



Strategic Development Fund Project Reset Request

Diocese	Southwell and Nottingham
Project/Programme Title	Bid 3: St Mary's Nottingham
SDU Reference Number	AC0031/27338
Date	20th January 2023

I. Executive Summary

- **The only major change is an extension from 2023 to 2027.**
- **There are no significant changes to outcomes or SDF budget.**
- **Most of the detail outlined below is around clarification and refinement of the initial bid, such as developing the measurement framework and missional design to aid local implementation.**

This re-set aligns with the national vision and strategy focusing on growing younger and more diverse and the diocesan focus on growing younger; common to both strategies is growth.

St Mary's is a Christ-centred community with a refreshed vision for growth as "a beacon of hope and a haven of peace". This refreshed vision for growth will be achieved through:

- Looking upwards in **Worship** which expresses our love of God.
- Looking inward for **Wisdom** to deepen this love through prayer and personal discipleship.
- Looking outward to bear **Witness** of God's love to our neighbour.

St Mary's is a largely attractional, gathered church community, drawing from a wide catchment, well beyond its city centre location. As such, its mission and ministry is closer to a cathedral rather than parochial model of church. With our unique and complementary positioning, St Mary's aims to expand its influence in the city both as **sacred space** and **common ground**, reaching out to the wider community and helping more people come to know Christ and grow in their relationship with Him. This will be achieved by building on our existing core strengths as a place of worship, prayer and sanctuary and using this as a foundation to explore new ways of reaching different groups of people. There will be a particular focus on children and families, students and young adults, whilst also reaching visitors, city-based workers and residents who have moved into new urban developments.

Sacred Space:

The core foundation, or Unique Selling Point (USP) of this beautiful medieval church is **WORSHIP** – offering a powerful, numinous encounter with God and expression of faith founded on **traditional liturgy, excellence in music** and **inspiring teaching**, creating a welcoming atmosphere and

fellowship that makes people want to return, to participate in the wider life of St Mary’s and embrace new ideas to engage with faith; the evolution of Choir Church with primary age school children is already helping to expand the reach of St Mary’s worshipping life, with an increased future focus on mission in music to engage more directly with 0-11s.

In a world where information is readily available, we seek to grow in **WISDOM** to deepen our faith and trust in God through prayer and discipleship. Recognising the building blocks of **prayer** and **personal discipleship**, St Mary’s seeks to grow its worshipping and discipleship base through being a focal point for prayer, reflection, and teaching (such as mid-week Contemplative Eucharist, regular theology teaching series or using the media of music or art to explore faith and experience worship). This will be facilitated through the creative use of the building, the ministry of a Student and Young Adults Leader and Workplace Chaplaincy, to reach broader and younger and help everyone to explore their faith in Christ. As these connections are established, we aim to nurture and support a diversity of **lay and ordained vocations**, strengthening and augmenting the current leadership team.

Common Ground:

As St Mary’s seeks to bear active **WITNESS** to the hope, love and majesty of God in the world and grow His kingdom, we will continue to focus on **community engagement** through building on existing city centre partnerships and charity work, as well as developing the formative relationships with universities and local FE Colleges and schools, with further opportunities for educational engagement and inspiration through use of the building (e.g. the journey through the story of faith and Nottingham for children). Also continuing to be a place of convening, particularly for music, drama, and art, with a key enabler of **hospitality**, supported by fit-for-purpose facilities, we will use these touch points to sign-post people to other worship encounters and teaching in order to grow His church.

Refer to visual in appendix which outlines vision, priorities and missional design.

Leadership changes

The current incumbent, who has served at St Mary’s since 2018, is retiring in April 2023. Plans are already in place to ensure that missional momentum is sustained, supported by the Bishop’s Chaplain. A Parish Profile has been created for the post (see appendix) to be advertised in January/February with interviews held in March in the anticipation of a new leader June/July 2023.

This project

Both the Diocesan Core Team and the PCC remain fully committed to seeing St Mary’s in the Lace Market flourish and grow as a city centre civic Resource Church with a vibrant centre of spirituality and mission that is distinctive and complementary to other Resource Churches in the city.

