

## **MISSION DEVELOPMENT FUND POLICY**

- Every application must demonstrate that it satisfies at least one of the five mission criteria which reflect The National Synod of Wales and Our Part in God's Mission which was adopted at the March Synod meeting in 2019 (see [Appendix A](#))
- 45% of net sale proceeds from the disposal of redundant churches will continue to be invested in the Mission Development Fund (MDF)
- The MDF balance is capped at £300,000 inclusive of any pending successful award payments, subject to annual review by Finance and Property Board (FPB). Any surplus receipts to be invested in the Synod General Fund
- A sum of up to £40,000 is available as a main grant
- A development grant of up to £10,000 is available to assist with the formulation of a project through the engagement of professional support – to be deducted from the eventual grant awarded i.e. to a maximum of £40,000 in total
- An upper limit of £50,000 will be set for repayable grants for projects over £150,000 where bridging funding is required
- Repayable grants shall be returned within a maximum period of 3 years with an additional 3% management fee
- Grants and repayable grants will depend on MDF having monies available. If exhausted, the MDF shall not be supported by Synod General Fund
- All applications for grants and repayable grants be considered by FPB
- Applications must be accompanied by the written support of the Regional Pastoral Committee
- Churches/pastorates/projects may only apply for a development, full or repayable grant within a 2-year period
- In March 2019 Synod Meeting resolved that, "effective from 1st January 2020, no Mission Development Fund application or Ministry and Mission Fund appeal will be accepted from a church that has not submitted a Gift Aid claim to HMRC in the preceding twelve months."

# MISSION DEVELOPMENT FUND PROCEDURE

Thank you for your interest in the Synod's Mission Development Fund. We want the application process to be as simple and straightforward as possible and offer these notes as guidance.

## 1. Initial Enquiry

The first stage of the process is to complete and return to the Synod Clerk the attached Initial Enquiry Form which will contain an outline of your mission project and how it meets at least one of the criteria set out in [Appendix A](#) (The National Synod of Wales and Our Part in God's Mission). Upon receipt of this form, we will ask one of the Synod's officers or another person with relevant skills to contact you to discuss your proposal further and to support you in completing a full application.

It is our aim that this person should get in touch within two weeks of you having submitted the Initial Enquiry Form, although due to work and other commitments this might not always be possible.

At this stage you have the opportunity to apply for a development grant of up to £10,000 to assist with the formulation of the project through the engagement of professional support. However, this amount will be taken off the eventual grant awarded.

## 2. Full Application

In developing your application you will need to take account of [Appendix A](#) (The National Synod of Wales and Our Part in God's Mission), [Appendix B](#) (Consulting With Your Local Community By Undertaking A Community Audit), [Appendix C](#) (Working in Partnership with Other Agencies) and [Appendix D](#) (Community Engagement for Mission: Planning for Impact).

Once the project is at a stage where a formal application to the Mission Development Fund can be made, you are invited to submit this, along with the other necessary documents, as outlined below, to the Finance and Property Board for approval via the Synod Clerk. If for some reason the Board is unable to approve the application as submitted, it will be returned with comments. The assigned support officer may continue to assist you in producing a revised application which could then be submitted for further consideration.

If your project is over £100,000 in total you will be invited to present to a meeting of the Finance and Property Board and Trust.

### 3. Bridging Funding

Bridging funding of up to £50,000 is available to local churches engaged in mission projects that satisfy at least one of the criteria found within the document 'The National Synod of Wales and Our Part in God's Mission' (see [Appendix A](#)) and are over £150,000 in total.

Funds are only advanced against the written confirmation of grant monies and payment procedures in arrears alongside the provision of a cash flow forecast for the Project.

Funds are repaid to MDF as soon as the Church receives payment from the grantee. This should not normally be more than three months after the bridging funding is drawn upon.

### 4. Questions you might have:

#### a) How much can we apply for?

The maximum sum that can be granted in a single application is £40,000 which may be spread over a three-year period in the case of revenue applications.

To facilitate match-funding and assist with cash-flow problems, etc., a repayable grant, maximum £50,000, may be applied for, which should be returned to the Synod General Fund within 3 years. This will incur a 3% Management Fee. There is no lower limit for applications.

These figures will be reviewed annually and reported to the Autumn Synod meeting. Depending on the total value of the fund, these figures may increase or decrease. It is possible the Fund may be exhausted, in which case grants will be suspended.

#### b) How long will the application process take?

One of the advantages of the Mission Development Fund is that the time from submitting applications to receiving a decision and (where granted) money, is designed to be short. So, from receipt of an Initial Enquiry to being contacted by a Synod Officer or other relevant person, should take no more than 2 weeks. From receipt of a full application with supporting documents to receiving a decision, should be within 3 months as the Finance and Property Board meets four times per annum.

