

# HeartEdge membership pack



*Congregation*



*Commerce*



*Culture*



*Compassion*

'At the heart. On the edge' is the vision statement developed by the congregation at St Martin-in-the-Fields. **Revd Dr Sam Wells** writes about the seven convictions that led the congregation to form HeartEdge.

- It's possible to be a church without being defensive and closed-minded. God wants us to live before death as well as after. The Holy Spirit works as much beyond the church as within it.
- It's possible to care for those ostracised or in trouble in a way that enhances, rather than diminishes, your community. And that's because care comes not out of some self-important altruism but out of recognition of our own need, and desire to be transformed by the strangers God sends us.
- It's possible to be highly aspirational, financially sustainable, and rewardingly participatory all at the same time. So many creative initiatives come to grief because they focus on one of these and overlook the others. Beauty and brilliance are great; fun and friendship are great too; and having enough money to do it again next year is just as important.
- It's possible to have commercial activities and administrative practices that deepen and embody our understanding of the kingdom, rather than conflict with or confuse it. By serving people and creating a staff team, we learn what love and justice and flourishing mean when translated into economic decisions and regular habits of trade and employment.
- It's possible to grow without becoming impersonal, two-dimensional, or an ogre. St Martin's uses the word 'partnership' to name the ways we share our practice and extend our influence while respecting and affirming our differences from other organisations and without building an empire.
- You can do unbelievable things together if you start with one another's assets not their deficits. In a community of fear we begin with our hurts and our stereotypes, and find a hundred reasons why we can't do things or certain kinds of people don't belong. But if you take off labels like disabled or wealthy or migrant or evangelical or single and instead see qualities like passionate or committed or generous or enthusiastic or humble then there's no limit to what a community of hope can do.
- In Christ, the future is bigger than the past. We don't know, but we're learning. We haven't arrived, but the journey's great. We're not sure exactly where we're going, but it's getting better all the time. We've had some wonderful experiences, but the best is yet to come.

**On the high street or in the market place, churches make for unusual spaces.** Often busy – from community projects and the arts, to hospitality and social enterprise – they frequently engage a wide mix of people including those more used to feeling marginalised and excluded.

We think this blend of creative, commercial and community activity, working to include all kinds of people, makes many churches essential places. In short, we think your parish church is a gem; a unique asset, local, a diverse congregation, engaging with culture, creating enterprise and finance, working for change, generating all kinds of experience and stories everyday.

Talk to anyone doing this work – from clergy and congregation to people in the community – and you'll hear stories; the challenge if things don't go to plan, the obstacles that blocked development and how these were resolved, alongside the exhilaration when things falls into place. Some have stuff – ideas, strategy and tactics – useful to others. Others want prayer and encouragement.

Bring those people together, and we think – with some effective facilitating – all kinds of progress happen. This is about ideas, encouragement, resources and solutions – stuff you give and lots you take away. This is HeartEdge!

HeartEdge supports churches in blending their mission around four key areas:

**Congregation:** Inclusive approaches to liturgy, worship and day-to-day communal life.

**Commerce:** Commercial activity and social enterprise generating finance, creatively extending and enhancing mission and ministry.

**Culture:** Art, music and ideas to re-imagine the Christian narrative for the present moment

**Compassion:** Models of outreach serving local need and addressing social justice.

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HeartEdge provides opportunity for churches to:

- Learn from each other: Building a community of practice.
  - Celebrate achievement: Validating a range of activities.
  - Plan the future: Evolving new forms of cultural, commercial and community-based work.
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HeartEdge makes spaces where members give from their experience and take from others – an exchange that's inspiring and mutually useful for all. HeartEdge works with members to find solutions, share resources and connect with others developing their church and community.

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HeartEdge:

- A network of churches initiated by St Martin-in-the-Fields.
  - For those working at the heart of culture, community and commerce.
  - With those at the margins and on the edge.
  - Building association, learning, development and resource.
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Motivated by faith, compassion and generosity we are committed to the following:

**1. Encountering God on the edge:**

God is most evidently encountered among those in the margins and on the edge.

**2. Finding renewal in the unlikely:**

God is giving the church everything it needs for the renewal of its life in the people who find themselves to be on the edge.

**3. Starting with our own assets:**

We can do unbelievable things together by starting with one another's assets, not our deficits.

