and mission in Leeds City Centre
to reach non-Christian professionals with the Good News of Jesus Christ





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1. Project Summary

We plan to establish a weekday ministry in Holy Trinity Church to reach non-Christian professionals who work in Leeds city centre. This bid seeks funds to enable building refurbishment and the recruitment and deployment of a team of lay and ordained staff, led by a missionary to business.

The Leeds Diocesan Strategy identified three key vision areas: confident Christians, growing churches and transforming communities. To fulfil that vision, and to consolidate the impact of the creation of the Diocese of Leeds in 2014 and the award of an SDF grant to establish five resource churches in Leeds, this application is for resources to enable the rejuvenation of a key church building in the heart of Leeds city centre as a base for weekday worship and mission among non-Christian and de-churched young professionals.

Leeds is the third largest city in England in terms of population and is recognised as the regional capital and main economic driver for the Leeds City Region. Leeds is the UK's second largest employment centre outside of London, with an active workforce totalling around half a million people. Leeds also has the highest rate of private sector job growth at 6.1% p/a, ahead of London (4.4%) and well above the national average (2.5%).

In stark contrast to this picture of success, vibrancy and growth, Anglican Church attendance per capita in the Leeds Episcopal Area is 1.2%; below the diocesan average of 1.4% and the national average of 1.7%. Over a quarter of the diocese's population (700,000 people out of 2.69m) live in the Leeds Episcopal Area, which is almost exactly co-terminus with the City of Leeds.

In the lively and growing city centre there is little public worship and prayer on offer on weekdays anywhere currently, nor is there any sustained attempt by churches of any denomination within the city centre to engage with office workers, or with the businesses or organisations that employ them. There is then a prime opportunity to draw on learning and experience from established models in other major cities to create and grow weekday worshipping communities among non-Christian professionals working in the city-centre.

The Diocese has an ideal resource available for this ministry in Holy Trinity Church, Boar Lane. Almost all activity at Holy Trinity Church came to an end in July 2018, and for most of the week the building is now closed. Attention within the parish is concerned chiefly with securing the future of the other church building within the parish - Leeds Minster, the City's civic church – where several substantial issues, including financial stability and a culture of conflict and dysfunction, are being addressed following the arrival of a new Rector in October 2015.



By itself the parish does not have the capacity or resources to develop the potential of Holy Trinity Church as a resource for mission.

However, Holy Trinity Church is a key landmark building in an unrivalled location in the centre of Leeds, adjacent to a major shopping centre and within easy walking distance of the major office buildings in the city. The other two Anglican Church buildings in the city centre are removed from the heart of the city centre. Leeds Minster, though the original birthplace of the City and the civic church, is 0.3 miles to the East from Holy Trinity, while St George's Leeds is 0.8 miles to the North-West, at the end of a road and tucked behind Leeds General Infirmary. The Church is passed daily by thousands of people each day and is easily accessible via local and national transport networks. Reviving the Holy Trinity Church as a centre for worship and mission is a priority for the Diocese as it consolidates its presence in the city, and its location means the church is an ideal base for ministry to non-Christian young professionals.



2. Developments since Stage 1 approval

1] Progress since the first application.

- Strategic Programme Manager appointed by Diocese to support application and delivery;
- PCC approval given for the project and time allocated to parish's Director of Operations to oversee building works at Holy Trinity;
- Current condition of Holy Trinity Church photographed and recorded;
- Statement of Significance written;
- Architect engaged, and survey of the building undertaken;
- Delegation from DAC has visited the Church and consultation plans – general support indicated;
- Request to release additional funds currently held in permanent endowment and restricted for use on the fabric of Holy Trinity lodged with the Charity Commission;
- Project has been communicated at Deanery Synod and to clergy of the Episcopal Area;
- Links made with similar initiatives in other cities, and a networking and learning event is planned for Spring 2019 in Leeds.

2] Changes since the first application and their financial implications.

The core shape of the programme is unchanged but **a further £148,544 is being requested at Stage 2.**

The funding requested at Stage 1 was a total of £649,332 of an overall programme budget of £1,354,327.

The revised funding request for Stage 2 is a total of £797,876 of an overall programme budget of £1,450,163.

The additional costs are to cover:

Additional refurbishment costs: £80,000

A building survey identified the need for urgent works to replace windows which are in immediate danger of falling out. The building cannot be used safely without them being repaired and there are no other funds available to finance these works;

Additional costs relating to the missioner post: £42,057

The costs remain the same, but we are seeking funding for an additional 9 months towards the missioner post to allow the project to achieve financial sustainability in a realistic timeframe;

Interns: £2,950

The model remains the same, but costs are now index-linked;

Administration support: £18,505

We have realised the value of the administrator being in post in time to assist with preparing for the launch of the project and so are seeking funding to enable an earlier start date. In addition, funding is also being sought for a further 12 months before the project assumes responsibility for the post to allow the project to achieve financial sustainability in a realistic timeframe;

Start-up costs: £5,000

Including specific provision for launch marketing and developing a digital presence.



3] Response to issues raised by the Strategic Investment Board.

The Strategic Investment Board identified one key issue in the Stage 1 proposal for Holy Trinity, Boar Lane and asked whether it might be necessary to develop a '7 day' strategy for the Church (including planting a Sunday congregation) for it to become financially sustainable.

This has been considered in detail by the Programme Management Board and the decision has been made not to widen the proposal to include plans for a Sunday congregation at this stage. **In most contexts a Sunday congregation would make perfect sense, however the unique challenges in Leeds mean this is not appropriate.** Far from being due to a lack of ambition, there are six reasons for this decision.

a] Risk of overburdening resource churches and of straining existing congregations in the City.

There are two Anglican Churches in the city-centre. Resources at St George's are already thoroughly committed to the resource church programme. It has planted twice in recent years and is preparing to plant again by 2022. Planting a Sunday congregation in the city centre would adversely affect St George's ability to grow its own Sunday congregations and jeopardise its ability to plant by 2022. At the other end of the city, Leeds Minster has recently achieved stability following two decades of decline and neglect. To become sustainable, it needs to grow its existing Sunday congregations and broaden its Sunday offering. There are plans to do this by 2021 but again a Sunday initiative at Holy Trinity would undermine these efforts.

b] Diluting the strength of the project in relationship to the resource church programme. A key tenet of the project is resourcing and equipping professionals for ministry in their working life. We have identified that most people working in the city in established roles do not live in the city centre: some live in Leeds suburbs, others commute in from outside the city, while some come into Leeds from much further afield. The project at Holy Trinity is symbiotic with the resource church programme across the city in that we expect that people who are already members of these churches will find their faith strengthened and their gifts released in their workplaces through being part of the activities at Holy Trinity, while those who come to faith through Holy Trinity will be helped to find a church near to where they live for worship, fellowship and missional connections at weekends.

c] Proven obstacles of planting a Sunday congregation at Holy Trinity. In July 2018 a Fresh Expression under a Bishop's Mission Order left Holy Trinity to relocate to a church building in a different part of the city. Despite seeing some growth, the leadership of the church felt that their attempts to grow a thriving Sunday congregation were thwarted by four factors: i] lack of affordable parking near to the building, ii] lack of space suitable for activities for children and young people, iii] distance from student accommodation and iv] lack of residential areas within easy walking distance. None of these factors are true for either St George's or Leeds Minster. Neither are they barriers to growth for a weekday focussed ministry at Holy Trinity.

d] A Sunday congregation could be planted within Holy Trinity without additional funding. Widening the scope of the project to include a Sunday congregation would require additional investment of resources beyond what is being requested here to provide the skills and capacity required. This is not deemed viable or necessary now or in the medium term. However, should circumstances change, funding from the existing resource church programme in Leeds could be used to establish a city centre in Holy Trinity.

e] We are confident that the project can sustain itself financially. We are committed to enabling the ministry at Holy Trinity to be self-sustaining financially within five years. Achieving this will be part of the missionary's job description and this target will be communicated from the outset as networks are formed and congregations are planted among professionals working in the city. A 100 club (100 people contributing £100 a month plus gift-aid) would cover most of the operational costs of the initiative.

Although many churches with a midweek offering to business subsidise this from their Sunday congregations, St. Margaret's Lothbury have proven it is possible to become sustainable from midweek ministry alone. They cover the majority of their annual £220k budget from congregational giving. Their regular weekday attendees



(who mostly attend their 'home' churches on Sunday) total approximately 100, and the nature of the workplace leads to an annual churn of about 30%. They have demonstrated by this that a weekday congregation:

- recognises the benefits of the ministry they receive;
- are eager to support it in addition to their home church giving.

f] The planned capital works will enable the building to generate income. The city lacks suitable spaces for evening events beyond hotel and conferencing facilities. The building has already played host to several arts events, lectures and award ceremonies (e.g. The RIBA Stirling Shortlist in October 2017). The planned works will enable Holy Trinity to better host evening events such as lectures, award ceremonies and dinners that will help develop links with the business community and further the missional aims of the project, while also generating income for the project.

3. Alignment with the Diocesan Strategy

This proposal is closely aligned to the five goals of the strategy for the Diocese of Leeds and has the full support of the Diocesan Board, the Bishop's Staff and the Leeds Episcopal Area Staff Team:

Goal 1: Thriving as a distinctive diocese whose culture is shaped by a shared vision and values;

Goal 2: Reimagining ministry;

Goal 3: Nurturing lay discipleship;

Goal 4: Building leadership pipelines;

Goal 5: Growing young people as Christians.

A key factor in the reorganisation scheme that led to the formation of the Diocese of Leeds was to enable more effective mission planning across the City of Leeds. This has included establishing a new Diocesan Office, serving the whole of the Diocese of Leeds, in Leeds city centre.

Steps have already been taken to ensure that clergy and laity from across the city meet to plan for more effective mission across the Episcopal Area, including the introduction of joint clergy chapters and joint deanery synods, and there is widespread agreement on the need for strategic resource allocation to increase the presence of the Church of England in Leeds, to invest in under-resourced areas and in areas of potential strength to resource mission across the city and to achieve greater engagement with young people and the development of more young church leaders.

In pursuit of those aims, an ambitious resource church programme is already underway, and this proposal seeks to build on that work of cultural change and strategic resourcing by enabling a distinctive ministry solution that is tailored to the needs of non-Christian professionals working in the city centre.

The project will resource:

Competent Clergy: The project will provide an additional two ordained ministers in the City of Leeds (missioner and curate) with specialist skills in connecting with businesses and resourcing lay people for ministry in their workplaces. This will add much needed capacity in the city centre.

Confident Christians: The project will establish a lay disciple-making ministry in the centre of Leeds that speaks and acts with confidence about the relevance of the Kingdom of God to commerce, wealth creation and the economy. It will empower Christians in their daily living, as well as providing support and resources





for them as they seek to engage in mission-shaped witness and service in their workplaces. It will also transform an existing place of worship into an inviting venue to which professionals can invite colleagues to experience and explore Christian worship, teaching and prayer.

Growing Churches: The project will transform a Church in a key strategic location that has been declining for decades. In five years' time it will be a place where 250 people gather each week to worship God and to grow as disciples of Jesus Christ.

Transforming Communities: The Diocese of Leeds has very few connections with businesses and those who work for them in the City of Leeds. This project will establish a new ministry aimed at transforming that community of significance and influence through effective witness and mission.

Clergy and lay together: The project will provide resources to support and enable the ministry of lay people working in Leeds. Making effective connections with businesses in Leeds will involve the missionary to business working in close partnership with Christian lay people who work in businesses to resource their discipleship and witness in the workplace.

Purposeful Resourcing: Holy Trinity Church's location has been identified as a key strategic location in the centre of Leeds. This project will transform an unused church into a key resource for mission in an unsurpassed location in the centre of the third largest city in the UK.

The Development of Dynamic Partnerships: The project will unify efforts by churches in the city to reach businesses, and those employed by them, in Leeds. Working in collaboration with the Rector of Leeds and the Rector of St George's, the missionary to business will develop dynamic partnerships with businesses across the city. The project will also provide opportunities for participants in the Diocesan Internship Programme to explore Christian ministry to business and, working closely with the Diocesan Vocations Team, will help young Christians working in Leeds city centre to explore their sense of vocation and calling – in both workplace and church contexts. Finally, the project will also enable the development of partnerships with other work-orientated ministries in other cities, such as St Margaret's Lothbury in London, Ministry2Business in Manchester and the London Institute for Contemporary Christianity.