**The time it takes to develop the project idea and actually submit an application will vary depending on the size and nature of the project.**

c) What documentation will be required in support of applications?

The assigned Synod officer will help you determine what documents you will need to submit in support of your application. They will also assist you in completing the forms. The supporting documents will include:

- MDF Application form
- Church Meeting Resolution
- SORP Accounts for the last 2 financial years  
Independent of the church verified.
- Statement of assets, including details of any custodial or locally controlled funds
- Church Budget for the current year
- The budget for the project
- Letter of support from Convener of Regional Pastoral Committee, following a presentation to the committee
- Project Plan
- Community Audit <sup>1</sup> summary

Council websites have statistical information for each ward/area.

Depreavation index

DEWIS – local activities listing

- Repayment schedule (if applicable)

d) Can Churches submit repeat applications?

Only one grant may be made within a 2-year period. A church may submit a subsequent application after 2 years have elapsed from the receipt of the grant, for the same mission initiative. Each application will be considered on its own merits.

Churches can submit a separate application for a new initiative provided two years have elapsed since the receipt of a previous grant.

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<sup>1</sup> In the context of this procedure, 'Community Audit' refers to an appropriate community consultation, that is directly related to the activities for which funding is sought, of which evidence will need to be supplied as part of the application for funding

If an initial application is turned down, then a repeat application will be considered in an amended form provided that any advice from the refusal has been followed in the new submission.

e) What can grants from the Fund be used for?

The purpose of the Fund is for Mission Development and not for routine building maintenance or repairs. It is hoped that the Fund will be viewed as an enabling resource and will provide access to wider fundraising, in particular, match-funding. It is envisaged that the local church will be committed to an in-depth involvement in the project and a willingness to ensure the MDF continues as a resource available in the future to the whole Synod. We want to encourage congregations to use their imagination and think of ways that grants may be used to develop the mission of the church. 'The National Synod of Wales and Our Part in God's Mission' ([Appendix A](#)) should be considered as a starting point.

f) What will be the procedure for evaluation and monitoring of Grants?

In the case of a grant being made for a single capital expense then a project completion form will be sent to the church. The church should ensure that this is completed and returned to the Synod Clerk no later than six months after a grant is made. This will confirm that the grant has been spent in accordance with the initial application and include other information such as how the grant has furthered the work and mission of the church, what effects it has had on the community etc.

In the case of ongoing termed funding for a project, the church will be expected to supply this type of feedback and monitoring at regular agreed intervals.

**Any underspend of grant or non-spend must be returned to the Fund.**

g) How can my church apply for bridging funding?

If your church has already received a grant or repayable grant from MDF in respect of the Project then the *MDF Bridging Funding Form* giving details of the amount required, details of grant money expected, dates of when funding is required and expected payment date shall be completed.

If the Church concerned has not applied to the MDF for a grant in respect of the Project then the normal application process shall apply – namely, Initial Enquiry Form then Full Application Form.

Written evidence is required regarding confirmation and payment arrangements of grants by funders to the Church.

The Church is required to provide a written cash flow forecast for the Project.

## **5. Continuing Congregations**

Synod Meeting (October 2016 – resolution 7) has approved certain caveats that apply when a continuing congregation (following closure or amalgamation) is wishing to apply for the release of funds generated by the sale of a previous building.

Please refer to the Trust and Property Officer for further information.

## **MISSION DEVELOPMENT FUND: SUMMARY OF APPLICATION PROCESS**

1. Church, seeking to further its mission, has an idea that it feels would qualify for a grant from the Mission Development Fund.
2. Church completes the Initial Enquiry Form and submits it to the Synod Clerk. This form, along with guidance notes, is available from the Synod Clerk.
3. The church will be contacted by a support officer who will work alongside the church in developing the idea further. This assigned person will work with the church for the duration of the application process and will consider and agree with the church, whether it is appropriate for additional persons with skills or expertise relevant to the project, to offer support.
4. A presentation will be made to the Regional Pastoral Committee about the project and the Convener will write in support of the application following approval of the project.
5. A more detailed formal application form for the Mission Development Fund is completed and submitted to the Synod Clerk together with the required supporting documents.
6. The application will be submitted by the Synod Clerk to the Finance and Property Board for consideration. The applicant church will be informed when the FPB is to meet and for projects of over £100,000 the church will be required to send representatives to make a presentation.
7. The decision of the FPB will be relayed to the applicant church by the Synod Clerk as soon as possible after its meeting.
8. If for some reason the FPB is unable to approve the application as submitted, it will be returned with comments concerning how the application may be developed. The assigned support officer may continue to assist the church in producing a revised application which could then be submitted for further consideration.



