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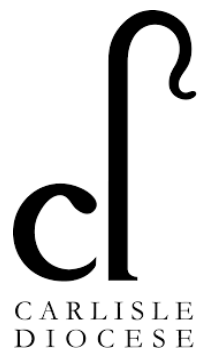
**Director: Mission  
and Ministry  
Support &  
Innovation**

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**RECRUITMENT  
INFORMATION**

## **In this pack you will find:**

- God for All: our strategic vision
- About the role
- Introduction to the Diocese of Carlisle
- Job Description and Person Specification
- Key links for more information





## God for All: our strategic vision

This is a significant, hope-filled but challenging time for the Church of England in Cumbria.

Alongside our ecumenical partners we have recently renewed our vision and strategy, **God for All**, as we look to the next decade. We are now beginning to ramp-up its implementation and are looking to recruit a director to lead on this exciting programme of work.

The vision centers around four key values which frame our priorities:

**1. Follow Daily:**

We will help each other to follow Jesus more closely, seeking to grow as his disciples in all aspects of life, both corporately and as individuals

**2. Care Deeply:**

We will listen to our local communities and respond in loving service, seeking to transform injustice, challenge oppression and pursue peace & reconciliation

**3. Speak Boldly:**

We will share our faith in Jesus Christ in everyday ways, seeking to connect with everyone, especially those currently unrepresented in our churches. We'll do this in both time-honoured & pioneering ways.

**4. Tread Gently:**

We will strive to safeguard the integrity of God's creation, seeking to sustain and renew the life of the earth

These are the building blocks that help us define our core purpose as Church and our main tasks: the values and priorities on which the strategy is built.



**Follow Daily** **Care Deeply**  
**Speak Boldly** **Tread Gently**



At the heart of the God for All strategy are our ecumenical Mission Communities, which have formed across Cumbria since 2014. They help to keep the Church missional, local and sustainable. The central tenet of Mission Communities is for local Christians to come together under the guidance and inspiration of the Holy Spirit to:

- discern what God is calling the Church to be and do in our various contexts, developing appropriate local strategies, priorities and plans
- serve our communities together in Christ's name
- reach out to our communities as one
- be a local presence of worship and prayer for our communities
- improvise faithfully as we proclaim the Gospel afresh in this generation
- resource the body of Christ so that He might be at work in us

At a County level our focus is on seven components, specific spheres of action with individual aims that will equip Mission Communities:

**Ministry:** to discern and release the ministry needed, both in terms of people and gifts.

**Buildings:** to plan the future of our physical presence on the ground and think through how buildings can be sustainable servants of our local communities.

**Growing Younger:** to engage more effectively with young people.

**Church Planting and Pioneering:** to extend our reach to those who do not currently engage with Church.

**Eco:** to achieve our environmental commitments including the CofE becoming Net Carbon Zero by 2030.

**Schools:** to support our local schools, particularly (but not exclusively) the family of Church schools, in line with the Church in Cumbria's Vision for Education 2018 to promote Jesus' promise of '*life in all its fullness*'.

**Digital:** to engage more effectively in the digital environment.

We are not trying to pre-determine the Church of the future. Rather, we are journeying into the unknown. This is not a strategy that outlines a utopian vision of the future that we assume can be brought to fruition simply by working harder and smarter. Rather, it is a process that helps us navigate the future together with **hope and realism**.

Nonetheless, any strategy has to start with the end in view and that requires some vision of what the Church of the future might look like. We illustrate a flourishing church in Cumbria through 'a parable of the garden'. A healthy garden does not need to be large to flourish as a place of beauty, growth and abundance.

A healthy garden is a structured, productive space, constructed around the well-established plants, those with deep roots and a visible presence, and which also represent the memory of the garden in this place. However, it is also a place of new varieties, some cross-fertilised and some imported. Sometimes you have to let things grow to see if they will work. There is an element of trial and error in the development of a mature garden.