Original v Re-set project parameters of time, scope, outcomes and budget

NB – refer to appendix for detailed financials

	Original	Revised
<u>Time</u>	2018–2023 (Based on budget). Outcomes within 5 years (by 2023).	Outcomes and draw down aligned for the end of 2027.
<u>Budget</u>	Original	Revised
Total project budget	£853,141	£1,260,038
Total SDF	£765,446	£765,446
Total DBF	£0	£247,640*

Total Parish	£87,695**	£246,952***
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* DBF will continue to fund incumbent based on trajectory of parish share towards full ministry costs (c. £86k) by 2025.

** This contributes to and therefore reduces the SDF ask. Contribution towards SDF funded posts to aid sustainability of Operations Director and Creative Arts Ministry Leader.

*** Towards SDF funded posts to aid sustainability of Operations Director, Student and Young Adult Leader and Children and Families Leader.

NB – in addition to the above parish contribution the parish is also investing in additional ways including additional capital works and ongoing maintenance costs of a large, medieval, civic church, the Children’s Choir Director and Assistant etc.

SDF Breakdown

Budget	Original	Revised
Incumbent	£239,386	£190,417
Operations Manager	£188,352*	£195,322
Creative Arts Ministry Leader	£175,402*	£0
Student & Young Adult Leader	£0	£99,335
Children and Families Leader	£0	£49,668
Re-ordering	£200,000	£220,000
Seedcorn	£50,000	£10,704

*Reduced by parish contribution of £87,695 – see note above

	Original	Revised
Scope	<p>St Mary’s in the Lace Market to flourish as a Civic Resource Church with a vibrant centre of Spirituality and mission that is distinctive and complementary to other Resource churches in the city.</p> <p>Introduce new complementary patterns of worship that will reach ‘wider and younger’ creating more diverse congregations reflecting those who work in or live close to the city centre.</p>	<p>St Mary’s in the Lace Market to flourish as a Civic Resource Church with a vibrant centre of Spirituality and mission that is distinctive and complementary to other Resource churches in the city.</p> <p>Largely remains unchanged. The focus remains on growth with a refreshed vision and priorities, and a specific focus on building on potential growth amongst schools, children and families in addition to students, young adults and city centre workers.</p>

	Original	Revised
Outcome	To become a distinctive centre of spirituality and mission which is complementary to St Nicholas Nottingham, Trinity Church and St Peter’s, with a daily rhythm of prayer and hospitality led by a small community (similar to St Anselm Community at	<p>Adults (Average Weekly Attendance) Sunday Morning/Evensong: 240 by end 2027. Wednesday Evensong: 55 by end 2027.</p> <p>Children 0-3’s Midweek: 30 by end 2027 (Av. Weekly). 0-3’s Sunday: 18 by end 2027 (Av. Weekly). 3-11’s Sunday: 25 by end 2027 (Av Weekly).</p>

<p>Lambeth) attracting 50+ daily for prayer by 2020.</p> <p>Establish two new worshipping communities by 2020, one mid-week and one Sunday (includes reaching increasing numbers of people working in the business and retail sector).</p> <p>Increase annual visitor numbers 200% by 2023. Restoring St Mary’s visible presence in the heart of the city, through a strategically planned series of arts events, festivals and exhibitions in which Christian faith is a key element, and to sign-post people to nurture courses and other worship encounters.</p> <p>Increase overall AWA to 500+ by 2023.</p> <p>Further development to the building to enhance welcome, hospitality and provide clear and compelling faith connections between the heritage of the city and church in the story of Nottingham.</p> <p>Establish a flourishing and mutually beneficial partnership with Southwell Minster, hosting certain diocesan events (eg ordinations and confirmations).</p>	<p>Choir Church: 64 by end 2027 (Regular attendance).</p> <p>Festival Services: 35 by end 2027 (Regular families).</p> <p>Students/Young Adults Small Group: 30 by end 2027 (Regular attendance). NWC: 50 by end 2027 (Regular attendance).</p> <p>Discipleship Enquiry Groups: 2 per year by end 2027 Discipleship/Small/Home Groups: 5 by end 2027.</p> <p>Lay Leaders 15 by end 2027 Defined as: individuals released in areas of ministry, individuals exploring ordination and individuals undertaking School of Discipleship offer.</p> <p>Volunteers Student/Young Adults and Children & Families: 30 by end 2027.</p>
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In summary the revised project seeks to achieve specific outcomes in relation to adults, children and families, students and young adults, lay leaders and volunteers by the end of 2027 rather than the end of 2023 taking into account project delays and delays due to COVID-19. We are confident that the revised outcomes are clear and achievable.