**4. Working to release assets and build each other:**

Churches and communities thrive when the gifts of all their members are released and they build one another's assets.

**5. Taking time to share with other members:**

Sharing our particular assets (the skills, experience, insights and ideas) with other members will foster a wider understanding and model the practice of hospitality towards others.

**6. Valuing compassion, culture and commerce in their own right:**

Compassion, cultural expression and commerce are not secondary or simply instrumental to our mission but are creative and challenging forms of church in their own right.

**7. Sustaining the congregation at the centre:**

Compassion, cultural expression and commerce are rooted in a vibrant congregational life.

**8. Rooting our community of practice in listening and learning:**

Generosity is central to HeartEdge; by listening to and learning from each other we build a community of practice, which can evolve new forms of cultural, commercial and community based work.

**9. Creating opportunity for nurturing generosity and cooperation:**

By doing the above we will find our way to becoming abundant communities that open space for generosity and cooperation.



### Case Study One CityKerk Amsterdam

CityKerk is an innovating ‘doing church’ in the heart of inner city Amsterdam. We made a decision to copy the branding strategy used everywhere in the city, branding the intrinsically Christian concept of a pastor for everyone. We think a pastor is someone who

- Inspires with fresh ideas
- Listens carefully
- Animates - helping to take a decision or step

Our lead pastor tries to embody this vision, communicating that ‘everyone can be a pastor for someone’. Our pastors meet with a lot of people. There is no congregation yet (and, so, no congregational giving). We’re growing the congregation.

We’ve developed Stand Up Theology to address key issues in our city (e.g. gentrification of neighbourhoods or party culture and the Fear Of Missing Out). We explore the theme and give spiritual insights. Stand Up is about one hour with great performance music followed by drinks. We bookend each Stand Up Theology, starting and finishing, sharing interesting content we’ve pulled from our networks - we’ve prepared this before, for people to reflect on afterwards.

We’re trying out a Pastor-in-residence. A consultancy firm asked us to contribute every two months with a Stand Up Theology session in their office, for employees and clients. It’s proving popular with employees. We regularly post a question we’ve had via social media and respond with a short answer. We’re about triggering people to leave behind comments and to think about their own questions. It builds dialogue and relationship.

We use our church building to create a third space. We rent a 17<sup>th</sup> century church building which is actually empty. We try to build a coalition with partners who believe in a third space philosophy (third space is a sociological term for space in between ‘private’ and ‘work’).



## Case Study Two St Paul Old Ford

Built in 1878, St Paul Old Ford is based in Bow in the diverse London Borough of Tower Hamlets. Back in 1991 the church building was closed because of safety concerns, with the small congregation moving out and up the road to St Mark's, a neighbouring space to meet. For the congregation it was soon apparent for the church to have an effective impact on the community St Paul's needed to re-open. The congregation set to work – aware of the huge challenge ahead, that the prospect for refurbishing St Paul's felt unlikely.

In 1996 – five years after closure – the congregation started work, identifying gaps in their skills and attracting additional support and resources from the City of London. Against all the odds, and with obstacles and assistance from unexpected sources, the project set up to return the congregation to a radically reworked and refurbished St Paul Old Ford, raised £3.5 million. St Paul's re-opened in 2004.

With an adaptable meeting space for 250 people, the original interior now includes four storeys of flexible rooms. Partners using the space include Ability Bow a gym for people with complex needs; IntoUniversity, supporting young people in accessing university and St Paul's café, a social enterprise open each weekday. The building welcomes 30 to 40 community groups per year hiring out space or offering for free – from Zumba classes to NHS clinics, neighbourhood forums to children's parties. St Paul's has become a central resource at the heart of the community it serves.

The small congregation that entered the building when it was re-opened in 2004 has now grown to 150. Today the driving vision from the congregation is for St Paul's to be a place where people can find physical, mental, emotional and spiritual healing. The building provides resources for youth work programme or for new work developing in and around the Olympic Park. However, most importantly the welcome and hospitality that is offered, and the healing that is encountered at St Paul's are themselves a key part of our mission.