4. The Need & Opportunity

Leeds has one of the most diverse economies in the UK, with strengths in financial and business services, healthcare, creative industries, retail and manufacturing. The value of the city's economy in 2009 was £17.9 billion, contributing 20% of the regional and a third of Leeds City Region's economies. The city is regarded as one of the top 30 cities in Europe for business,¹ and in 2012 employment projections estimated that 444,600 people were employed in the city, making Leeds the largest employment centre in the region.² There are an estimated 45,000 – 50,000 businesses in the city of which 24,130 are VAT and PAYE registered.³

In this lively and growing city centre, there is little worship and prayer on offer on weekdays anywhere currently, nor is there any real attempt by churches of any denomination within the city centre to engage with retail and office workers, nor with the businesses or organisations that employ them. When the Diocese of Leeds was created it inherited a culture in Leeds where the church's focus on serving the poor meant that it was 'standoffish' in relation to commerce and industry. Previous attempts to support people working in business were led by one ordained individual who offered a 'chaplaincy-style' ministry around the city. They lacked a base, did not offer worship and were not focussed on mission and discipleship. The project quickly floundered, and the person left the diocese disillusioned around six years ago. Little has happened since. Consequently, there were very few meaningful links with businesses and institutions in the city centre, nor opportunities for Christians in the same field from different workplaces to connect.

At the same time, a church that is ideally placed in the city centre is available as a home for this project. For decades the future of Holy Trinity Church has been uncertain. Several initiatives have been tried but have suffered from a lack of adequate planning and resourcing. Several moments of significant opportunity have been missed, including the building of a new shopping centre next door to the church (opened in March 2013), and the creation of the new Diocese of Leeds when the possibility of locating the Diocesan Offices in the church was dismissed without proper consideration. The church is usually locked. It appears neglected and is overlooked by the thousands who walk past it daily. And yet Holy Trinity's strategic location means that on a typical weekday more than 60,000 people work within a 10-minute walk of the building.⁴ It is an iconic building which should make a strong statement about the presence and engagement of the Church of England in the heart of a major city. The opportunity presented by the Boar Lane location is unparalleled. A 10-minute walk from the building encompasses most of the city centre area where approximately 80,000 people work on a daily basis.

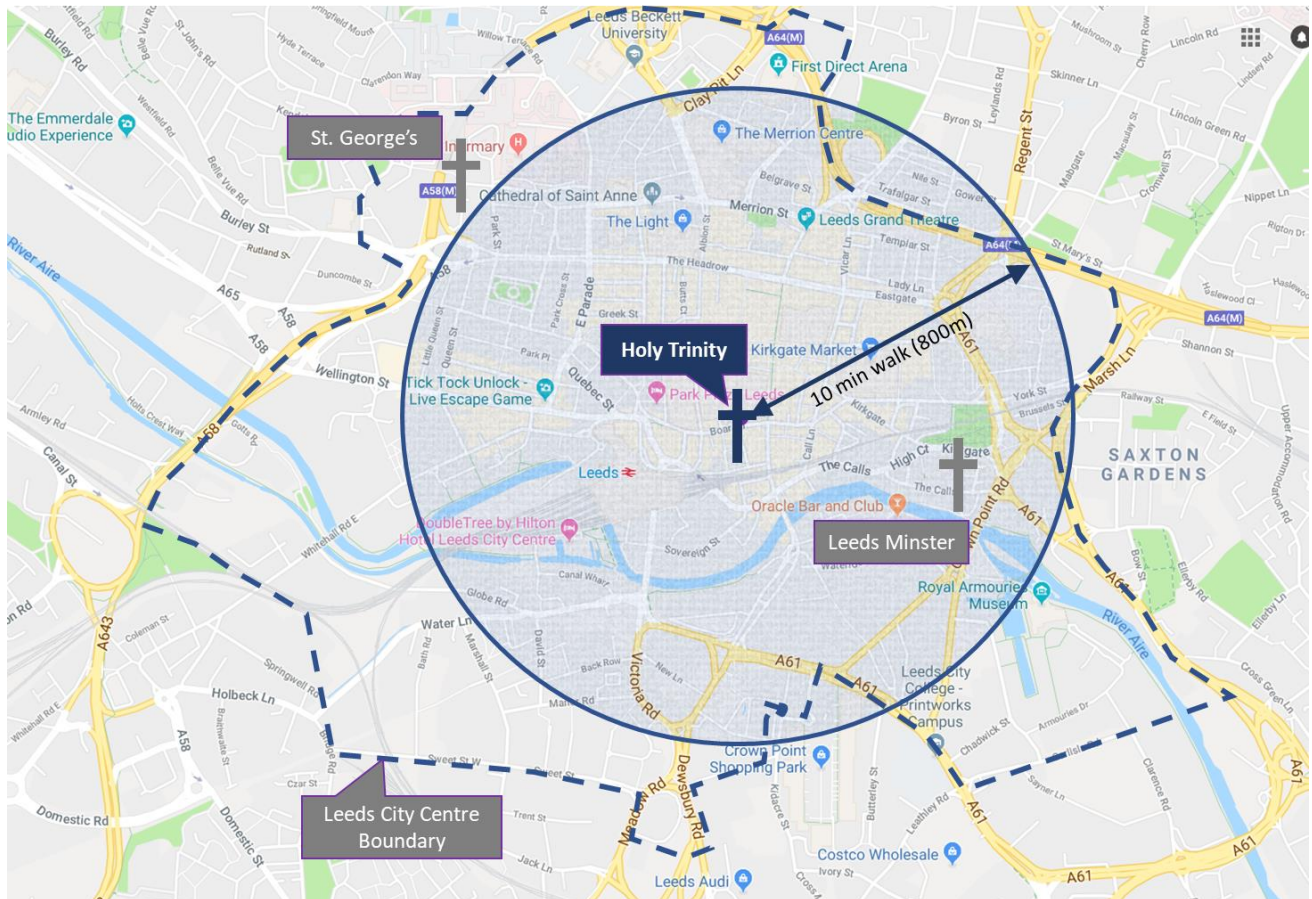
The other two Anglican Church buildings in the Leeds city centre are removed from the commercial district. Leeds Minster, though the original birthplace of the city, is 0.3 miles to the East from Holy Trinity, across two major roads and the other side of a railway line. St George's Leeds is 0.8 miles to the North-West, at the end of a road and tucked behind Leeds General Infirmary. The Diocesan Office is closer, 0.4 miles to the West, but is not on a major road, is not visible from a distance and lacks suitable space.

¹ Cushman & Wakefield, European Cities Monitor, 2011

² REIU/ Experian Business Strategies, Spring 2012

³ ONS, 2010, updated data available Dec 2012

⁴ Allowing 80% of the 2011 city centre statistics for finance, business and public services.



Over the last 30 years Churches in various cities around the UK have developed services and activities to help resource, disciple and evangelise among professionals working in city centres. Alongside this, there is a growing recognition of the key importance of living out our faith in the workplace, for which resources and opportunities are critical:

*'The fruitfulness that changes lives and nations
ripens in the valley of everyday, Monday to Saturday ordinary living.'*
Mark Greene, LICC Executive Director

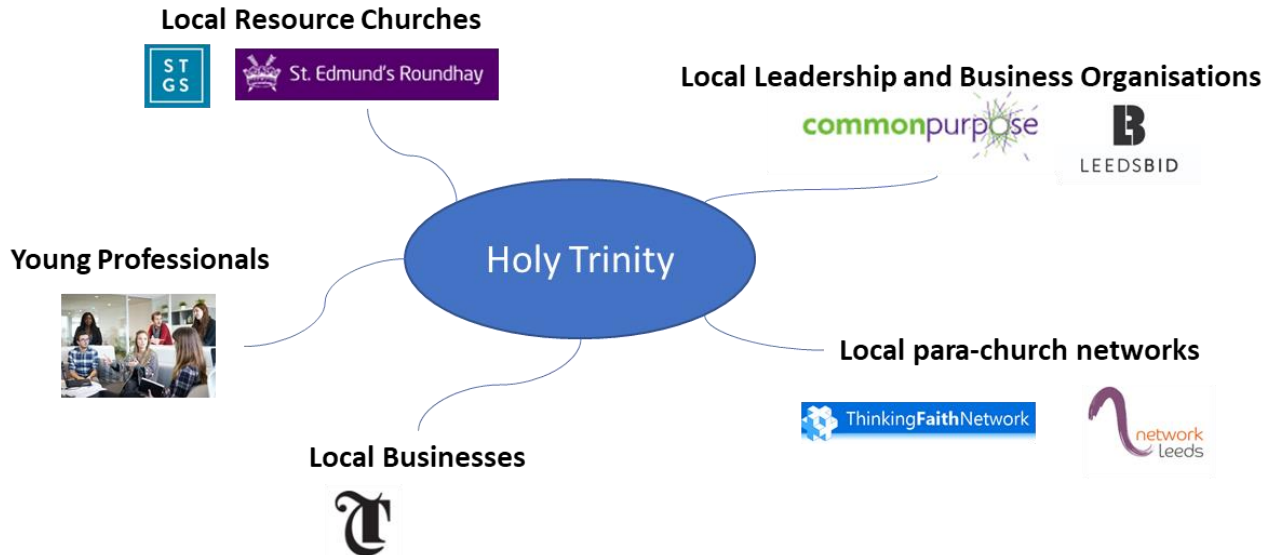
Illustrating this, the map below⁵ shows some of the churches in inner London that offer mid-week ministry – most of these have started in the last 20 years. Compare this with Leeds, England's third largest city, where there is no provision whatsoever.

⁵ From <https://www.gospelatwork.org.uk/>



Drawing on this experience, and in partnership with the resource churches in the Leeds Episcopal Area, we wish to create a centre of vibrant worship, prayer and mission at the heart of the City of Leeds, that will equip confident Christians in their workplaces, provide effective outreach to non-Christian professionals and will enable us to establish transformative connections with businesses in Leeds.

As part of our testing of the local need we interviewed stakeholders across a range of supporting organisations and individuals:





Cal Bailey, Former Director of NG Bailey, Chair, Thinking Faith Network:



There are many Christian folk in business for whom the connection between faith and work isn't made at church. Similarly, there are many business folks who are fed up with the treadmill of monthly profit targets, and long for a deeper purpose in their working lives; one which enables them to believe that what they do Monday – Friday is useful for people and inspiring for them. I am excited about these plans for lunch time services at Holy Trinity Church. Clarifying who God is and what His purpose is for the business world and our business lives is an essential ministry in our larger cities and I am delighted about the plans to make this a reality in Leeds'.

Andrew Cooper, Chief Executive, Leeds Business Improvement District:



'Holy Trinity Church is in a prime location in the core of the Business Improvement District with one of the highest footfall areas in the city. Over the last three years Church leaders have worked with business to solve issues around the public space where the Church is located, with excellent results. They have become respected partners and their compassion has balanced the discussion. It is great to see the Church getting involved and prepared to work together and be present at the table.'

'I am delighted by this proposal. A church is much more than a building, and this project will give Holy Trinity Church a much-needed boost to reposition itself in the city and deepen connections between faith and the businesses of Leeds. Holy Trinity is in a fabulous position and this proposed transformation will give the necessary catalytic assistance for the Church to match the economic vibrancy in the City.'

Claire Bennett, Operations Director, Common Purpose UK:

Holy Trinity Church stands right at the heart of the retail and business community in Leeds city centre and is the most accessible and centrally located Anglican building in Leeds. There are very few spaces in Leeds where busy people can take time out of their day to slow down, reflect on life and connect with their spirituality. Mental health and wellbeing of employees is a growing concern for business leaders in Leeds and creating a space and an environment where people can come together to meet and where people can also seek support, solace and spiritual guidance is desperately needed.



David Maddison, General Manager, Trinity Centre Leeds:



Trinity Leeds is proud to support Holy Trinity Church as its neighbour and namesake. The church has proved vital to the people of Leeds over the years as a place of worship and a venue for city events such as Light Night and Leeds International Film Festival. Trinity Leeds has also benefitted from the church's support of employees in times of need as a trusted, neutral presence. This project will secure the presence of the church and its impact among the wider business community across the city, benefitting individuals who live and work in Leeds and cementing business relationships. I look forward to seeing it develop and flourish.