Main reasons for project re-set: Primarily these changes are needed due to project delays which have arisen as a result of a combination of factors including:

- **Stakeholder Engagement:**
 - Initial stakeholder engagement failed to ensure wider buy in which resulted in a lack of clarity and alignment around the missional priorities to drive the project forward.
 - The initial focus on a more contemporary-style New Worshipping Community (NWC) lacked integration and join-up with the core proposition so it has taken time to build trust and fully understand the vision of what a NWC might look and feel like within the context and language of St Mary’s.
- **Recruitment:**
 - Delayed recruitment to key posts. The Creative Ministry post, which was integral to the original bid, has been re-assessed in partnership with the parish and diocese and it has been decided that this post will no longer be effective in achieving the primary outcomes of the bid.

- **Project Design:**
 - Challenge of change within a historic, established context centred on traditional BCP liturgy and with, until recently, a predominantly older congregation.
 - Nuanced Resource Church model for a city centre civic church. This is new and innovative work, consequently, progress is slower.
- **COVID-19:**
 - Impact of COVID-19, which has disrupted plans and led to re-appraisal.

Other reasons for changes include:

- **Stakeholder Engagement:**
 - Wider community consultation and learning has resulted in a shift of focus more aligned to the core strengths of St Mary’s and a gathered church model.
- **Project Design:**
 - The student population in Nottingham is 60,000. Large numbers of Students and Young Adults live and work in the vicinity and post COVID-19, there has been an increase in the numbers attending services from this group.
 - New opportunities have arisen to support the re-evaluation of current strategy, including the success of the children’s choir, the recent appointment of the curate from St Mary’s as Coordinating Chaplain at Nottingham University and young adults becoming members of the PCC, championing work with Children and Families, Students and Young Adults.
 - Original outcomes set were aspirational, but it has become clear that they were unrealistic.
 - Young Adult inclusion, which will include young professionals, is important to aid income generation and help enable sustainability, whereas a focus only on students would be more challenging in terms of sustainability.
 - With St Mary’s Choir as the springboard, the launch of Choir Church and Sing Nottingham! Initiatives earlier in 2022 have given fresh impetus and renewed confidence that there is a unique mission in music opportunity for St Mary’s that can both initiate and deepen relationships of faith with schools, families and 0-11 year olds.

2. Overview of Original Project

Project Overview:

The original project of St Mary’s Nottingham, approved in June 2018, was part of SDF bid 3. The vision was to see the development of the parish as a Civic Resource Church in the centre of what is designated one of the eight core cities of the UK. It was to be a vibrant centre of spirituality and mission that was distinctive and complementary to St Nicholas Nottingham and the recently planted Trinity Church.

Project Objectives:

- To build on present strengths within the choral and liturgical tradition of St Mary’s.
- To introduce new complementary patterns of worship that will reach ‘wider and younger’, creating more diverse congregations, reflecting those who work in or live close to the city centre.
- To become a centre for performing arts ministry in music and theatre.
- To develop a community of prayer in the heart of the city, open and accessible to the 90k people who travel to work every day in or close to the city centre.

Original project parameters of time, budget, scope and outcomes:

Refer to Executive Summary.