# APPENDIX A

## The National Synod of Wales and Our Part in God’s Mission

*‘Mission is the good news of God’s love, incarnate in the witness of a community, for the sake of the world.’* (David Bosch, Transforming Mission, 1991)

*‘The Church exists by mission, just as a fire exists by burning.’* (Emil Brunner, The Word and the World, 1931)

**‘The UR C will be a Church where every local congregation will be able to say who they are, what they do and why they do it.’** (The United Reformed Church, vision2020 Statements of Mission Purpose and Indicators)

**‘We will be more confident in our identity, valuing the treasures of our tradition, discerning when to seek ecumenical partnerships, and when and how to seek the further unity of the Church.’** (The United Reformed Church, vision2020 Statements of Mission Purpose and Indicators)

We see mission as being part of God’s work in the world.

We will seek to promote, support and take part in intergenerational mission initiatives which are:

Proclaiming the Gospel	Serving Communities	Transforming Injustice	Sustaining the Environment	Working with Partners for the Common Good
<p>‘To proclaim the good news of the kingdom’<sup>1</sup></p> <p>‘To teach, baptise and nurture new believers’<sup>1</sup></p> <p>‘bringing good news in person, starting where others need to begin and finding holiness in every encounter’<sup>2</sup></p> <p>‘We will be a growing Church with an increasing membership.’<sup>3</sup></p> <p>‘We will be more confident to engage in evangelism, proclaiming the good news</p>	<p>‘To respond to human need by loving service’<sup>1</sup></p> <p>‘bursting through the walls of our churches, to reach out to the marginalised with unconditional love’<sup>2</sup></p> <p>‘We will be a Church committed to becoming even more welcoming and hospitable, and embracing all people equally.’<sup>3</sup></p> <p>‘The Church is the only institution that exists primarily for the benefit of</p>	<p>‘To seek to transform unjust structures of society’<sup>1</sup></p> <p>‘challenging complacency, and calling for action, through contemplative love’<sup>2</sup></p> <p>‘We will be a Church committed to peace-making and reconciliation that keeps faith with the poor and challenges injustice.’<sup>3</sup></p>	<p>‘To strive to safeguard the integrity of creation, to sustain and renew the life of the earth’<sup>1</sup></p> <p>‘we are creatures of the earth, reflecting God’s diversity, interconnected and interdependent.’<sup>2</sup></p> <p>‘We will be a Church that has taken significant steps to safeguard the integrity of creation, to sustain and renew the life of the earth.’<sup>3</sup></p>	<p>‘We will be a Church that is more active in the life of local neighbourhoods.’<sup>3</sup></p> <p>‘The local congregation should see itself as a partner with the people in the community’<sup>5</sup></p> <p>‘for the church to be effective, to be the body of Christ, its members must be in relationship with each other’<sup>6</sup></p>

<p>of the kingdom of God with friends, families and strangers, through story and action.’<sup>3</sup></p> <p>‘Preach the Gospel at all times. When necessary use words.’<sup>7</sup></p>	<p>those who are not its members.’<sup>4</sup></p>			
<p><b>What might this look like?</b></p>				
<ul style="list-style-type: none"> <li>• Initiatives which speak the Good News in innovative ways</li> <li>• Initiatives which help people to experience the Gospel</li> <li>• Initiatives which develop disciples to walk the Way</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives which bring something positive to communities</li> <li>• Initiatives which develop community</li> <li>• Initiatives which respond to real need</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives which make a difference to the lives of victims of injustice</li> <li>• Initiatives which promote equalities and fairness</li> <li>• initiatives which promote peace and reconciliation</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives which help communities to blossom and flourish</li> <li>• Initiatives which take a lead in promoting and creating sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Broad-based initiatives which include ecumenical and community partners</li> <li>• Initiatives which promote cooperation to work for the common good</li> <li>• initiatives which promote values and outcomes which we would like to see, but which we cannot achieve on our own</li> </ul>
<p><b>Some Practical Examples</b></p>				
<ul style="list-style-type: none"> <li>• Running Christianity Explored, Living the Questions, Alpha courses, or working on Holy Habits</li> <li>• Supporting congregational involvement in outreach events</li> <li>• Imp[roving information leaflets, on line presence</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting ‘Church in Community’ projects accredited by the URC</li> <li>• Supporting congregational involvement in foodbanks and challenging the systems that have led to their growth</li> <li>• Sharing in night shelter provision</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting congregational involvement in projects that work with refugees and asylum seekers</li> <li>• Starting groups that need a safe space to meet because of negative prejudice</li> <li>• Supporting involvement in Christian Aid, the</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a community allotment or green space or garden on church land</li> <li>• Involvement in campaigns about climate change, promoting the URC’s Eco-policy, and supporting congregational</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a Community Centre in partnership with (an)other community group(s), i.e. Citizens Advice Bureau</li> <li>• Supporting the Development of work with statutory and voluntary services to meet the needs of particular groups, e.g.</li> </ul>