Allison Page, Managing Partner, DLA Piper, Leeds:

At DLA Piper in Leeds, we have been longstanding supporters of Holy Trinity Church here in the city centre. Under Sam's guiding hand, the Church is regaining ground in the community here in the city, allowing those of us doing business to easily connect with our faith. More specifically for us, we collaborate with the Church on our Christmas Carol Service where staff are encouraged to bring their families. Not only is the feedback consistently positive, but the event brings together everyone, irrespective of their faith whilst allowing Sam to spread the message of the Church and share the true meaning of Christmas. It really is a unifying experience.



Gerald Jennings, Chair of West & North Yorkshire Chamber of Commerce:

With its central location in Leeds city centre, Holy Trinity Church is a key asset as a venue in the city centre. Many businesses operate, and over 100,000 employees work, in close proximity to the building. Reaching out to both employers and staff in increasingly stressful times, ensuring their collective health and wellbeing, is now recognised as a key factor in the success and sustainability of business. Faith has a major role to play in meeting these challenges and Holy Trinity Church can play a significant role in integrating business with faith and its city centre location makes it ideally placed to do so.

Natalie Johnson, Partner, Wrigley's Solicitors:

I have worked in Leeds for just over 10 years now and have always been struck that there is no weekday provision for business people in the city. There are few churches in Leeds city centre and so the church is not particularly visible amidst the various shops, restaurants and business. I see the potential for Holy Trinity to be a hub for weekday Christian ministry provision in the city centre, helping business people who work in Leeds city centre during the week live out their faith in the workplace and as a church reaching out to non-Christian young professionals in the city.



Steve Reilly, Senior Pastor at Bridge Community Church:

Leeds is a thriving city with a significant business sector. The strengthening of connections between faith and the business world is essential if Leeds is to thrive in a holistic way. Holy Trinity could not be more strategically placed to enable the strengthening of faith and connections to the business world. Right in the heart of the city it has the potential to be a space where business people are encouraged and supported: a space where people from the business world can find Christ, grow in faith and can explore putting faith into action.



Tom Riordan, Chief Executive, Leeds City Council:

Holy Trinity Church, Boar Lane is one of the city's most significant landmarks and has played a part in the civic life of the city for nearly 300 hundred years. Much loved by the people of Leeds, the building provides vital community space for holding a range of events attended by citizens across the city and from elsewhere.

Leeds City Council has been working closely with the Diocese to make the most effective use of our combined resources, including our buildings across the city.

We want faith communities to gain maximum benefit from the business Corporate Social Responsibility offer in the city. In recent years the Anglican church has begun to play a leading role in shaping our engagement with people of faith and this initiative, seeking to deepen the connections between faith and business, is vital to our efforts in Leeds.



5. Our Planned Response

The Reverend Canon Sam Corley, Rector of Leeds (in post since October 2015):

Holy Trinity Church should be a thriving centre of worship and mission, yet there are no funds available locally to address the neglect endured in recent decades. The parish lacks the resources, in every sense, to address the challenge with any depth or rigour. As the only clergy person in the parish, I am already stretched with a range of commitments in the city and Diocese, not least in attempting to secure the future of Leeds Minster. All of this makes maintaining or re-imagining any regular activity out of Holy Trinity Church almost impossible.

SDF funding will enable a focussed, coordinated and strategic response to the opportunities offered by the building that will vastly improve the impact and sustainability of mission and ministry out of the building. I am committed to seeing this project succeed and will strive to ensure that the Church thrives as a centre of worship and mission, growing the Kingdom of God among non-Christian young professionals and making a significant contribution to the life of the city in partnership with the resource church programme across the Episcopal Area.



What we want to do:

1. Undertake building works to create a welcoming and effective worship centre and meeting hub at Holy Trinity Church;
2. Establish new weekday congregations with a focus on evangelism and discipleship among non-Christian professionals who work in the city centre;
3. Appoint an ordained minister as a missionary to business to lead and co-ordinate a new weekday ministry of worship, teaching, prayer and evangelism based in Holy Trinity Church;
4. Develop a programme of enquiry and nurture courses to provide opportunities for non-Christian people to explore the Christian faith, with an emphasis on how it relates to life and work;
5. Provide focussed ministry to businesses in the city to expand capacity in the city centre to develop and respond to opportunities for mission and outreach.



What we are wanting to achieve:

1. The revitalisation of Holy Trinity Church so it becomes a strategic centre of vibrant worship, prayer and mission at the heart of the city of Leeds;
2. The resourcing of confident Christians in their workplaces;
3. Pioneering effective outreach among young professionals in Leeds city centre;
4. Forging transformative connections with businesses in Leeds;
5. Consolidating the physical presence of the Church of England in Leeds city centre;
6. Creating a 'shop-window' of activities and a base for mission and ministry in Leeds city centre; advertising the Church in Leeds and signposting people to other Anglican Churches across the city.

The difference the project will make by 2024:

1. Effective contact through personal networks and social media with 2,500 professionals working in Leeds city centre.
2. 250 regular worshippers attending 3 weekday services who are growing in discipleship and discipling others in their workplace effectively.
3. A monthly breakfast event that attracts an average of 30 people per month and reaches 120 different people over the course of a year.
4. Evangelistic and nurture courses attended by 75 people per year.
5. 50 new disciples converted to Christ and attending other resource church congregations on Sundays through initial contact with ministry at Holy Trinity.
6. Holy Trinity church will be an effective presence and resource for mission and ministry in the city. This will be demonstrated by it hosting city wide gatherings and up to 25 carol/special services for local organisations and businesses each year.

Our capacity to deliver the project

- Strong commitment from the Diocesan Board and Bishop's Staff.
- Significant cultural change has already been achieved. Since the creation of the new Diocese and the consequent staff changes, including the arrival of a Diocesan Bishop with a significant media profile and a strong voice in the House of Lords on Brexit and Yorkshire Devolution, the Church of England has become a respected and increasingly sought-after partner in the city
- The profile and experience of existing clergy in the city-centre is ideally suited to this project. Canon Sam Corley will line-manage the missionary. Sam has been largely responsible for writing this submission and is committed to ensuring the successful launch of the project. Recognising the time that oversight will require in the initial stages, he has prioritised the project in his diary. Support from the Diocese's Programme Manager and the Area Bishop will also assist in this oversight. Sam has been in post as Rector of Leeds since October 2015. Based at Leeds Minster and with current responsibility for Holy Trinity as Incumbent, he exercises a civic ministry across the city and is an established and well-respected figure in the city and diocese (Sam is Chair of the Diocesan's Synod's House of Clergy and sits on the Diocesan Board). He has significant civic and interfaith experience (having worked previously at Bradford Cathedral) and will help establish the missionary to business with local businesses and networks and support the missionary in developing key contacts and opportunities for mission. The Rector of St George's, the Reverend Lizzy Woolf, has been in post since September 2017. As well as significant experience of Church planting and of civic ministry (she was Chaplain to the Lord Mayor of London 2013-14), she also has experience of effective weekday ministry to business through her previous career as a solicitor in the city of London and from being on the staff of churches that are part of the HTB network. As well as enabling the provision of worship resources from St George's,



Lizzy's insight and experience will provide a further source of support and expertise as the missionary to business establishes the new congregation and makes connections with local businesses.

- Staff in the parish, including a Director of Operations and a caretaker, are available to oversee works to the fabric of the building and to undertake building management tasks, thus freeing the project team to focus on mission and evangelism.
- The architect overseeing the programme of building works has been responsible for the building for 15 years. He and his team know the church well and have a large body of information about the building ready to use in support of the development works.
- The architect also sits on the DAC. The DAC staff and committee are supportive of the project's plans, are aware of the deadline and are committed to seeing the project succeed.
- Diocesan Resources available to support the project include a Strategic Programme Manager, a Human Resources expert and the Diocesan Communications Team.

Commentary on Objectives

- The revitalisation of Holy Trinity Church as a strategic centre of vibrant worship, prayer and mission at the heart of the City of Leeds: The location of the church and its potential as a key location for prayer and worship in the city centre is clear and is worthy of investment and resourcing. Most of the activity currently based at the church came to an end in July 2018. There is a real reluctance to see the church unused but a lack of resources makes developing a new use difficult. It is in a prime location and closed doors communicate a negative image about the presence and engagement of the Church of England in a large city so soon after the creation of the Diocese of Leeds given that one aim of there-organisation was to address the decline in church attendance across the City of Leeds.

- The resourcing of confident Christians in their workplaces: Churches in comparable contexts elsewhere (including London, Birmingham & Manchester) have demonstrated that there is a demand for high-quality contemporary worship, relevant and applied bible teaching and opportunities for prayer in city centres during the week at lunchtimes. The aim is to see non-Christians find faith and then to resource people in their discipleship in and through the workplace; a pastoral and missional ministry which, in the words of Abraham Heschel, enables people to 'remain human in the skyscrapers'. With the emphasis in the Diocesan strategy on 'clergy and lay together', this project seeks to use the gifts and skills of an ordained missionary to resource, empower and release the gifts and skills of lay people for effective mission-shaped ministry in the work place.

- Transformative connections with businesses in Leeds: As we seek to effect a cultural change in the church's engagement with commerce and industry, we are seeking to deepen the connections made since the creation of the Diocese of Leeds and to take advantage of opportunities that have opened to us. Requests have been made for office carol services and responses in times of crisis - such as staff deaths - have been warmly received. Moreover, there are several Christians in senior roles in the city (UK Finance Director of a Global Law Firm; Senior Partner of a different law firm; CEO of an international tech company) who are keen to work with the Diocese to address this shortfall. A missionary to business would add significant capacity as part of a cohesive effort to reach businesses in the city centre with the good news of Jesus Christ.

- Effective outreach among young professionals: Young professionals are under-represented in Churches across the Leeds Episcopal Area. Apart from St. George's, there are only a handful in all the other churches combined. Yet nearly half of the 32,500 people who live in the city centre Ward (2015 MYE figures from the ONS) are in the 20-35 age bracket. Many more of that age bracket come into the city daily to work. This project is specifically targeted to address that opportunity for mission and outreach through evangelism among non-Christian young professionals.

- Consolidation of the physical presence of the Church of England in Leeds city centre: Holy Trinity Church is a key landmark building for the Church of England in the centre of Leeds adjacent to a major



shopping centre and within easy walking distance of the major office buildings in the city. Moreover, in addition to the opportunities offered by its location, what does or does not go on in the building communicates a clear message to the city about the strength and relevance, or otherwise, of the Church of England within the city.

- Strengthening of mission and ministry throughout the city: Holy Trinity is ideally placed to act as a shop window for worship and activities taking place in other churches across the city and will act as a signpost: directing people who drop in during the week to a parish church near to where they live if they are from elsewhere in the city. It will also act as a hub for work that focusses on the city centre. For example, at present it is the base for Leeds Street Angels and there are plans for a lay-led chaplaincy to the retail units around the church that could be based in Holy Trinity. Further, in May 2018 the church was a venue for a week of prayer run jointly by Leeds Minster, St George's and Riverside under the 'Thy Kingdom Come' banner. There is no other Anglican building in the city with the same potential for fulfilling these functions in the city.

Responses from young professionals:



Having interacted informally with young professionals throughout the design stages of this proposal, on Sunday 21st October we gathered together a group of Christian young professionals who work in Leeds and worship at St. George's to evaluate the project plan. We were particularly keen to gather their thoughts on how the project would help them witness to their colleagues and how it might enable their non-Christian and de-churched colleagues to become Christians.

There was overwhelming enthusiasm and excitement for the project.

Specific comments included:

'I am excited about seeing faith planted in the heart of our city.'

'This is big and I am excited; it will help my friends at work discover God.'

'I will no longer have an excuse for not inviting my non-Christian friends to Church.'

'If I'm honest I don't really think about God at work. These plans will help me address that and work out what it means for me to be a good witness in the workplace.'

'My non-Christian colleagues don't live in Leeds, but this means I can go with them to Church and help them find God for themselves.'