A healthy garden contains the past, present, and future within it. This what we hope and plan for within the Church in Cumbria.

## The Challenges

We are facing a number of challenges in growing disciples and achieving a sustainable long-term future.

As in so many places, our congregations are generally getting older and smaller, even as we manage to attract younger people into Network Youth Church and other pioneering initiatives. In the ten years from 2010 to 2019, numbers worshipping on Sunday in the Diocese fell by 27% from 13,100 to 9,500. This decline has happened across all sizes of churches. Church attendance and membership in our less affluent urban areas is particularly low.

The Diocese operates on a break-even budget and does not run down capital funds to meet operating costs; we plan and budget on a five-year cycle. The significant fall in the real term value of parish offer over the years, means that the number of stipendiary ordained posts has also fallen very substantially over recent years with an increased workload for clergy and lay, leading to tiredness and burnout. We are also faced with the perennial problem of looking after a substantial number of churches, many of them listed, and requiring time and money to care for them.

It is a challenge to find the people with the qualities we need to lead and develop our Mission Communities and their work.

There is also a clear challenge in trying to implement a far-reaching vision and strategy with limited resources in a large and sparsely populated Diocese.

## About the role

In the new role of Director of Mission and Ministry Support and Innovation you will play a pivotal role in realising our renewed vision, 'God for All'. You will lead the central team who encourage, equip and support the local church in the mission and ministry to which God is calling us. You will be accountable for the delivery and impact of a wide range of projects, programmes, activities and cultural change.

You will **build a collaborative team** of existing and new colleagues working together to turn our strategic plans and priorities into concrete actions which make a substantial, positive difference to our local churches and Mission Communities. You will **encourage, inspire and support** local church leaders and the Diocesan team through your personal energy, faith and commitment to seeing their ministry prosper. You will ensure that every member of the team contributes and flourishes in a collaborative environment. By creating a culture of **frugal innovation**, with a strong **focus on outcomes** and value for money you will ensure that the whole is more than the sum of its parts.

Reporting jointly to the Bishop of Penrith and the Diocesan Secretary, and working within our ecumenical governance and programme management framework, you will **build effective partnerships** with many different groups of people, help others flourish in their ministries, build strong working relationships with others and have a track record of completing projects. You will be **enthused by working with a diverse**



**range of theological views** within the Church of England and our ecumenical partners. You will have a **strongly relational approach** both internally and externally, working closely with Archdeacons (Strategy Development Officers), local clergy and lay leaders and Diocesan colleagues.

This post is externally funded through the Church of England's Strategic Mission and Ministry Investment fund.

For more background or an informal conversation, please contact **Derek Hurton, Diocesan Secretary** at [diocesan.secretary@carlisle-diocese.org.uk](mailto:diocesan.secretary@carlisle-diocese.org.uk) by 5pm Thursday July 20<sup>th</sup> 2023.

## **Cumbria: Pushing Boundaries**

Cumbria is a borderland. Its people have been pushing boundaries in many senses since the earliest days of the church - as inheritors of a spiritual tradition stretching back to the Celtic saints Patrick, Kentigern, Aiden, Cuthbert and Herbert, who carried the Gospel throughout the region.

As the most north-westerly Diocese, Carlisle can be seen as being 'on the edge' geographically, historically and metaphorically, something that has given us 'edge' – a deep seated resilience, character, and adaptability. Others may overlook us, but we know God still has plans for us. Our 'edginess' means that we are committed to pushing boundaries here. Our character and resilience mean that we can respect and cherish our traditions whilst embracing pioneering approaches. Our adaptability means we look for new solutions, we can accept and respond to the need for change, we can look difficult situations in the eye and come together to plot a way through.

Our communities have overcome many significant challenges as old industries and employments have declined and new industries have arrived. In Cumbria, continual adaptation and 'faithful improvisation' can be seen everywhere. Our challenge is to find ways to proclaim the faith afresh in our generation, moving together on the core values and doctrines that underpin the faith, but encouraging individual expression and creativity as we find new ways to express the gospel which demonstrate its relevance and life-giving hope in our generation. This is what faithful improvisation is, and it is an approach that underpins all our doings.