and publicity to communicate the Gospel	<ul style="list-style-type: none"> <li>Initiatives which promote community cohesion and wellbeing</li> </ul>	Living Wage Foundation and Church Action on Poverty <ul style="list-style-type: none"> <li>Promoting the work of the Joint Public Issues Team and Cytún's Laser Group</li> </ul>	involvement in Eco Church	cares, young carers, disabled people
<b>Some biblical references</b>				
Deuteronomy 26:1-11	Mark 12:28-34	Micah 6:6-8	Genesis 2:15	Exodus 18:13-27
Matthew 28:16	Leviticus 19:9-18	Isaiah 58:6-9	Psalms 24:1	Ruth, Isaiah 44:28
John 20:21	Luke 10:25-37	Amos 5:21-24	Mark 16:15	Mark 9:38-41
Romans 10:5-17	Galatians 3:25-28	Mark 2:1-12		
	Romans 12:9-18			

<sup>1</sup> The Five Marks of Mission, 1988 Lambeth Conference and later revised

<sup>2</sup> The United Reformed Church, vision2020 Mission Creed

<sup>3</sup> The United Reformed Church, vision2020 Statements of Mission Purpose and Indicators

<sup>6</sup> David Bosch, Transforming Mission, 1991

<sup>4</sup> William Temple, attrib

<sup>5</sup> Raymond Fung, The Isaiah Vision, 1992

<sup>7</sup> St Francis of Assisi, attrib

## **APPENDIX B**

### **CONSULTING WITH YOUR LOCAL COMMUNITY BY UNDERTAKING A COMMUNITY AUDIT**

#### **1. The benefits of consulting with your local community**

- a) Simply inviting people to tell you about their situation and concerns demonstrates an open, inclusive, non-judgemental and caring church – socia
- b) Your ideas for mission will be shaped by actual needs which you identify and not what your church members may imagine. Your resources and energy can be targeted successfully.
- c) You will be able to engage with a wide variety of people within your local community and become aware of their real needs. While you will not be able to meet all of these, you should find effective ways to support and help to meet some of those needs.
- d) You will reach local people representing not only residents but those who operate within your community – whether as a business; voluntary or charitable bodies; local and national government representatives. Opportunities for ecumenical and secular partnerships could be identified which will add strength and confidence to your own resources as well as developing greater community cohesion.
- e) Clearly identified and evidenced needs provide essential demonstrable data to support grant funding applications.

#### **2. Key points to bear in mind**

- a) You must be prepared to listen and uncover facts about the local community which you may find surprising; be willing to consider taking action on unpopular mission activities.
- b) A number of consultation events may need to be organised. Initially you may need to gather general facts and figures relating to your church, your members and the area in which it is located. You need to be clear about your own 'identity', current activities and resources. A second consultation may involve the wider community in a data gathering exercise. A final consultation would be able to focus on the opportunities and resources identified and provide your short list of mission projects for further exploration.
- c) Allow sufficient time to plan and undertake data collection and your consultation events. Create a calendar of events with a timetable for completion which is realistic and achievable.

- d) Good record keeping is essential. Your baseline data will be critical in demonstrating how you have reached the goals you set or those your grant funders may need to see.
- e) Build in a review of your plans and revise them in the light of changes affecting the community around you or the wider region/nation.
- f) Be smart as you gather support for any project: ensure it reflects the whole community – all ages and abilities; use techniques that are fun; explain how a need may be met and the consequences if it were overlooked.
- g) Be prepared to try new ways of working and accept that some may not be successful.
- h) Ask for and accept help to undertake a community audit: from Synod Officers; your local voluntary organisation; a suitably qualified consultant.