'I can see how I could bring my colleagues along to find out about Jesus. The plan means they will have a way of connecting with God and will then be able to make a commitment and be helped to work out what it means to be a disciple of Christ.'

'It's a no-brainer and should have been done years ago.'

'There is nothing else like this in the City.'

'All kinds of other things could spring off this as we reach out to others at work to help them find Jesus for themselves.'



6. Integral Partnership with Resource Churches

A previous successful bid for Strategic Development Funding has already led to five churches in the Leeds Episcopal Area being designated as Resource Churches and to the creation of a Diocesan Intern Programme. The aim is that the resource churches will create nine church plants before 2024.

Unlike some ministries to business elsewhere, which primarily offer valuable pastoral services to businesses and organisations on a chaplaincy model that is often defined and resourced by service level agreements with businesses for the benefit of their staff, the model proposed here is specifically focussed on making new disciples among professionals and on developing the skills of Christians to be effective evangelists in their workplaces.

As will be clear from the reasons why a Sunday congregation is not envisaged at this stage, the project will help to train and equip existing Christians in Anglican churches to be more effective ambassadors for Christ in their workplaces. It will support them in remaining steadfast and fruitful in their work context and it will also provide an appropriate and accessible context to which they can invite along colleagues to explore the Christian faith and become Christians.

We believe that this project addresses a clear need and opportunity in the city which is high on the list of mission priorities. The project will meet a need identified by resource church leaders which they themselves are unable to meet, and it will resource and facilitate that work in a thorough-going, sustainable way.

The Reverend Lizzy Woolf, Rector of St George's, Leeds:

At St. George's we are not reaching out to the thousands of workers in Leeds city centre in any significant way. However, we have neither the resources to undertake this, nor can we match Holy Trinity's strategic location. I regard the plans for Holy Trinity as crucial for our city and look forward to collaborating with others to ensure their success.

Through the close working relationship with the resource churches – in Leeds and in other parts of the Diocese - those who come to faith through the project will be helped to find a 'Sunday' home in one of those congregations, alongside their weekday involvement at Holy Trinity, where their leadership skills and gifts will be further stretched and developed and where they will become part of the teams planting new churches.



This project is ambitious in that it seeks to convert people to whole life discipleship of Christ. It will enable a strong culture of effective and applied witness, nurture and discipleship among Christian professionals working in Leeds and will also help to recruit and develop the people required to plant new congregations out of resource churches effectively.

7. A Weekday Centre of Worship and Mission

We envisage activity on a daily basis Monday to Friday through a variety of means designed to connect with people at different stages on their faith journey, with a focus on reaching people who are not yet Christians and helping them to find faith. The programme will hinge on an invitational model that sees the staff team resourcing existing Christians to invite their colleagues along to services, events at courses that will be evangelistic, suitable for people with little church background, and rigorous in relating faith to the workplace in order to generate whole life disciples.



Below is our initial draft of how we imagine a typical week will look. The initial launch in September 2020 will not include all these components, but the programme will evolve and expand on a test and learn basis, with a full programme in place by September 2021.

- Monday:** 08.00-08.45 - Prayers to start the week
13.10-13.40 - Opportunity for personal prayer, confession and prayer ministry
- Tuesday:** 08.00-08.45 - **Faith Works (Testimony from Christians active in the city)**
13.10-13.40 - Reflective communion service (30 mins)
- Wednesday:** 08.00-08.45 - **Leadership Insight: Offering coaching in leadership skills**
12.50-14.00 - **Informal Worship & Teaching**
17.15-18.15 - Opportunity for personal prayer, confession and prayer ministry
- Thursday:** 08.00-08.45 - Bible Study
13.10-13.40 – **Chew through lunch – exploring the contribution of faith on issues**
17.15-18.15 - **Christian Basics Course for de-churched and non-Christian people**
- Friday:** 08.00-08.45 - Prayers at the end of the week
13.10-13.40 – **Reflective Service – Music & Meditation helping non-Christians explore spirituality and find faith**

While all activities will be focussed on growing people in faith and discipleship, those in bold will be aimed specifically at reaching de-churched and non-Christian young professionals.

Monthly on a Wednesday:

07.30-8.45 – **Breakfast with programme of guest speakers**

Occasional: The works to the building will mean it will also be suitable for use by firms and professional associations as a **venue for carol services** (e.g. services led already in the city for DLA Piper and Addleshaw Goddard and can be offered to other firms in the city)

The church will also be **available for memorials** following death of staff, or at times of challenge or distress.

The redeveloped building will also be an **ideal and desirable venue for lectures, concerts, award events and dinners, thereby reinforcing connections with the business community** without disrupting the programme outlined above.

A base for other mission initiatives:

The redeveloped building will also become a base for other initiatives that support the aim of the project in building strong connections with businesses and retail. For example, plans are advancing for an ecumenical volunteer chaplaincy to operate in the Trinity Centre and in Leeds Markets. Holy Trinity would provide an ideal base for that service.



Putting flesh on the plans:

Here are three illustrative narratives to demonstrate how we envisage the theory of change working and how the different elements of this programme fit together and connect with the resource church programme.



Charlie's Story: Charlie became a Christian at university but after graduating struggled to relate her faith to the work-place. Since moving to Leeds four years ago she has occasionally attended church, but life is busy and she has never really found a place where she felt she fitted in. One Monday Charlie walked into morning prayers having seen a sign and an open door. She saw a work colleague there but was too embarrassed to say hello. After going to prayers on a couple of Mondays Charlie tried the Informal Worship and Teaching session on a Wednesday and found a space

to explore how her faith relates to work. Friends in the office joked that she would end up becoming a vicar but going to the service each week helped crystallise Charlie's sense of vocation to her profession. Attending the Leadership Insight sessions helped Charlie develop this further and she has found a new sense of purpose in life that others have noticed. This has led to Charlie forming a prayer group at work with the colleague who also attends Holy Trinity, and to inviting colleagues along to services and events at Holy Trinity. Indeed, six months ago, Charlie invited a colleague along to a Thursday 'Chew through Lunch' session. Following on from this the colleague attending a Thursday nurture course which Charlie helps to lead and the colleague made a commitment to Christ. For Charlie, Holy Trinity is her church, but for the past few weeks she has been going with her colleague to a Church plant in West Leeds to help them find a church 'with more of a family feel'.

Eden's story: Prior to moving to the UK to study, Eden had no experience of Christianity. She loved being in Leeds as a student and stayed on in the city, working in a law firm. Church was never on Eden's radar as a student, but she has always been interested in what makes different people tick. A friend at work who is a Christian invited Eden along to a Thursday Christian Basics course. Initially Eden wasn't sure, but in December she visited Holy Trinity for a work's carol service. Eden liked the atmosphere and enjoyed the talk by the missionary. After Christmas the friend asked



again and Eden agreed to go along and came to faith in Christ towards the end of the course. Eden's friend loves the informal worship on a Wednesday, but Eden has found a home at the Tuesday reflective communion service. Eden's travels most weekends seeing friends and that makes attending church on Sundays difficult, but Eden sees Holy Trinity as her church and gives generously financially. Three months ago, Eden shared her testimony in the Tuesday 'Faith Works' slot and invited a few colleagues along to hear her. She also helps lead the Thursday Christian Basics course and co-ordinates a small group that meets over a meal afterwards in a local bistro.



Taylor's Story: Taylor was part of a church youth group as a teenager and has fond memories of giving their life to Christ at Soul Survivor one wet August night over a decade ago. Church-going stopped when Taylor moved to Uni, but he has always prayed. Taylor came across Holy Trinity via a friend's social media account around the same time as he was experiencing pressure at work. Going to informal worship and prayer on a Wednesday gave him space to reconnect with the familiar and he still goes along once a month or so and sometimes attends Monday morning prayers. Through

the events at Holy Trinity, Taylor heard about plans for a church plant out of a Resource Church near to where he lives in North Leeds. Captivated by that vision he became part of the team that led the plant into the new area. Taylor values the opportunities Holy Trinity offers for people to make connections with faith and so is pleased to support it financially. He catches up on the weekly bible study and leadership insight through a subscription email and has committed to inviting colleagues along each month to the monthly breakfast meeting. Through this, three work colleagues have attended Holy Trinity with Taylor on Wednesday lunchtimes and one has completed a Christian basics course and found faith in Christ.



8. Resources Required

A Re-developed and Refurbished building

Holy Trinity Church is in a reasonable condition externally. The latest Quinquennial Inspection (April 2016) highlighted the interior as in need of attention: *'The interior of the church is in rather poor condition and needs a complete overhaul with regard to decorations, heating, electrical and lighting installations, as well as support facilities to do justice to this fine church'*.

A plan of works (see Appendix 3) has been developed by the Church architect in consultation with DAC, including a visit to the church by a delegation from the DAC in October 2018. A realistic timetable has been devised to ensure that necessary permissions are secured, and that works are completed on time.

Recent explorations as part of this bid process have revealed an urgent need to replace the clerestory windows. In some cases these are dangerously loose and are in danger of being blown in or sucked out by the way in which high-winds affect the building. These works need to be undertaken before the planned activity starts a] to make the building safe to users and passing members of the public and b] to prevent disruption to the programme once activity has begun.

To enable this work to be undertaken within this time-frame this bid has been increased to include the costs of these works.

The scope of the plan of works includes provision for further development of the building beyond this project. This includes cleaning of the exterior of the building and repointing, as well as works to internal ancillary spaces. While desirable, this work is not essential for the purposes of this project and will be funded by appeal to interested partners, including the HLF, Trinity Shopping Centre, and the Leeds BID.

A High Performing Team

We aim to recruit a gifted and committed team to lead the project.

Learning from planting teams elsewhere, we have developed a timeline that ensures that the key individuals are in place before activity begins out of Holy Trinity:

- **A missionary to business:** An ordained minister with key skills including: planting experience, evangelism, an entrepreneurial nature, a professional working background and understanding of business culture, a willingness to work across a breadth of traditions, networking skills and the ability to draw together a team. The missionary will begin in 2019 - 12 months before activity at Holy Trinity begins. Based at St George's, they will use the time to develop networks, recruit a curate and interns, develop the programme and build a core of Christian young professionals from St George's and other churches who will form a 'core' for the new congregation.
- **Curate:** As part of the Diocesan strategy to increase the number of curates (from 15 to 18 by 2020 and to 22 by 2022) a new curacy post is being created and a curate will be recruited in June 2020 before the project is officially launched. The candidate will have planting skills and a professional working background.
- **3 Interns:** Specialisms to include worship leading, communications including social media, evangelism and nurture (leading small groups and courses). The positions will be open to those who are exploring vocations in ordained and lay ministries and will be part of the Diocesan Interns Programme.
- **Administration Support** (0.5 FTE). In place from the summer of 2020 to assist with preparations for the launch of activity from September 2020.
- **Sessional Musicians:** High-quality and experienced worship leaders attached to St George's Church will be available during the week to be employed on a sessional basis. The musicians and choir at Leeds Minster would be available to assist at more traditional events and occasional offices.



9. Finance

The table below comprises the detailed costings for the bid which has the following key elements:

Building Refurbishment: cost split between SDF funding and an existing building maintenance trust fund linked to the church;

City Centre Missioner: costs covered by SDF funding for five years from September 2019;

Curate: costs covered by diocese for a 4-year appointment;

Interns: costs split between diocese and SDF funding in line with current intern programme;

Admin: costs covered by SDF funding until September 2023;

Musicians: costs covered by SDF funding for two years until September 2022;

Start-up costs: digital costs and publicity costs covered by SDF funding;

Hospitality: expenses covered by SDF funding until September 2022.