## Case Study Three St Stephen Walbrook

The partnership which has been formed between St Stephen Walbrook and St Martin-in-the-Fields has been taken forward through a Partnership Working Group involving representatives from both PCCs plus key members of the staff team at St Martin's. This group initially designed the specification and profile for the Priest for Partnership Development post, which is shared by both churches and has then operated as a 'blue-sky thinking' group. This group has been the seed bed for many of the new initiatives undertaken by St Stephen Walbrook, that include:

- **Start:Stop:** Brief early morning reflections for City workers on their way into work.
- **Discover & explore:** A new lunchtime service (adapted from the model of Great Sacred Music at St Martin's) with liturgy devised on a thematic basis and with input from the Choral Scholars of St Martin's.
- **HR/Estates Management:** Advice provided on a consultancy basis related to contracts, policies and internet provision.
- **Music:** Sourcing of singers through the pool of musicians maintained by St Martin's.
- **Volunteers:** Volunteer input to the development of the London Internet Church (based at St Stephen's).
- **Ideas.** Ideas for new outreach/promotional events, such as a Wedding Fayre.

These initiatives are being taken forward by St Stephen Walbrook, with St Martin's providing support where appropriate (on a costed basis). These initiatives are context-based and form part of the Mission Action Plan for St Stephen, which addresses maintenance of existing ministry, new developments and financial sustainability.

The Partnership Working Group continues to contribute ideas in the next stage of development at St Stephen's when plans will be formed for the re-development of its Crypt.



## Case Study Four St Martin-in-the-Fields

St Martin's has developed a range of models for liturgy and ministry which it is able to share with other churches through HeartEdge.

These include:

- **Liturgy on the Edge:** Templates and workshops for Outreach, Pastoral, Acute Pastoral, Annual Special, and Broadcast Services.
- **Great Sacred Music:** A 'crossover' event that provides musical delight and enriching commentary on the intent and texture of anthems and hymns.
- **Inspired to Follow:** An enquirers course exploring the story of the Bible through works of art.
- **International Groups:** Hospitality groups for those with no recourse to public funds.
- **Disability Advisory Groups:** Approaches to ensuring disabled people can 'join in', not simply 'get in'.

In addition, St Martin's has increasingly been working in partnership with other churches in relation to the provision of advice and support relating to café delivery, estates management and HR. Such partnerships are set up on a basis that is commercially viable and mutually beneficial.

Revd Dr Sam Wells, Vicar of St Martin-in-the-Fields says:

'Over time we trust we will develop many partnerships. In some we'll offer services such as estate and HR oversight to institutions so they can concentrate attention on their programming and common life. In others we'll walk alongside churches as they develop a model like ours of growing a commercial arm to galvanise their culture and make them sustainable. In others again we'll be looking to bring our national profile alongside local initiatives to enhance work around poverty and destitution. And in others again we hope to partner to help congregations grow in relation to disability issues or enhance other forms of inclusion like our Sunday International Group. In these and many other ways we'll be looking to establish a covenant of fruitfulness with partners and friends all around the country and beyond.'

## 10 Questions about HeartEdge

### *When I join HeartEdge, what do I get?*

When you join HeartEdge you and your church get:

- **Connections:** Access to useful contacts and connections to help your church develop commercial, cultural and community activity.
- **Ideas:** Grow your knowledge and insight to help you in your work via the lived experience of others.
- **Support:** Opportunity to meet those most relevant to you in situ, gaining understanding of their work and experience, live.
- **Mentors:** Via phone calls and meetings, appropriate learning and support from others.
- **Events:** Programmed with bespoke content useful for your context.
- **Publications:** An emerging range of resources based on approaches to ministry used by HeartEdge members.
- **Projects:** We're developing resources - all you need to kickstart specific social justice initiatives.
- **Emails and Online:** We'll keep in touch with you via a monthly email with links to useful resources via our website.

### *When I join HeartEdge, what do I give?*

HeartEdge is fuelled by members – people and churches that both take from the network and give to it. Our members are takers and makers. When you join HeartEdge you give us:

- **Information:** About your story and journey as a church. Information about what is working well and what isn't.
- **Money:** Via a membership fee. We want to resource HeartEdge and this needs paying for. We tell you how we spend the money elsewhere in this pack.
- **Time:** To meet other members and participate in a useful and resourcing network.
- **Resource:** We think you will have one or more of the following that will be useful to other members: ideas, stories, experience, approaches, knowledge, relationships, tactics, strategies and resources. By joining the network you agree, where possible, to share these with others.