Cumbria is a resilient and adaptive place that breeds resilient and adaptive people and communities. Our hope is to build similarly resilient and adaptive faith communities, founded on prayer and rooted in hope and realism.

The Diocese of Carlisle covers (more or less) the County of Cumbria and is part of an ecumenical covenanted partnership with 3 other denominations - the United Reformed Church, the Methodist Church and The Salvation Army. The county is divided into 35 Mission Communities; local ecumenical groupings of parishes and other churches. Mission Communities bring together churches in a geographical location to share ministry and work together in mission and outreach.



## Cumbria: A Diverse County

Cumbria covers half the land mass of the North West of England and is the second most sparsely populated county. All land over 3,000 feet in England is in Cumbria. The main centres of population are Barrow-in-Furness (approx 67,000), Carlisle (74,000), Kendal (30,000), Penrith (17,000), Whitehaven (24,000) and Workington (25,000). Around half of Cumbria's 500,000 residents live in rural locations.

Cumbria has the most extensive coverage of protected landscapes in England including the Lake District - a World Heritage Site - parts of the Yorkshire Dales National Park, Hadrian's Wall World Heritage Site and three Areas of Outstanding Natural Beauty. It is therefore no surprise that the county welcomes 37 million tourists each year.

There is space and clean air to breathe, dark skies, a wealth of habitats and wildlife, mountains, coastline, wetlands, rivers, lakes and woodlands supporting outdoor adventure activities – hill walking, rock and ice climbing, water sports and mountain biking.

Economically Cumbria is complex, served by over 27,000 businesses which provide 270,000 jobs and generate £11,7bn. World-class engineering, manufacturing, energy and nuclear companies give us the highest concentration of advanced manufacturing employment in England. Although far more people are now employed in tourism than farming, the latter continues to play an important economic and cultural role.

A declining working age population and fall in labour supply threaten to constrain economic growth.

Those new to the county are often surprised to find significant and persistent local concentrations of unemployment and deprivation with associated health and social impacts. Life expectancy differs by 20 years between the most and least affluent communities. Local services are under growing pressure, exacerbated by the geography of the county.



## Job Description

JOB TITLE: Director of Mission and Ministry Support & Innovation

REPORTS TO: jointly to the Bishop of Penrith & the Diocesan Secretary

DEPARTMENT: God for All

PURPOSE OF ROLE : to realise the God for All Vision & Strategy by leading and managing the team delivering a range of projects, programmes, activities and cultural change in support of the local church.

KEY ACCOUNTABILITIES:

- build and lead the central mission/ministry support team (existing and new staff), inspiring, encouraging and equipping colleagues, creating a culture of innovation, collaboration and mutual support expressed through cross-team, project-based working
- lead and manage the central mission/ministry support team to support areas of the God for All strategy including: Growing Younger, Ministry, Church Planting & Pioneering/Missional Imagination (recognising that these areas do not sit in isolation, but are connected to other strategic areas ie Digital, Buildings, Eco, and Schools)
- collaborate with colleagues and stakeholders at all levels, including the Strategy Development Officers (Archdeacons), to develop projects in support of identified God for All priorities, particularly within the scope of the Growing Younger, Ministry and Church Planting & Pioneering/Missional Imagination strategies
- act as Project Director for externally funded mission projects – including current Reaching Deeper (CofE Strategic Development Fund) and Norwegian Mission Society ([titles of funding]) projects and future Diocesan Investment Programme projects
- contribute to God for All strategy development and programme planning and work effectively within the God for All Programme and Strategy Management framework and processes
- full membership of the Bishop's Leadership Team, embodying values of Love, Truth/Integrity, Courage/Wisdom, Hope and Humour/Humility
- manage colleagues in the central mission/ministry support team in line with Diocesan HR policy and practice
- ensure safeguarding best practice procedures and diocesan policy are maintained in all areas of responsibility