Strategic Development Funding Bid: Leeds City Centre											
	2018	2019	2020	2021	2022	2023	2024	Total	Diocesan Contribution	Church Contribution	SDF
Total Costs											
1. Holy Trinity Boar Lane											
Building Refurbishment	£150,000	£380,000	£150,000	£0	£0	£0	£0	£680,000	£0	£300,000	£380,000
--- Parish	£150,000	£150,000									
--- Diocese											
--- SDF		£230,000	£150,000								
City Centre Missioner	£0	£12,461	£51,039	£52,264	£53,519	£54,803	£56,118	£280,205	£0	£14,030	£266,175
--- Parish							£14,030				
--- Diocese											
--- SDF		£12,461	£51,039	£52,264	£53,519	£54,803	£42,088.84				
Curate	£0	£0	£24,224	£49,610	£50,801	£52,020	£26,634	£203,289	£203,289	£0	£0
--- Parish											
--- Diocese			£24,224	£49,610	£50,801	£52,020	£26,634				
--- SDF											
Interns	£0	£0	£28,900	£29,594	£30,304	£31,031	£31,776	£151,604	£88,655	£0	£62,950
--- Parish											
--- Diocese			£16,900	£17,306	£17,721	£18,146	£18,582				
--- SDF			£12,000	£12,288	£12,583	£12,885	£13,194				
Admin Support (0.5 FTE)	£0	£0	£8,621	£11,770	£12,053	£12,342	£9,479	£54,265	£0	£12,564	£41,701
--- Parish						£3,086	£9,479				
--- Diocese											
--- SDF			£8,621	£11,770	£12,053	£9,257					
Musicians	£0	£0	£2,400	£7,500	£7,500	£7,500	£7,500	£32,400	£0	£16,875	£15,525
--- Parish					£1,875	£7,500	£7,500				
--- Diocese											
--- SDF			£2,400	£7,500	£5,625						
Start Up Costs	£0	£0	£8,500	£0	£0	£0	£0	£8,500	£0	£0	£8,500
--- Parish											
--- Diocese											
--- SDF			£8,500								
Hospitality and Expenses	£0	£2,400	£7,500	£7,500	£7,500	£7,500	£7,500	£39,900	£0	£16,875	£23,025
--- Parish					£1,875	£7,500	£7,500				
--- Diocese											
--- SDF		£2,400	£7,500	£7,500	£5,625						
								£1,450,163	£291,943	£360,344	£797,876



10. Achieving Financial Sustainability

We are clear that the project must become financially sustainable by the end of the funding period in order that the programme of activity continues and that mission out of the building across the business community in Leeds continues to grow and expand. We are confident that this will be achieved:

- Clarity about this expectation from the outset will ensure that financial giving and effective stewardship are key parts of the DNA of the project from the start. This overcomes the difficulty of introducing a different expectation and change of culture after the project is well-established;
- We have staged the process of the project assuming financial responsibility for itself, hence the expectation that from September 2022 the congregations gathering at Holy Trinity will be responsible for the day-to-day costs of ministry (musicians and running costs) from September 2022, onto this will be added the cost of the Administrator from September 2023 and then the cost of the missionary from September 2024.

The table below outlines our target state financially in 2024, based on the following assumptions:

- We achieve our target of 100 people giving £100 a month;
- Core giving supplemented with donations from supporters (aiming for 25 donations of £50 a month);
- We achieve one premium letting of the building per week. Given previous use of the building, along with improved facilities and planned marketing this is achievable;
- Utility costs will reduce by 30% following the refurbishment due to more energy-efficient systems having been installed;
- We will pay increased insurance premiums, but similar amounts for ongoing maintenance and services;
- In lieu of a revised parish share calculation, we assume that the parish will need to cover no more or less than the ministry costs relating to the ordained missionary.

With a modest margin of error, this will see our costs covered.

Income

Source	Annual Amount	Comment
Core giving 100x100	£120k	100x100x12 = £120k
Supplementary giving	£15k	50x25x12 = £15k
Lettings	£20k	400 x 50 = £20k
Mast rental	£6.5k	Continuation of existing agreement
Café rental	£12.5k	Continuation of existing agreement
TOTAL	£174k	

Expenditure

Source	Annual Amount	Comment
Ministry and other staff costs	£132k	Including missionary, admin post, and interns.
Hospitality and staff expenses	£7.5k	
Insurance	£8k	
Utilities	£10k	
Maintenance	£9k	
Cleaning	£2.5k	
TOTAL	£169k	



11. Learning from elsewhere

Previous ministry out of Holy Trinity, even recent use of the building by a Fresh Expression, has focused mainly on Sunday activity, serving an eclectic congregation drawn from across the city. This has been hampered by a lack of free parking and a shortage of suitable space for activities for children and young people. The building is ideally located and better configured for mission Monday-Friday and for reaching out to those non-Christian professionals who work in the city centre, yet these opportunities have never been properly explored.

To address this, we have learnt from other churches who have established successful weekday ministries among young professionals (See Appendix 1). Learning includes ensuring that the building is attractive and a place where young professionals feel at home; offering a space into which they feel confident about inviting colleagues and friends. Maintaining high-quality and tight timing is key: from welcome to worship, from speakers to prayer ministry.

Experience elsewhere has highlighted that attendance is enhanced when services follow a regular pattern: allowing people to drop into those elements of the service they want (or have time) to attend. Catering for different styles of worship is best done through different services throughout the week with different styles, rather than trying to incorporate a range of styles into one service. Thus, each of the different congregations proposed would have a distinct feel ranging from a more contemplative, Eucharistic focused service, through to a lively, band-led service focusing on praise and teaching.

In terms of sustainable finance, in many cases Churches have regarded midweek congregations as part of their outreach and have funded the services through the financial contributions of members who attend on Sundays. Often little attempt has been made to make the weekday congregations financially self-sustaining. However, St Margaret's Lothbury which, for reasons similar to ours in Leeds, does not have a Sunday congregation, is funded solely through the contributions of those who attend weekday services. Achieving this took five years but, as the Rector of St Margaret's states, 'people recognise the benefit of what they are part of and are willing to support it financially'.

12. Change Process

We are aware that this project is ambitious. To ensure success we are pursuing a 13-step approach to change:

1. **Identify the need for change:** The need for a decision about the future of Holy Trinity Church has been clear since the formation of the Diocese of Leeds in 2014. Since the arrival of a new Rector in October 2015 a comprehensive review of activity and evaluation of possibilities at Holy Trinity has been undertaken. The potential of the location for mission to business, and the lack of any similar activity anywhere in the city, is obvious. Yet the scale of challenges and limitation of resources within both parish and diocese have made developing a coherent, sustainable response difficult up till now. The possibility of SDF funding has provided both the impetus and the possibility of support and resources required to develop vision and plan a response to secure the future of the building as a centre of worship and mission among non-Christian young professionals.
2. **Address key internal stakeholders:** At the same time as the need for change was being reviewed, a programme to establish resource churches in the Episcopal Area was being developed. It is crucial that any activity at Holy Trinity complements and consolidates that work. From the outset the plans at Holy Trinity have been viewed and evaluated through this lens. Early on the opinion of the Strategy and Development Unit was sought and Philip James and Bishop Ric Thorpe visited Holy Trinity to offer their opinion on the building. Members of the Programme Management Board were consulted and a way forward that fulfilled the Diocesan Strategy was agreed. This approach was then communicated



to the Bishop's Staff, Diocesan Board and PCC to ensure that broad agreement about the vision for the project was agreed internally. The agreement has been unanimous and supportive from the outset. On-going reporting through the Programme Management Board structure will ensure that this support continues to be informed and maintained.

3. **Test support among external stakeholders:** To ensure that the project will be supported by a range of external stakeholders, an informal but comprehensive consultation has been undertaken with neighbouring parishes, other churches in the city centre, the limited networks for Christians in business that exist in the city, leading Christians who work in business and key influencers in the city business scene. As has been demonstrated above, through the comments of people reflecting these different groups, the project has received enthusiastic support. This support will continue to be nurtured through communication that keeps these stakeholders informed of developments prior to and including the launch of the project.
4. **Distribute ownership:** The plans to develop the building and the arrival of a Programme Manager have been a useful catalyst in distributing ownership of the project. The positive assistance of the DAC and their enthusiasm for seeing the project achieved on time and within budget is key to ensuring that the project is not delayed or derailed. The Director of Operations in the Leeds City Parish has been available to oversee this aspect of the project and this has ensured that they are in an informed position to take forward oversight of building works when they begin. The contribution of the Programme Manager has ensured that a comprehensive bid has been developed and submitted on time and that mutual relationships and understanding with the Strategy and Development Unit in relation to the project have been strengthened.
5. **Communicate the vision:** Once funding has been secured we shall communicate the plans to churches and networks across the city to generate interest, further develop networks and open connections with professionals and businesses in the city. After the missionary arrives in September 2019 a key part of their work in the first year before activity begins will be to communicate the vision to external stakeholders in a way that informs and generates interest and enables the formation of a group of people willing to be part of the core when activity begins in September 2020.
6. **Assess and address the cultural landscape:** We are aware that previously the Anglican engagement with business in the city has been characterised by a suspicion of wealth and success, and that several previous initiatives in the city by Christians that have sought to connect with business have been short-lived due to lack of resourcing and ineffective partnerships and supervision. Consequently, the church's presence in the city centre is almost invisible often passed unnoticed. Since the creation of the Diocese of Leeds in 2014, determined action has been taken to address this and a change of culture has been achieved. Key to this has been the arrival of a Diocesan Bishop, an Area Bishop and a new Rector of Leeds who are all committed to being present and visible in the city and have taken seriously the need to build effective relationships across different sectors. The missionary will join at a time when positive change has been achieved and will find that many doors are open to them; appropriately responding to these opportunities will thus be crucial, not only for the success of the project, but also to develop the presence and reputation of the diocese in the city
7. **Prepare for the unexpected:** We are ambitious and optimistic but are also aware that our plans represent a considerable challenge at a time of economic uncertainty. Undertaking a risk assessment of the project has helped to focus our attention on factors that may weaken or obstruct development and action to mitigate these has been taken – including developing a realistic timeframe for both the building works and the recruitment and induction of both the missionary to business and the curate before activity out of Holy Trinity begins. These will be continuously reviewed and updated by the Project Board, reporting to the Programme Management Board.