3. Project Progress Against Original Bid

Breakdown of SDF spend to date:

Budget line	Amount
Incumbent - stipend	<u>£203,086</u>
Operations Director	<u>£108,558</u>
Seedcorn – lighting	<u>£9,480</u>

Totals:

SDF = **£321,124**

Therefore, remaining investment to the end of 2027 is as follows:

SDF = **£444,322**

Progress to date:

Staffing:

- Incumbent was licensed in March 2018. (SDF)
- Operations Director appointed January 2020. (SDF)
- Curate started Sept 2020 till May 2022.
- Volunteer Artist in Residence started December 2021.
- Children’s Choir Director appointed May 2022. (Parish)
- Children’s Choir Assistant appointed November 2022. (Parish)

Mission:

In terms of missional progress there are some encouraging signs.

One significant recent development has been Choir Church and Sing Nottingham!

- Girls’ choir (aged 7-11 years): 13 regularly attending with capacity of 24.
- Training choir (aged 6-9 years): 18 regularly attending with capacity of 24.
- Boys’ choir (aged 7-11 years): 8 regularly attending with capacity of 16.
- 3 schools in regular ‘Sing Nottingham’ programme: 210 children in total. Capacity for 4 regular schools with 270 children based on Choir Director hours, 3 days per week.

Other encouraging signs include an increase in young adults attending services, although progress has been slower than the timeline submitted with the original bid. For example, there have been informal gatherings of Students and Young Adults after recent Sunday services and the establishment of a lay-led new young people’s group – with potential to build on this - and several young adults have become PCC members.

The following has been introduced for the first time which indicates the journey of change that St Mary's is a part of.

Worship

- Introduction of Common Worship liturgy.
- Special Festival Services, with particular focus on families, and supported by the 3 choirs formed through Choir Church, from Nottingham schools, including schools in areas of higher deprivation within neighbouring parishes.
- Live streaming of worship and all principal services.

Wisdom

- Monthly Children's Group and Special Gatherings in church.
- Sustained in person Weekly Prayer Groups and development of online provision.
- Successful Prayer Day for Students and Young Adults, attended by 38 people praying for the city and to become a regular part of prayer at St Mary's through connecting with Nottingham City Prayer Network and Urban Abbey.
- 8 Young Adults on Exploring Faith Course, 4 of these subsequently confirmed. 3 of the 4 who were confirmed were also baptised.
- New Young Adults Group meeting fortnightly for fellowship, eating and praying together.
- Student and Young Adults What's App Group engaging with 22 people.
- Newly trained Workplace Chaplain based at St Mary's, starting to engage with local businesses in the creative quarter.
- Delivered The Prayer Course, 2 Alpha Courses and 2 Living in Love and Faith courses led by clergy and congregation members.
- Wellbeing in Workplace course & Resilience Workshop run by clergy & Workplace Chaplaincy.
- Launched Meditative drawing sessions for Adults and Children.
- St Mary's Book Group.
- Internal: PCC Away Days with Simon Downham from St Paul's Church, Hammersmith and launch of first team building session to review ways of working.

Witness

- Staff and volunteers welcome visitors to the church on weekdays from 11am-2.30pm for personal prayer and reflection.
- Workplace Wednesday offers an alternative workspace and Insight Talks, with external speakers sharing learning, faith and engaging with the business community.
- Use of the church building for community groups e.g. Local Women's Prayer Group and ESOL classes delivered by the Nottinghamshire Voluntary and Community Sector Learning and Skills Consortium and Refugee Roots volunteer meeting.
- SING NOTTINGHAM! an exciting new choral project working with primary schools in and around the city to introduce children aged 6-11 years to the joys of singing. Children keen to progress further may consider joining one of St Mary's church choirs.
- Theatre – Staging of a Passion Play in Holy Week 2023 attracting an amateur community cast from across Nottingham, under the direction of a former professional theatre director.
- Architecture, Theatre and Photography projects with University students.

- Internal: Training for weekday stewards, delivered by a local historian, to engage visitors with the history of the church.
- Communications – increased use of social media and targeted Facebook campaigns, a key area to help enable growth amongst Students and Young Adults.
- Formation of Marketing Group and voluntary marketing support from external PR Consultant.