## **What does the money pay for? Where does it go?**

HeartEdge requests an annual donation – ranging from £50 to £500 – based on your church’s ability to pay. Your church determines the amount given. The money you give goes to HeartEdge, towards the costs of running the network. Membership fees pay for:

- **Events:** We plan and host a minimum of three large events a year - each compelling, accessible, relevant and useful for your church.
- **Self-learn:** Each year we’ll help you review development in your church, sharing your story, celebrating achievement, supporting further plans.
- **Brokerage:** We organise opportunities for members to make useful new connections, focused around congregation, commerce, culture and community.
- **Mentoring:** While we’re not a consultancy we take time to locate and introduce you to possible mentors that provide specialist support.
- **Communication:** We’ll produce and email you a monthly update, with news about the network, useful articles and relevant links.
- **Resources:** We are planning publications with membership fees contributing to development costs. Some of these resources will be free to members. Members will be the first to know.

HeartEdge will use your support to approach grant funders for ‘match’ funding, to support this work and make your gift go much further.

## **Who runs HeartEdge?**

HeartEdge is a network initiated by St Martin-in-the-Fields. It is currently a project in the St Martin’s Action Plan for which the Parochial Church Council (PCC) of St Martin’s is responsible. The intention of the PCC is that HeartEdge becomes an independent network of churches, led by its members.

A steering group drawn from representative churches in the network oversees HeartEdge. As practitioners, members of the steering group have a mixture of knowledge, skills and experience. The steering group agree policy and make decisions about the work of HeartEdge including its strategic priorities and direction going forward.

## **How do I join HeartEdge?**

You join HeartEdge via your church. HeartEdge is not aligned to any one denomination, so most churches can join.

- It’s your church that joins and becomes a member.
- The churches that join make up the membership of HeartEdge.

- To join complete the details on the back of this pack and email or return with payment. We register your membership and will be immediately in touch.
- Membership is annual – we’ll ask you to renew membership each year.

## **What is the snapshot – and how does it work?**

After you have joined HeartEdge we ask you to complete a short snapshot of your ministry and church. The snapshot asks six questions. The snapshot helps you describe your church. It provides you and HeartEdge with information to help prioritise our resources. The snapshot will summarise:

- Work you’re doing.
- Your experience developing cultural, community or commercial activity.
- The assets you’ve identified.
- The obstacles and challenges you face.
- The resources you need.
- Your hopes and fears.

The snapshot is a way for you and HeartEdge to understand the journey your church is on and the directions in which you want to head.

By joining the network you’ll meet others who share your interests, opportunities, hopes and fears. The snapshot will help you find the support, resources and solutions. The more information you can provide – the more we can put you in touch with the best people and resources.

You can find the snapshot questions on page 13.

The snapshot works best if a few members of the congregation take a lead and facilitate completing the questions. They can involve the whole congregation.

- Involving the entire congregation will help the whole church and HeartEdge get a clearer picture of your story – the journey so far, the issues you confront, your priority and needs moving forward.
- We think the process is particularly helpful, reminding the congregation about the assets they have amongst them in their church.

## **You refer to assets. What are ‘assets’?**

We refer to ‘assets’. While ‘assets’ can be resources (like equipment and buildings) we also mean people. People are assets to each other, with all their skills, knowledge, experience and wisdom. People are the best assets but can sometimes be overlooked. We know that identifying people-assets accessible to you within your community and congregation may take a while.

Completing the snapshot is the most demanding part of joining HeartEdge. We think it’s worth it!

## **What do we mean by ‘commercial activity’?**

Commercial activity is:

- Appropriate enterprising approaches to income-generation.
- Producing unrestricted surplus, an independent financial income.
- Beyond fundraising and generating donations.

HeartEdge is about the creative work of financial sustainability. This is about sustainable ways to secure things we love, but may fear are dying. HeartEdge helps secure ways to finance our vision and plan for the future. We think commercial activity is a vital part of this work, a practical expression of faith, a central component in the mission of the church.

Commercial activity is about maximising resources, managing risk, promoting opportunity and generating unrestricted financial income.

Focused on a breadth of contexts and communities HeartEdge will be generating learning, developing resources and helping congregations connect with those churches establishing effective commercial activity.

## **What is the ‘HeartEdge Principles’ statement?**

HeartEdge is open to all churches from different denominations, developing their congregational, cultural, community and commercial assets. HeartEdge doesn’t demand a prescribed theological stance. We don’t have a statement of faith to sign up to. We do have some emerging principles, values, and ways of working. We think these will evolve and develop.