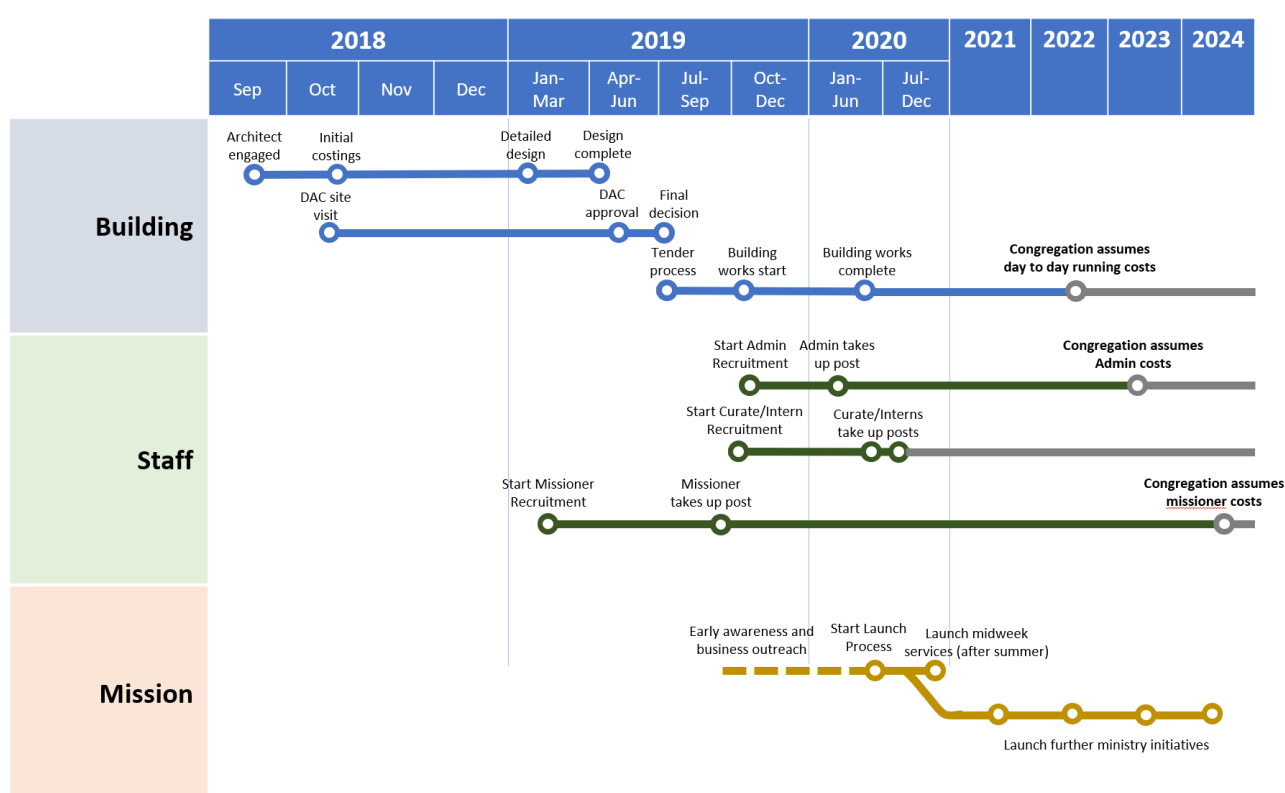
8. **Ensure effective governance:** The governance structure will ensure that the project is given the priority and resources it requires, that risks are managed effectively, that key management decisions are taken promptly, that measurements are recorded in a manner that informs development and response and that effective reporting is undertaken. Because of his various roles in the city and diocese, the role of the Rector of Leeds as line-manager of the missionary to business will be significant in helping to speed up communication, networking and the development of effective partnerships. The support of the congregation at St George's Leeds, where the missionary will be based until activity begins at Holy Trinity, will also be significant in establishing the missionary as a Christian leader in the city who is known and trusted among professionals.
9. **Engage the right people:** We are aware that the success of the project will rely heavily on recruiting a person that matches the job description and person specification drafted for the missionary to business role. Appropriate communication of the opportunity through para-church networks, including LICC, the Church Revitalisation Trust, New Wine, the Proclamation Trust and Faith in Business, will be crucial to securing the right person. This work will start in earnest once news of the bid has been received. We are currently working with the DDOV to identify a potential curate who will be ordained at Petertide 2020 ahead of activity starting out of Holy Trinity that September.
10. **Comprehensive Communications:** Both pre- and post-launch we will deliver a consistent set of messages regularly through multiple channels to inform and motivate local Christians to engage. Given the invitational approach we are adopting, we shall pay attention to the key messages we hope to see communicated by word-of-mouth. In addition, we shall develop communications through the following channels:
 - Resource church leaders publicising among their congregations;
 - Communications to their members from local para-church business organisations including Thinking Faith Network, Network Leeds and Christians in Business (Leeds);
 - Existing fellowships within local businesses;
 - Public signage outside the church building.
11. **Clarity over objectives and expected outcomes:** We are clear about the project's aims and objectives. It would be easy for a project of this nature to drift into a chaplaincy to people who are already Christians. The objectives have been designed to ensure that evangelism, deepening discipleship and strengthening the resource church agenda remain central. The programme has been designed with an emphasis on invitation and on providing multiple opportunities for people who are not-yet Christians to explore the Christian faith, how it relates to their own life and work and how they might deepen their own discipleship. We have established lead and lag measures and a system of monitoring of qualitative and quantitative measures that will keep the project focussed on the objectives and expected outcomes.
12. **Managing expectations and opposition:** We are aware that the focus of the project may be misunderstood by people inside and outside the church given the variety of ministries to business that exist. Those who are expecting the provision of an exclusively chaplaincy style service, with a focus on support of individuals may be disappointed or frustrated, while others may object to the evangelistic focus of the project. Clarity around our objectives, and the reasons for them, in all our communication will be crucial to managing expectations and opposition. At the same time, creating a culture where questioning and debate is welcomed and encouraged at all levels – including response to any criticism, whether online or in person - will be crucial in ensuring the missional effectiveness of the project.
13. **Review change theory:** We are under no illusions about the need to be responsive to flux in both internal and external variables. Shifting social, political and economic realities will have an impact on this project in a more direct way than is the case with most mission initiatives. Moreover, the arrival and departure of individuals, as with any church and congregation, can have an impact on culture as

well as on demographics. The Programme Management Board and reporting structures will ensure that we maintain constant vigilance and keep an updated change management plan during the life of the project to ensure it remains relevant and focussed.

13. Project Planning and Management

The plan below outlines the key milestones over the next five years in the three project streams of building, staff and mission. Due to the timescales involved and the foundational importance of a functional and attractive venue, the building stream precedes the others, and is already in progress.

As the approvals are gained and the contract for building works let, the recruitment process for the missioner will be underway. Once the missioner is in post, early awareness and business outreach will take place in parallel with the building works, building momentum towards a September 2020 launch.



Our present expectation (which may well be modified in the next 18 months) is that we will launch 2 weekday congregations in September 2020 and gradually complement this with a regular pattern of morning prayer, breakfast meetings/events, nurture courses and evangelistic opportunities.

The final key milestones are related to cost. We aim that by:

September 2022: The weekday congregations assume responsibility for day-to-day costs of ministry at Holy Trinity Church, excluding cost of administration and missionary to business.

September 2023: The weekday congregations assume responsibility for costs of administration in addition to day-to-day costs of ministry at Holy Trinity Church.

September 2024: The weekday congregations assume responsibility for costs of the missionary to business through diocesan parish share system.



Six-month plan

Activities are in-flight at the point of submission (November 2018) and pending approval the project will commence in earnest at the start of 2019. The table below outlines the key activities over the first six months of 2019.

Month	Building Activity	Staffing Activity
January	<ul style="list-style-type: none"> • Convene project team to confirm roles and responsibilities • Agree terms of reference with Leeds City PCC • Commission detailed architectural designs 	<ul style="list-style-type: none"> • Missioner Job Description & Person Specification reviewed and approved by Area Bishop • Missioner Job Description & Person Specification circulated
February	<ul style="list-style-type: none"> • Assemble long-list of potential contractors 	<ul style="list-style-type: none"> • Missioner post advertised
March	<ul style="list-style-type: none"> • Review and approval of designs 	<ul style="list-style-type: none"> • Missioner interviews
April	<ul style="list-style-type: none"> • Faculty Application • DAC Review 	<ul style="list-style-type: none"> • Missioner appointment agreed.
May	<ul style="list-style-type: none"> • Public Consultation • Prepare tender documentation 	<ul style="list-style-type: none"> • Opportunity for second-round of recruitment if post not filled.
June	<ul style="list-style-type: none"> • Engage short-list of contractors • Chancellor decision and release for tender 	



14. Evaluation, Monitoring and Reporting

The success of the project will be monitored and evaluated through quantitative and qualitative approaches to both lead and lag measures.

Lead measures:

- Monitoring and recording of on-line and social media analytics;
- Recording invitations to services, activities, courses and events;
- Recording attendance at services, activities, courses and events;
- Sharing of management accounts and quarterly financial reports;
- Collection of 6-monthly qualitative feedback from attendees at services and events through anonymous questionnaires, on-line forms and focus groups among attendees;
- Number of people who sign-up to weekly emails and blogs;
- Completion of seekers' or discipleship courses;
- Number of conversations missioner, curate and interns have with professional people about activities at Holy Trinity;
- Number of conversations the missioner and curate have with 'people of influence' in firms and businesses about how project at Holy Trinity can connect;
- Number of people who visit resource churches through recommendation from Holy Trinity.

Lag measures:

- Number of new disciples;
- Number of adult baptisms / confirmations;
- Number of regular monthly givers and total regular monthly giving;
- Number of people not attending church elsewhere who belong to Holy Trinity;
- Number of people attending resource churches regularly following contact through Holy Trinity.

Measure	2019	2020*	2021	2022	2023	2024
Number engaged through personal networks and social media	150	500	1000	1500	2000	2,500
Number of regular worshippers	0	50	100	250	200	250
Number attending evangelistic and nurture courses	0	5	20	40	60	75
Number of professionals attending other resource churches through initial contact via Holy Trinity	0	2	13	25	38	50
Number of regular monthly givers	5	20	45	80	115	150
Total giving per year - £	2,500	10,000	25,000	50,000	85,000	120,000

* Activity out of Holy Trinity will commence in September 2020

** Reflects numbers of young professionals who will attend Holy Trinity initially coming with connections to resource churches in order to provide initial 'core'



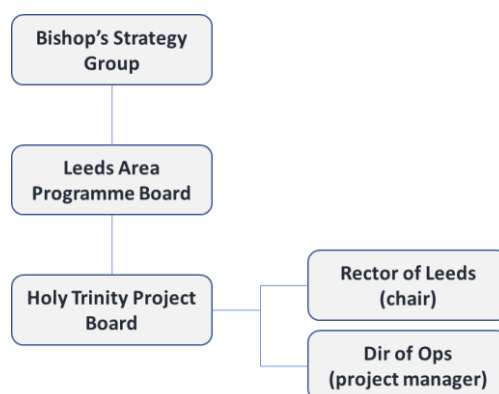
Continuous Learning and Evaluation: Throughout the development of the project, continuous learning and evaluation will be undertaken by the Project Board, through participation in the Programme Management Board. This will ensure:

- Sharing of knowledge, learning, experience and best practice;
- A joined-up approach to projects and mission activity across the city and the consolidation of links between activity at Holy Trinity and the Resource Church Programme;
- Identifying opportunities for development and for working collaboratively in partnership;
- Identifying of gaps, risks and opportunities and developing appropriate responses.

In addition to the reporting cycle outlined below, the Programme Management Board will undertake an independent evaluation of progress by an individual who leads a city-based ministry elsewhere at a half-way point in the summer of 2022, and again in the spring of 2024. This will facilitate comprehensive learning and an assessment of success and failure that will be fed into the Diocesan and National evaluation of the project.

15. Project Governance

Project governance for Boar Lane is straightforward, as these activities join the existing Leeds Episcopal Area change programme as an additional work-stream. As such it will be managed through the same board and with the same reporting criteria.



The **Bishop's Strategy Group** is responsible for the development and implementation of the diocesan vision and strategy. Led by the Bishop of Kirkstall, it includes the Dean of Ripon, an Archdeacon, the Diocesan Secretary, the Director of Ministry and Mission and a lay member of the Diocesan Board. It is directly responsible to the Diocesan Bishop, and reports to the Leeds Diocesan Board of Finance (The Diocesan Board) (incorporating the Bishop's Council and the Mission & Pastoral Committee) and the Bishop's Senior Staff Team ('BSST'). This group holds the oversight of all areas of work associated with vision, strategy, implementation, SDF and restructuring funding. It provides reports and facilitates discussion at each meeting of the Board and BSST, which ensures both good communication, input and buy-in from trustees and senior staff. It will be responsible for ensuring all reporting, monitoring and evaluation is carried out.

The **Programme Management Board** is a separate sub-group of the Area Bishop, Diocesan Secretary and Director of Ministry and Mission that has been set up to deal with applications for Strategic Development Funding and has oversight of projects in the City of Leeds. This sub-group has been extended to include the Archdeacon of Leeds and the training incumbents of each Resource Church. The Programme Management Board produces a monthly report to the Strategy Group, showing the programme track in line with the budget and timescales. A formal report for the Archbishops' Council, The Church Commissioners, Leeds DBF and



the Bishop's Senior Team will be provided annually, with regular updates to the internal bodies to ensure good ongoing communication.

A **Project Board** will manage and monitor the project at Holy Trinity. Meeting monthly and made up of the Archdeacon of Leeds, the Rector of Leeds, the Rector of St George's, the Director of Operations and Development in the Parish of Leeds City and the missioner to business (when appointed) it will oversee the day-to-day management of the project, monitor delivery against objectives, timescales and budget and review risks. It will report to the Programme Management Board.

Sam Corley (The Rector of Leeds) will oversee and line-manage the missioner to business, will ensure that the project remains on track and will ensure that appropriate reporting and reviewing is undertaken.

The Director of Operations and Development at Leeds Minster, Richard Butterfield, will oversee project management and day-to-day oversight of the building works under the direction of the Programme Management Board.

16. Stakeholder Engagement & Cultural Change

Issues with stakeholders and cultural barriers to change can be a major cause of delay. The table below outlines the engagement process with key stakeholders so far, and that planned after the SDF stage 2 is approved.

Project stakeholders have been identified and for each an assessment has been made of the level of their **Influence** in achieving successful project outcomes and their **Interest** to date in the success of the project by virtue of their role or position. The engagement strategy will help to inform communications around the project, as detailed in the final column.