Improved:

- Music offer to children in Nottingham city.
- Welcome and hospitality, e.g. Currently offering a Warm Space 3 days a week.
- Branding and communication. The PCC has committed to a marketing budget of £1,000 per year over the next 5 years.
- Reach – e.g. Wider engagement, including Confetti Institute of Creative Technologies education provider and evidence of Marketing Group impacting on engagement.
- Since starting work on the SDF reset, the congregation is no longer a predominantly older age group. Up to half of the congregation at some recent Sunday morning services are in the under 40 age group.
- Improved operational practice regarding safeguarding and health & safety of a growing church community.
- Established good working relationships with a wide range of key stakeholders in the city. For example, with creative quarter CEO, Universities, Transforming Notts Together, Refugee Roots, Visit Nottinghamshire, Workplace Chaplaincy, Nottingham City Prayer Network and the vicar as Lord Mayor's chaplain.

Detailed plans in place for re-ordering

- Faculties approved and tender process started.

4. Lessons Learned

Lessons Learned:

- **Stakeholder Engagement:**
 - Full sign up to vision from onset of project is key in preventing delays in achieving outcomes.
 - Congruence between key stakeholders including PCC, key leaders and Diocese Senior Leadership Team, with all needing to be on the same page. Significant time/energy has been invested in this with a greater sense of collaboration moving forward.
 - Change projects take considerable investment of time in relationships.
- **Recruitment:**
 - Empowered local leadership including an effective/supporting paid/voluntary team/project group around the incumbent is key including effective governance.
 - Importance of appointing team promptly in order to front load staff and maximise likelihood of project success.
- **Project Design:**
 - Importance of a clear theory of change that provides the 'how' in achieving outcomes.
 - The need for an agreed project plan with milestones and a clear measurement framework.
 - Transition from organic growth to transformational / step change takes time.

5. Proposed Changes in Project Reset

People Resource:

Existing Team

- Incumbent (FT) – current incumbent retires April 2023.
- Operations Manager (FT).
- Parish Administrator (PT).
- Verger/Events Co-ordinator (PT).
- Director of Music (PT).
- Assistant Director of Music Vacancy (PT).
- Children’s Choir Director (PT).
- Children’s Choir Assistant (PT).
- Newly appointed Finance Assistant (PT).
- PCC.
- Volunteers.

Recruitment

- Student and Young Adults Leader (FT).
 - This is a key post and has been identified as a priority to engage and grow 18–30-year-olds within the life of St Mary’s.
- Children & Families Leader (PT).
 - This is a key post and has been identified as a priority to engage and grow 0–11-year-olds within the life of St Mary’s.

Delivery Proposed: [Project Design]

Student and Young Adult Leader:

This role will look to establish a coherent offer for growth with Students and Young Adults (18-30s) across the city attracted to the USP of St Mary’s with a clear discipleship pathway.

Key priorities for this role:

- To build external networks and relationships with Students and Young Adults in Nottingham City.
- To develop close collaborative working with internal diocesan teams and faith networks: Diocesan Lead for Growing Younger Disciples, the Younger Leadership College, Workplace Chaplaincy.
- To implement the discipleship pathway for Students and Young Adults, in conjunction with the St Mary’s team and congregation.
- To establish a NWC focused on Students and Young Adults.
- To strengthen existing links with Nottingham City Prayer Network and Urban Abbey to enable Students and Young Adults to engage in prayer across the city.
- To develop, identify, inspire and train Student and Young Adult champions and additional leaders.

Reaching Wider:

- Work closely with the Coordinating Chaplain at Nottingham University who is also linked with St Mary's as the former curate.
- Build on existing links with both Universities and new links with Nottingham FE Colleges such as Metronome (national centre for music, moving image, video games, live performance and spoken word) and Confetti Institute of Creative Technologies (specialist education provider in Games, Media and Music, offering college and degree level courses).
- Explore the possibility of volunteering as assistant/lay chaplain at the Universities and Colleges helping to build links with students and lecturers and train a small group of volunteers to support this work.