The HeartEdge principles outline key principles we think are important in helping to establish and sustain the right feel and function of HeartEdge

You can find HeartEdge Principles on page 4 of this booklet.

## **We’ve joined HeartEdge – then what?**

When your church pays the membership fee your church is a member of HeartEdge. When you join you become part of a network and a community.

We’ll ask you to complete the snapshot. This helps us to:

- Start connecting you to other churches and people that share your priorities and can help you develop your work
- Produce relevant resources that will help in your practice and inform your priorities. We’ll keep you posted via email and a website.
- Host useful workshops and events across the UK tailored to your priorities.

## **The HeartEdge Snapshot**

HeartEdge provides opportunity for churches to learn from each other - celebrating achievement and building a community of practice. At the centre of the process is a simple snapshot we require all members to complete.

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*Knowing about the difficulties and challenges you’ve experienced and how you’ve navigated these, helps HeartEdge plan and generate a relevant programme, realistic to your context.*

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Please prepare your answers to these questions in a separate document and return by email to Revd Jonathan Evens at [jonathan.evens@smitf.org](mailto:jonathan.evens@smitf.org).

### **Section 1: Name and contact**

- **Name of incumbent/minister/director**
- **Address**
- **Email**
- **Mobile**

### **Section 2: Questions**

**About you.** What cultural, community or commercial activity are you doing as a church? (This can be anything from using the church building to host weekly activities e.g. scouts, to leading a choir, running a food bank, hosting a night shelter, or running a community shop).

*300 words maximum.*

**Experience.** Please describe your experience developing cultural, community or commercial activity – what is working well? What can improve? (This can refer to the work of the congregation and other volunteers, the governance or management of people and resources or other specific aspects of work. Refer to the challenges and your learning).  
*300 words maximum.*

**Assets.** Please summarise the assets you’ve identified in your church – building and the skills and resources, knowledge and experience in your congregation. (This could be people assets – please tell us about them – or the resources you’re developing and using). *300 words maximum.*

**Obstacles.** What are the obstacles and challenges you are facing as you develop cultural, community or commercial activity? (Please list the bigger obstacles and challenges first. Describe how they block development). *300 words maximum.*

**Need.** What are the resources you need to develop the cultural, community or commercial activity? (Please list the resources you most need first. Small or large, relating to people, equipment or building). *300 words maximum.*

**Concerns.** What are the anxieties you have about your church and the cultural, community or commercial activity you're working to develop? (This kind of work can provoke all kinds of concerns – please list as many of these, starting with bigger anxieties first). *300 words maximum.*

## Membership Application

Please return this completed form to:

HeartEdge Membership  
Revd Jonathan Evens  
Associate Vicar, Partnerships  
St Martin-in-the-Fields  
Trafalgar Square  
London WC2N 4JH

If you have any questions, concerns about HeartEdge you would like to clarify call Jonathan on 020 7766 1127 or email [jonathan.evens@smitf.org](mailto:jonathan.evens@smitf.org)

Name and address of church

We would like to join HeartEdge 2017–2018. We will complete the HeartEdge Snapshot of our church within three months of joining.

We are able to send £  (amount between £50 and £500) as our membership fee for our first year of membership.

We would like to pay by: CASH / CHEQUE (made payable to St Martin-in-the-Fields Parochial Church Council) / CAF VOUCHER / CREDIT CARD (*delete as applicable*)

Card Type: VISA / MASTERCARD / MAESTRO (SWITCH) / DELTA / SOLO (*delete as applicable*)

HeartEdge  
Revd Jonathan Evens  
Associate Vicar, Partnerships  
St Martin-in-the-Fields  
Trafalgar Square  
London WC2N 4JH

020 7766 1127  
[jonathan.evens@smitf.org](mailto:jonathan.evens@smitf.org)



Name on card:

Card number:

Expiry date:

M	M	Y	Y
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CVV number:

Billing address of card:

Postcode:

**Data Protection:** We will store your contact details in our database. We will not share your information with other organisations. Occasionally we may contact you with details of the work of HeartEdge. These messages may include requests for donations. We fully understand that you may not be able to respond.

Please let us know if you are happy to receive information from HeartEdge by post  and/or by email  *Tick the appropriate box/boxes.*

Name

Position

Signature

Date