Stakeholder	Influence (L/M/H)	Interest (L/M/H)	Engagement strategy going forward
Bishop's Staff	High	High	Regular updates through reports to strategy group. Ensure good news stories are communicated and involve in activities at start of project.
Diocesan Board	High	Medium	Cycle of regular reporting through strategy group. Rector of Leeds sits on the Board and will ensure regular communicate.
Episcopal Area Staff	High	Medium	Monthly updates. Rector of Leeds sits on Area Staff and can facilitate good flow of communication.
Bishop's Strategy Grp	High	High	Monthly updates and reporting. Involve members in activities at the start of the project.
Programme Management Board (PMB)	High	High	Rector of Leeds already a member of the Board and Missioner will join when in post. Regular reporting and collaborating with other members.
Resource Church Leaders	High	High	These leaders assemble regularly at PMB meetings. Missioner to visit all resource churches in first year before congregation starts and to invest strongly in good relationships with Resource Church Incumbents.
Strategic Programme Manager	High	High	In post and working in full support of application. Kept in touch through involvement in date gathering, reporting and financial resourcing.
Strategic Investment Board	High	High	CC Strategy & Development Unit supportive of securing future of Holy Trinity Church for mission and of project. Seek comments and advice on final draft of application at 2 nd Stage by 19 th Oct.



PCC of Leeds City	Medium	Medium	PCC are excited about the revitalisation of the church as a centre of worship and mission. Regular reports are received at each meeting. Missioner will attend a PCC meeting when appointed and submit an annual report to the APCM.
St George's Leeds	Medium	Medium	Staff and congregation are enthusiastic about the project and keen to support the project in its initial stages through attending services and events to achieve a critical mass. Missioner to be based at St. George's during first year of appointment as a secure base from which to network and build connections. Regular communication with congregation about services and events.
Director of Interns	Medium	Medium	Member of PMB and aware of allocation of interns to project. Missioner to work with the Director to advertise and recruit interns on an annual basis and to engage with delivery of interns' teaching programme.
Director of Ordinands and Vocations	Low	Medium	Aware of project and invited to attend PMB. Aware of curacy opportunity from Petertide 2020. Rector of Leeds and Missioner to work with DDOV & TEI's to secure suitably qualified candidate.
Diocesan Comms Team	Medium	Medium	Aware of project and primed to communicate success of application. Will work with Missioner to develop communications strategy and to advertise events and services.
HR Adviser	Medium	Low	Ready to assist with recruitment to admin post. Ensure she is kept regularly updated of project progress.
DAC	High	High	Fully briefed on impact of project on development of project. Keen to ensure delivery on time. Site visit already undertaken. Liaise ahead of submission of plans to DAC for meeting in May 2019. Invite comments on draft.
Deanery Synod	Low	Low	Plans to be communicated at next Deanery Synod as part of a Resource Church Update. Ensure regular reports and that Missioner attends synod soon after arrival.
Parishes in Leeds Episcopal Area	Low	Low	Plans communicated through clergy chapter. Ensure regular reports and that Missioner attends chapter soon after arrival to network and develop trust.
Leeds BID	Low	High	Regular reports. Inform of services and events. Work in partnership on key public events such as 'Leeds Light Night' etc.
Other Christian Churches in the City	Low	Medium	Various networks aware through Rector of Leeds and Rector of St George's. Ensure Missioner is introduced to various Christian Leader networks in the city and meets with key leaders soon after arrival in Leeds.



17. Risk Assessment

The table below documents the identified risks and the containment plans in place. These will be actively managed over the life of the project. The grades cited assume a cautious approach to risk.

L = Likelihood; I = Impact; G = Grade (LxI) Levels 1-5

	Potential Risk	Impact	Mitigation	L	I	G	Responsibility
1	Monies cannot be released from Holy Trinity Repair Fund.	Full development scheme cannot be undertaken.	Legal advice and support taken prior to submission of request to Charity Commission. Scope for appeal if necessary.	2	5	10	Rector of Leeds.
2	Required permissions for building works not secure in time.	Works start late. Risk of not being completed on time.	Planning has already begun. Clear communication of deadlines from outset. Support of DAC secured at an early stage.	2	5	10	Rector of Leeds, Parish Director of Operations.
3	Building works not completed on time.	Launch of congregation delayed. Momentum lost.	Director of Operations already in post to oversee works; good relationships / positive support from DAC and DAC Staff	2	5	10	Programme Management Board, Rector of Leeds, Parish Director of Operations.
4	Recruitment does not attract suitable applicant for missionary in time frame.	Launch of congregation delayed. Momentum lost.	Provide accurate and attractive advert and supporting paperwork; publish vacancy widely; use contacts and networks to promote the post.	2	5	10	Area Bishop, Archdeacon, Diocesan HR, Rector of Leeds, Rector of St George's, Diocesan Comms Team.
5	A curate with suitable skills and experience cannot be identified.	Capacity dented. Risk of insufficient momentum at start of project going live.	Provide accurate and attractive advert and supporting paperwork; publish vacancy widely; use contacts and networks to promote the post.	2	4	8	Area Bishop, Archdeacon, Diocesan HR, DDO, Missioner, Rector of Leeds, Rector of St George's, Diocesan Comms Team.
6	Admin support cannot be secured.	Momentum of project and capacity of clergy impaired.	Provide accurate and attractive advert and supporting paperwork; publish vacancy widely; offer competitive salary	1	4	4	Diocesan HR, Missioner, Programme Manager.
7	Interns cannot be found.	Momentum of project and capacity of clergy impaired.	Provide accurate and attractive advert and supporting paperwork; publish vacancy widely;	2	3	6	Missioner, Director of Interns.
8	Insufficient people attend services and events.	Insufficient opportunity to create community and form a congregation.	Project publicised widely. Professional members of resource church congregations encouraged to attend services and events and to invite colleagues along.	2	2	4	Missioner, Project Board, Programme Board.



9	Service and events attract Christians but not people of no faith.	Congregation does not grow. Impact of project limited.	From the outset, keen attention paid to how services and events will be experienced by 'not- yet Christians'	2	2	4	Missioner, Project Board, Programme Board.
10	Congregation does not grow in sufficient numbers.	Congregation does not achieve 'critical mass' (at least 50). Unable to become self-sustaining.	Clear expectations and milestones from outset; regular reporting and review.	3	3	9	Missioner, Project Board, Programme Board.
11	Congregation not able to cover running costs after two years.	Insufficient funds to support ministry.	Clear expectations and milestones from outset; regular reporting and review.	2	3	6	Missioner, Project Board, Programme Management Board.
12	Congregation not able to fund cost of missioner after five years.	Shortage of funds. Missionary unable to remain in post. Damage to reputation of Diocese in city.	Clear expectations and milestones from outset; regular reporting and review.	2	5	10	Missioner, Project Board, Programme Management Board.
13	Missioner moves on from post early.	Work not sufficiently established to enable it to continue.	Good housing and working conditions; effective line-management; regular opportunities within reporting to celebrate progress and achievements.	1	4	4	Area Bishop, Archdeacon, Rector of Leeds, Rector of St George's, Comms Team, Programme Management Board.
14	Missioner fails to make effective connections with business.	Opportunities for mission lost; diocese remains unconnected to significant community in heart of major city.	Clear expectations and milestones from outset, regular reporting and review, collaboration from clergy colleagues to explore;	1	3	3	Project Board, Programme Management Board.
15	Missioner's attitude or behaviour undermines project.	Congregation declines, connections with businesses undermined. Damage to reputation of Diocese.	Rigorous recruitment process; effective line-management; on-going and meaningful collaboration from clergy colleagues.	1	4	4	Area Bishop, Archdeacon, Rector of Leeds – line manage of missioner.
16	Ineffective project management or governance.	Congregation not established in envisaged time frame. Effective connection with businesses not made. Damage to reputation of Diocese.	Clear expectations and milestones from outset, regular reporting and review.	1	4	4	Programme Management Board, Area Bishop – Project sponsor.
17	PCC do not support project.	Tension within parish that undermines relationships and development of project.	Frequent communication, clear management structure and accountability, transparent and clear financing.	1	4	4	Missioner, Rector of Leeds, Parish Director of Operations.



18. Further and Future Possibilities

The area around the church is busy 24-hours a day. There are further opportunities to reach out to those who work around the building during the day as well as to create a hub for voluntary initiatives to serve the retail sector and the growing night-time economy – much of which is centred on the area within walking distance of the church, and to provide worship opportunities for those 'hidden workers' who undertake office and manual work overnight.

In addition to the project described here, the development of the building will enable it to become a base for activity that supports and extends the objectives of the project.

This could include an expansion of the programme of activity detailed in Section 7 of this bid to extend the range of weekday activity, as well as hosting new initiatives. For example, the project could be extended through planting a congregation to reach those 'hidden workers' who clean and service offices and often finish work as the 'normal working day' begins. Further, in the past Trinity Shopping Centre has benefitted from a chaplaincy to retail staff offered by a pioneer curate attached to Riverside Church. This lapsed in 2015 when the curate moved to a new post but the positive impact of this is still fresh in corporate memory. A member of St George's, who is a gifted evangelist, is keen to reinvigorate the chaplaincy through training and commissioning a team of lay volunteers. Holy Trinity Church would be an ideal base for this ministry.

The church would also be available as a base for a Sunday ministry. Such a ministry is not the focus of this bid – for the reasons outlined in depth above. However, significant housing development immediately to the south of the city centre and to the East, South of York Road will significantly change the residential demographic in the city. These plans are far from concrete and not yet at a stage where it is appropriate to include a response as part of this bid. However, the situation will be continually monitored by the Programme Board, and existing SDF funding through the Resource Church Programme means that resources are available should it be deemed desirable to develop Sunday activity at Holy Trinity.



Appendix 1: Midweek Ministry Research

To support the theory of change in the proposal, interviews were conducted with several churches successfully operating midweek ministries in the UK. This appendix contains a summary of theses.

St. Margaret's, Lothbury

Contact:	Jeremy Crossley - Rector
What's on:	Main services (OK for people to come and go through a longer period) Worship – as a re-calibration point in the day 5 min message Prayer ministry Open during the working day for people to drop-in, always try and have someone available Breakfast Bible studies
When:	Wed and Thurs lunchtimes: 12:50 – 14:00 – with a 13:15-13:40 “core” Established 18 years.
Numbers:	50-80 Wednesday; 25-40 Thursday – 5 mins typical walk
Financially sustainable:	Yes, as a midweek-only congregation. Mainly giving by congregation (retiring collection plus regular giving). Some support from local businesses and para-church organisations. Took about 5 years to become sustainable. People recognise the value and are willing to financially support.
Mission:	Mostly 1:1 organic. Services designed as seeker-friendly Launching a 3-week intro to faith in a wine bar after work Fully booked from 2 nd -18 th Dec for business carol services. Lent course hasn't worked but lent lecture as a special event (testimony focused) was very successful.
Marketing:	Primarily word of mouth. Some through finding website This is working as approx. 30%/year lost to natural churn in the local labour market.
Lessons Learned:	Excellence is essential – in all areas: <ul style="list-style-type: none"> • Welcome • Time-sensitive • Short, memorable and relevant message Don't demand a lot of the busy people who are attending (e.g. Serving on lots of rotas) Need to recognise that this is a different model to Sunday church

St. Peter's Barge, Canary Wharf

Contact:	Marcus Hodder - Minister
What's on:	Bible study with some worship. Conservative evangelical. Goals to encourage the believers in their faith in the workplace. Present gospel message in special events.
When:	30 mins Wednesday and Thursday lunchtime. Supplemented with evening special groups and events.
Numbers:	Typically, 60-70
Financially sustainable:	There is some regular giving, but no collection taken. Still relies on Sunday to be financially sustainable.
Mission:	Regularly have events that are open to Christian and non- alike. Tends to be interesting person with a story to tell doing a talk. Tend to get roughly double for events. Regularly have joiners for Christianity Explored, often small group or 1:1 (often early evening).
Marketing:	Word of mouth; known through Christian groups in local firms.