Growing Deeper:

- St Mary's has a history of successfully hosting a wide range of events, which is currently under review to become more aligned with mission. Working with the Diocesan School of Discipleship Lead for Growing Younger Disciples and forming links with the Younger Leadership College, this worker will also facilitate the delivery of specific events targeted at student populations identified above and young adults, including those working and living in and around Hockley, to create meaningful opportunities:- 1) For those seeking to go deeper in how they think about faith (eg 'Faith Seeking Understanding' events as run in conjunction with the Young Leadership College). 2) For those studying or engaged in music, art, architecture, drama, seminars using these media to explore faith and experience worship.

Growing Younger:

To enrich and build up the worshipping and prayer community of St Mary's.

- **Worship:** With the incumbent, this worker will facilitate the development of a New Worshipping Community through creative use of space offering hospitality, reflection and worship. As the NWC grows, the framework for worship may be Contemplative Eucharist with music, silence and stories or services offering a time of peaceful reflection with prayers, readings and chants in the Plainsong or Taizé tradition. It will provide a welcoming, safe and hospitable space for Students and Young Adults and we would hope the many international students in our city will be central to it. This could also be extended to offer a mid-week similar lunchtime worship provision for Student, Young Adults and city-based workers.
- **Strengthening the Prayer Base for St Mary's:** Forge closer links with the Young Leadership College Apprentice Track Interns and Associate cohort to establish a daily rhythm of prayer. Host termly prayer days held, in partnership with Urban Abbey and Nottingham City Prayer network, to support Students and Young Adults to pray for people in the city, both in the church and out in the local community.
- **Community Outreach:** Offer invitations to be involved in St Mary's community outreach with Emmanuel House and social justice projects in the city to provide another opportunity for initial engagement and serving others in need.
- **Developing Younger Leaders:** Create intentional opportunities for Students and Young Adults to participate and lead daily offices and groups, as well as provide opportunities to develop and nurture young vocations and linking individuals as appropriate to the School of Discipleships LLM and associated programmes in order to develop more lay leaders.

- St Mary's has a desire to develop youth work in the future and will invest in this at a later date if finances allow.

The above will further help to grow and enrich the life of the St Mary's community through the formation of exploring faith courses and seminars, Bible study groups and seminars, a pipeline for baptism and confirmation, support for practical involvement in social justice and community outreach, facilitated by a warm, welcoming space and the ability to offer extensive hospitality events.

Children and Families Leader:

Following the successful launch of the children's choirs and Sing Nottingham! there are clear opportunities to develop links both with the schools and the children/parents engaging with music, as well as reaching wider into the parish community through new missional initiatives. The Children's Choir Director is rightly focused on the choir, but this role would be complemented with a Children and Families Leader to create new opportunities to reach and disciple children and families.

Key priorities for this role:

- 0-3s (babies/toddlers) – Develop a mid-week group called 'Little Angels'. A faith-based toddler group which uniquely links to the musical USP that's core to St Mary's and for which parents/carers would be prepared to travel into the city centre.
- 3-11s (children) and parents/carers – Build on links with local schools already connected through choir church and Sing Nottingham! Establish and implement discipleship pathway for children and parents/carers. Also build on existing 'Family Service' and look to oversee volunteers to lead a Sunday School offer linking to existing families/those on the fringes.
- 5-11s (children) - Develop new links between St Mary's and city based primary schools, and local communities within the parish, through engagement with the story of faith and Nottingham (celebrating St Mary's as the oldest religious foundation in the city) offering e.g. Time Travelling Days.
- 5-11s (children) - Build on the new outreach model with Sing Nottingham! exploring opportunities for further outreach to children and families.

Capital Resource:

Re-ordering is a key part of the project with significant opportunities.

The aim of improvements to the building is to provide an inspirational space in order to draw people into a discipleship journey. The SDF investment will focus on a new servery (£29,500), a redeveloped porch (£90,500) and improved lighting (£100,000). (See Appendix 3).