### 3. Resources

- a) Conducting a Community Audit –  
<https://www.empoweringdesign.net/designing-places-with-people-booklets.html>
- b) 'The Healthy Churches' Handbook: A Process for Revitalizing Your Church' by Robert Warren (ISBN 978-0715142820)
- c) 'What Every Church Should Know About Its Community' by Council of Churches of Christ (USA) (ISBN 978-1334807954)

## APPENDIX C

### WORKING IN PARTNERSHIP WITH OTHER AGENCIES

#### 1. The benefits of working with partners:

- a) **Working with others can help you punch above your weight**, and implement mission initiatives that would otherwise have been difficult to achieve.
- b) **Other agencies have skills and experience.** Most public bodies or contracted bodies have excellent training, which is current and comprehensive. They have experienced most situations and will have policies and procedures that cover most occurrences. You may be able to access training and make use of best practice.
- c) **You can become aware of the needs** of the community from a different perspective. This allows your capacity to enlarge.
- d) **Gaining trust** as the you work together with an external agency or partner can open doors for the future. This enables you to develop your mission further for greater impact, or scale up so that there is greater reach.

#### 2. Key points to bear in mind:

- a) **Building relationships takes time** – Trust is not born overnight but comes over time. You will often start by performing small tasks well, maybe passing on a piece of useful information, keeping an appointment or just attending a meeting to which you are invited. Tenacity and patience are vital. Trust is built over years not months.
- b) **Be clear on your aims, priorities and limitations** – be aware that there are many good ideas, but not all of them will be your church's mission priorities. What resources do you have, and what don't you have? Money? Volunteers? Expertise? Training? What will you need to do what you want to do well? How could other organisations or the local council help you?
- c) **Know the aims and priorities of potential partners** – if your work is going to help them achieve their aims, then they are likely to be more positive towards a partnership. Therefore, be wise in how you approach potential partners and ensure that you understand their perspective and priorities in advance.
- d) **Look at an organisation's vision statement and core values** to help you understand what is at the root of their culture. You can then see how your own values match and begin to prepare statements and language that reflect similar values, without compromising your own identity and mission.
- e) **Listen and talk** – this may mean attending meetings and receiving e-mail circulations so that you know and understand the position of the potential partner. Hear their issues. Consider what you think are likely to be

stumbling blocks to working together. Is religion a problem? Is faith a problem? Are they frightened that you will be proselytising or discriminatory?

- f) **Build a bridge** that will take the weight of your project – bear in mind that if you let people down it will be many times harder to build a relationship next time – start small, and do it well.
- g) **Be aware of how some of the values that you take for granted** may seem very strange to others and ring alarms bells for those you are attempting to engage with. Being prepared beforehand can help you think how you might address such concerns.
- h) **Finally, be aware of your language.** Use of words and phrases that we might consider ordinary in a Christian context can sound foreign and even antagonistic to others, and can often be misinterpreted.

### 3. With which partners might a local church work effectively?

- A local authority
- Social services
- A local educational establishment
- A Citizens' Advice Bureau
- A charitable organisation (Mind Cymru, Mencap Cymru, Age Cymru, Trussell Trust, etc.)
- A local community group
- Another congregation
- Another religious organisation

## APPENDIX D

### COMMUNITY ENGAGEMENT FOR MISSION: PLANNING FOR IMPACT

#### 1. Introduction

It is helpful to consider aspects and areas of engagement with the Community and how your Project Activities deliver outcomes that help meet identified need (based upon a Community Audit, support individuals and/or groups develop skills that build confidence and aid increased independence.

The aspects identified below are based around the Scottish National Standards for Community Engagement

#### 2. The Inclusion Aspect

- Which audiences of people will be identified and involved that have an interest in the activities of the project?
- Who do you want to reach and why?
- Why might they want to be reached?
- Who might want to reach you?

#### 3. The Support Aspect

- How will we identify and overcome any barriers to involvement of individuals/groups with the activities of the project?
- How will we ensure that we are listening to the people we are talking with?

#### 4. The Working Together Aspect

- How will we agree and use clear procedures to enable the participants to work with one another, which values their contributions and wishes first? ('A Done with Model' of engagement as opposed to 'A Done Too Model')
- Who would you like to partner/collaborate with?
- Who are you already working with?
- Why would they be interested in working with you?
- What expertise/experience do they bring?
- efficiently and effectively

#### 5. The Improvement Aspect

- We will develop actively the skills, knowledge and confidence of all the participants.
- What do you want to achieve?
- What outcomes are you hoping for?
- What are the mutual effects or changes you want to deliver?
- What are the beneficiaries getting out of the project activities?



**6. The Feedback Aspect**

- How will we communicate and inform the results of the project and its activities to the users, wider community and partners involved?

**7. The Monitoring and Evaluation Aspect**

- How will we monitor and evaluate whether the activities of the project meet its identified targets and purposes?