Lessons Learned:	Stick to time. Expect people to walk no more than 10 mins. Getting people away from their desk is hard. Be clear in vision and in setting expectations (e.g. On churchmanship). Success was starting from a small core group praying regularly.
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City Temple, London

Contact:	Rev Rodney Woods – City Temple Minister
What's on:	Bible study with some worship. Conservative evangelical.
When:	30 mins Thursday lunchtime
Numbers:	Varies a lot, 5-40. Numbers have reduced in recent years as more midweek offerings have become available in London
Financially sustainable:	No – relies on Sunday worship
Mission:	No success with Alpha. Christmas / Easter seeker-friendly events that roughly double typical numbers
Marketing:	Word of mouth; contacts in city firms Christian associations (now somewhat dried up)
Lessons Learned:	Stick to time.

The Tron, Glasgow

Contact:	William Philip, Senior Minister
What's on:	20 min talk and not much else. Have stopped hymns and music before so it's less like "church". Offer food option before and afterwards.
When:	Wed lunchtime @ 1;15 for 30 mins; Tuesday morning bible study for smaller groups (6/12)
Numbers:	Regular 60-100. Used to be larger before moving off the main street and adding 5min walk for people. Sizeable proportion are retired and students who use as their home church, rather than working people, who it has been harder to attract in recent years.
Financially sustainable:	Not considered.
Mission:	Kept seeker friendly. Easter / carol services. Offer word 1:1 equipping to help people use it with their work colleagues. Have also offered Christianity Explored, but difficult to get the 7/10-week commitment.
Marketing:	Some flyers...particularly events... mostly word of mouth. If there is footfall...take advantage...
Lessons Learned:	Simple format – no surprises! If were starting again, would focus on building a small, committed core who care about workplace ministry. Who regularly pray, attend and invite people.

Canary Wharf, London

Contact:	Fiona Stewart-Darling, Lead Chaplain
What's on:	Multi-faith chaplaincy model, offering faith advice to businesses on faith provision, bereavement support, practical advice around challenges in diversity and inclusion, marriage prep for those unable to attend local church. Weekly communion service
When:	Full-time Mon-Fri. Co-ordinating multi-faith team
Numbers:	N/A



Financially sustainable:	Yes – initially supported by Diocese. Now funded through service level agreements with businesses.
Mission:	Offering prayer room, presence and availability.
Marketing:	Web presence, postcards, bereavement packs etc
Lessons Learned:	Crucial to meet with key leaders – indication from top level gives credence and helps encourage take-up.

Ministry 2 Business, Manchester

Contact:	Pete Horlock, Mission to the Business Community
What's on:	Engaging – Encouraging – Exploration. Informal monthly meeting with an inspiring blend of hospitality, community, music and guest speakers looking at an aspect of the bible's teaching. Encounter enquirers course – running weekly on an occasional basis.
When:	Various meetings and events – responsive, fleet of foot.
Numbers:	N/A
Financially sustainable:	Missioner paid for by Diocese – 7.5 yrs. in total since 2012; operation costs covered by separate charity funded by contributions from business community – approx. £25k a year.
Mission:	Supporting people in their day to day challenges, working towards to seeing a strong, healthy city centre business community; providing people with relevant opportunities to explore the Christian faith, thinking about God's call on their lives, and how they can make the most of all their gifts and opportunities.
Marketing:	Website, word of mouth.
Lessons Learned:	Crucial to be clear about aims and purposes – honesty in marketing – appreciated by non-Christians as much as Christians.



Appendix 2: Role Descriptions

Role Description - Missioner to Business

Holy Trinity Church, Lane

Accountable to: The Rector of Leeds

Role purpose

To establish and lead a week-day ministry of worship, mission and outreach to non-Christian young professionals working in Leeds city centre.

Summary of Responsibilities and Objectives

- To develop a clear vision and strategy for the project, including being fully self-sufficient financially after five years;
- To recruit and build a team (curate, administrator and three interns) who are ready to assist in launching and growing the project in its initial stages from September 2020;
- To lead a staff team to help deliver the vision and oversee the day-to-day running of the project;
- To plan the launch, first 100 days of the project in detail, and then develop plans and strategies to support the on-going progress and development of the project;
- To network effectively with businesses and business leaders across Leeds city centre;
- To form effective links with Christian business groups in the City;
- To form an initial core of 20 people of young professionals from existing resource churches ahead of the project launch;
- To make new disciples, particularly among those under the age of 40, integrating them into the congregations at Holy Trinity and creating a culture of invitation, evangelism and discipleship within those communities;
- To prepare and lead creative worship and prayer and exercise an engaging bible-based teaching and preaching ministry through mid-week gatherings that is consistently applied to the workplace;
- To develop a programme of events and course to enable professionals working in Leeds opportunities to explore the Christian faith and to grow in discipleship;
- To develop and maintain an on-line presence through effective use of social media, blogs and websites;
- To provide reflections and material exploring the interplay between faith and the workplace to be disseminated through blogs and email bulletins;
- To exercise an effective pastoral ministry;
- To build congregations committed to prayer, bible study, evangelism and whole life discipleship;
- To challenge members of congregations to give generously financially as a response to God's generosity and to further the project's mission;
- To develop leaders who lead their colleagues to Christ, impact their workplaces, grow the church and support the wider diocesan vision, priorities and growth agenda;
- To be a member of the Leeds Area Programme Board for the projects funded by Strategic Development funding reporting regularly and sharing learning;
- To play a full part in deanery, city and diocese by helping to encourage mission-minded values of confident faith in Christ, generosity, unity and humility;
- To set a high standard in personal conduct, setting and maintaining appropriate boundaries;
- To be a role model to the congregations in terms of personal spiritual discipline and accountability, emphasising reliance on God, openness to the promptings of the Holy Spirit and the centrality of prayer.



Person Specification

Education, Training and Qualifications

- An ordained priest within the Church of England, or a Church in communion with it.

Skills and Experience

- Ministry experience and leadership in a city centre context;
- Proven track record of leading and enabling church growth, particularly among young adults;
- Practical experience in leading people to faith in Jesus Christ as well as bringing people to a deeper understanding of their own faith and their discipleship of Jesus Christ;
- Strong preaching, teaching and communication skills;
- Able to use social media to grow and develop networks;
- Able to demonstrate effective management of projects and organisations as an organiser and problem solver;
- Proven track record of recognising and growing lay and ordained leaders, and in growing the confidence of God's people;
- Experience of developing new start up developments;
- Effective manager of people as an enabler, delegator and team player and an effective training incumbent and line manager;
- Experience and understanding of corporate environments and business culture;
- Experience of relating faith to work;
- Able to relate to a wide variety of people, including people of influence within organisation.

Character and Personal Qualities

- Confident in their own faith and secure in their own identity as a Christian leader;
- Generous in giving away ministry, training and releasing other leaders for the benefit of the kingdom of God;
- Demonstrable strong leadership qualities and skills including ability to relate well to variety of people, able to cast vision, inspire, support and empower others;
- Able to work collaboratively and consultatively with other churches;
- High level of emotional intelligence, grounded in strong value base;
- Committed to continuing ministerial and personal development.

The role is an incumbent status post under Common Tenure, with a license as an Associate Rector in the Leeds City Parish.



Role Description - Curate

Holy Trinity Church, Lane

Accountable to: The Missioner to Business

Role purpose

To partner with the Missioner to Business in establishing a week-day ministry of worship, mission and outreach to professionals working in Leeds city centre.

Summary of Responsibilities and Objectives

The standard expectations of any curate in the Diocese of Leeds are set out in the generic working agreement issued by the Diocese. In addition to those expectations, the following information is specific to the curacy connected to the project at Holy Trinity, Boar Lane.

The curate will:

- Assist with implementing the project strategy;
- Network effectively with the Missioner to Business among businesses and business leaders across Leeds city centre and to develop good relationships with Christian professionals in the City;
- Make new disciples, particularly among those under the age of 40, integrating them into the congregations at Holy Trinity and creating a culture of invitation, evangelism and discipleship within those communities;
- Help prepare and lead creative worship and prayer and exercise an engaging bible-based teaching and preaching ministry through mid-week gatherings that is consistently applied to the workplace;
- Contribute on-line content for publication on social media, blogs and websites;
- Assist with exercising an effective pastoral ministry;
- Help build congregations committed to prayer, bible study, evangelism and whole life discipleship;
- Support the Missioner in developing the project's financial sustainability;
- Help develop leaders who lead their colleagues to Christ, impact their workplaces, grow the church and support the wider diocesan vision, priorities and growth agenda;
- Play a full part in deanery, city and diocese;
- Set a high standard in personal conduct, setting and maintaining appropriate boundaries;
- Be a role model to the congregations in terms of personal spiritual discipline and accountability, emphasising reliance on God, openness to the promptings of the Holy Spirit and the centrality of prayer.

Person Specification

Skills and Experience

- Experience of being part of a Church in a city centre context;
- Involvement in leading and enabling church growth, particularly among young adults;
- Practical experience in leading people to faith in Jesus Christ as well as bringing people to a deeper understanding of their own faith and their discipleship of Jesus Christ;
- Good preaching, teaching and communication skills;
- Able to use social media to grow and develop networks;
- Understanding of corporate environments and business culture;
- Able to relate to a wide variety of people.



Character and Personal Qualities

- Confident in their own faith and secure in their own identity as a Christian leader;
- Demonstrable strong leadership potential;
- Willing to work well with and support the Missioner to Business;
- Willingness to work collaboratively and consultatively with other churches;
- High level of emotional intelligence, grounded in strong value base;
- Committed to continuing ministerial and personal development.



Role Description - Administrator

Holy Trinity Church, Lane

Accountable to: The Missioner to Business

Role purpose

To oversee the effective administration of the Mission to Business project based in Holy Trinity, Boar Lane; ensuring systems are in place to meet and support the needs of the ministry and to oversee internal and external communication and publicity.

Summary of Responsibilities and Objectives

Office Management and General Administrative Services

Working as part of the ministry team you will:

- Provide general administrative support to the clergy;
- Administer the church diary, arranging appointments and setting up meetings when requested;
- Deal with statutory documents, including statistical returns, registers, certificates and applications; and ensuring that church records are kept up to date (e.g. attendance figures etc);
- Order supplies for church ministry including stationery, office, worship supplies;
- Oversee the maintenance of equipment in the Church Office;
- Liaise with the Parish Director of Operations to ensure that maintenance and service contracts held by the parish are complied with (e.g. Alarm services, Fire Appliances, Boiler inspection);
- Assist with the purchase of office equipment;
- Maintain petty cash record;
- Ensure a safe and clean working environment within the office;
- Review and implement procedures to ensure clear, efficient and effective office operation;
- Oversee involvement of interns assisting with administrative management functions.

Parish communications

- Act as first point of contact for all enquiries whether in person, or by phone, post, email, social media etc; ensuring they are dealt with politely and professionally and followed up by appropriate action;
- Ensure the project website is up to date;
- Ensure internal and external notice boards are kept tidy and up to date;
- Assist with the production of publications and publicity and the production and circulation of e-bulletins and blog posts;
- Co-ordinate production of reports to the Strategic Programme Board and the Parish's Annual Report;
- Ensure the accurate production of any resources required for worship;
- Maintain and coordinate rotas for worship including musicians etc;
- Manage copyright licence applications and requirements;
- Coordinate and advise on arrangements for special services and events.

Management of premises

- Liaise with Director of Operations over use of Church building by third parties and issues that arise;
- Communicate effectively and regularly with the Parish's Director of Operations about the state of the premises, maintenance requirements, health and safety concerns etc;
- Act as main point of contact with the caretaker and any contractors.
- Ensure the premises are clean, tidy and safe for all users, including ensuring recycling and rubbish collection, and liaising with the Parish Caretaker and the Parish Director of Operations over any issues;
- Assisting with promote unused space and market letting opportunities;
- Maintaining accurate records of key holders.



Person Specification

Experience

- experience of working in similar role;
- experience of the Church of England worship, ministry and structures;
- experience of premises management;
- basic accounting experience.

Skills and competencies

- excellent interpersonal communication skills – written and oral;
- strong attention to detail;
- general office and clerical skills;
- confident IT and social media skills;
- strong planning skills with ability to work autonomously and manage workload;
- excellent organizational skills;
- ability to work flexibly.

Personal Attributes

- sensitive listener;
- experience of dealing with matters of confidentiality, sensitivity with compassion;
- ability to make decisions and take initiative;
- motivated to deliver high quality output;
- ability to manage the unexpected;
- enjoy learning and new experiences.