In addition, the Parish is also looking to invest as part of the wider building's investment including £16,335 to provide an adequate kitchen, alongside the servery, to improve the hospitality offer, £100,000+ contribution to upgraded lighting and £22,000 for outdoor storage to create space for the servery.

Re-ordering timeline:

- Tendering for lighting already complete.
- Faculty already approved for the porch and servery.
- Tendering process and commencement of building work planned immediately after re-set approved.

This re-ordering project will be led by a new working group, yet to be established, which will report to the PCC.

We are keen to progress these works as soon as possible so request that funds are made available as soon as the re-set is approved.

St Mary's, which is part of the Major Churches Network, invests in the significant essential maintenance costs due to scale, age and size of the building on an ongoing basis. This bid is focused on missional enablers for growth whilst St Mary's will continue to explore alternative funding for some of the items identified in the 2019 Quinquennial Report.

Revised re-set project parameters of time, budget, scope and outcomes:

Refer to Executive Summary.

Outcomes:

Overall outcomes have been simplified and focus on aspects that are easily measurable – primarily numbers of individuals engaged in the life of the church.

Attendance targets will be broken down by year and a clear measurement framework will be embedded. A gradual increase in outcomes has been built in. Measures will include attendance broken down by 'service' and 'age'.

Key factors in achieving outcomes:

- Recruitment of the Children and Families Leader and Student and Young Adult Leader.
- Joined up approach to the existing children's work and the new Student and Young Adult work.
- Clear discipleship pathways.
- Educational Partnerships across the city and new community relationships formed across the parish.

OUTCOMES	End 2023	End 2024	End 2025	End 2026	End 2027
CORE OUTCOME					
Adults (AWA) Sunday Morning/Evensong (Baseline = 106) Wednesday Evensong Baseline =27) <i>Baseline = Oct Count 2022 Statistics for Mission return includes Harvest Festival and 5 Sundays in the month [Usual Average Sunday Weekly Attendance c. 65]</i>	120	150	180	210	240
0-3s Midweek 'Little Angels' Av. (Baseline = 0)	6	12	18	24	30
0-3s Sunday Av. (Baseline = 3)	6	9	12	15	18

3-11s Sunday Av. attendance* (Baseline = 4)	8	12	16	20	25
Choir Church Regular attendance (Baseline = 39)	45	50	55	60	64
Festival Services Regular families attending (Baseline = 5)	10	15	20	25	35
Students/Young Adults Small Groups NWC attendance (Baseline = SG 5/NWC 0)	8 0	12 10	18 20	24 35	30 50
Discipleship Enquiry Groups eg Alpha (New year & Autumn) Discipleship/Small/Home Groups (Baseline = 1)	1 2	2 3	2 3	2 4	2 5
Lay Leaders Individuals released in areas of ministry at St Mary's Individuals exploring vocation (discussion with vicar) and Individuals undertaking the School of Discipleship offer (LLM Programme or similar)	2	3	5	10	15
Volunteers for Student/Young Adult and Children & Families (Baseline = 8)	10	15	20	25	30
FRINGE OUTCOME					
Sing Nottingham! (Baseline 210)	210	210	270	270	270
No of Schools Participating in Sing Nottingham (7-11's) (Baseline = 3)	3	3	4	4	4

NB:

1. No double counting
2. Baseline as of Nov 2022
3. *Excludes choir

APPENDIX

- Appendix 1 – Vision visual
- Appendix 2 – Re-profiled budget
- Appendix 3 – Re-ordering costs breakdown
- Appendix 4 – Re-ordering – servery drawings
- Appendix 5 – Re-ordering – west entrance drawings
- Appendix 6 – Re-ordering – lighting feasibility study & proposal
- Appendix 7 – Parish Profile – Vicar
- Appendix 8 – Job Description – Children and Families Leader
- Appendix 9 – Job Description – Student and Young Adult Leader
- Appendix 10 – High Level project plan