PERSON SPECIFICATION

**ESSENTIAL CRITERIA**

**DESIRABLE CRITERIA**

*TECHNICAL COMPETENCE*

**Technical Skills and Qualifications**

qualified to degree level or equivalent, or experience in a similar role

postgraduate qualification in a relevant subject

adept at using Microsoft Office 365 suite of applications to collaborate and work remotely

continuing professional and self-development, e.g. people management , project & programme management , leadership

**Knowledge and Experience**

building and managing a team at a senior level

experience of local church culture and ways of working

contributing at a senior level to the development, communication and implementation of strategy and policies

familiar with, and excited about the whole range of expressions of church, mission and faith to be found in the Church of England

building effective relationships with a range of colleagues and stakeholders

understanding of the Church of England parochial system, local structures, and the wider organisation of a diocese

promoting a culture of collaboration, development and wellbeing in a team environment

an understanding of other Christian denominations

communicating effectively with a diverse range of individuals and groups in writing and in person

successfully leading and enabling change

working in a project/programme environment delivering significant projects from conception to completion to time and on budget

managing a complex workload with competing demands

*BEHAVIOURAL COMPETENCE*

**Personal Qualities**

a deep and active personal faith, values who can work successfully across church traditions and theological views

thinks strategically and practically





prioritises competing demands and delivers consistently to a high standard

a good listener and encourager, who instinctively works in a collaborative manner

will work flexibly and travel widely across the Diocese

#### **BUDGET**

Strategy implementation programme and staffing budget  
Work-related expenses

#### **NETWORKS**

##### **EXTERNAL:**

Mission Community Leaders and local clergy/lay worker  
Colleagues doing similar work in other (particularly Northern) dioceses and relevant national agencies and networks  
National Church Institutions

##### **INTERNAL:**

Rt Rev Rob Saner-Haigh, Bishop of Penrith  
Derek Hurton, Diocesan Secretary  
The Ven Richard Pratt, Associate Archdeacon and Strategic Development Officer  
The Ven Stewart Fyfe, Archdeacon and Strategic Development Officer  
The Ven Vernon Ross, Archdeacon and Strategic Development Officer  
Kerry Roughton, Head of Programme Management and Strategy Support  
Charlotte Tudway, Diocesan Director of Education  
Sophie Hodge, Stewardship Enabler  
Colleagues in the wider Church House management team  
Cumbrian Ecumenical Leaders – Methodist District, United Reformed Church, Salvation Army

**NO. OF DIRECT REPORTS:** currently 3 (representing a larger team), but with an expectation this will increase as further funding opportunities develop.

#### **TERMS AND CONDITIONS**

Salary: £58,173 p.a.

Pension: Church of England Pensions Board Church Workers non-contributory, defined contributions scheme (employer's contribution is 15% of salary). If the successful candidate is already a member of the Clergy Pension Scheme they may retain their membership.

Car: mileage paid at 45ppm

Office provision: the post is based in Church House, Penrith but the Diocese operates a flexible working policy, and home working for some of the working week is the norm.



Mobile phone: smartphone with remote access to email

Working expenses: fully funded

Other benefits: 34 days annual including public holidays

Hours: 35 hrs per week with a flexi-time and TOIL system in operation. There will be a requirement to work outside normal office hours for some of the time.

This post is subject to an occupational requirement that the post holder be a practicing Christian under Part 1 of Schedule 9 of the Equality Act 2010.

This post is subject to funding through the Church of England's Strategic Ministry and Mission Investment fund, initially for 3 years, with funding for subsequent years expected to be secured later in 2023.

## Useful Links and Further Information:

Diocese of Carlisle: <https://www.carlisediocese.org.uk/>

God for All General: [www.godforall.org.uk](http://www.godforall.org.uk)

