



# Strategic Mission and Ministry Investment Board Candidate Pack



THE CHURCH  
OF ENGLAND



# Welcome from the Chair

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Dear Candidate

We are delighted that you are interested in joining our new Board at a pivotal moment in the Church of England's mission and ministry across the nation.

The Church's exciting Vision and Strategy for the 2020s seeks a simpler, humbler and bolder Church for the whole nation which is Jesus Christ centred and shaped by the 5 Marks of Mission. There are three strategic priorities: a Church of missionary disciples; a Church where mixed ecology is the norm; and a Church which is younger and more diverse. The bold outcomes include doubling the number of children and young active disciples by 2030 and creating 10,000 new Christian communities, while revitalising existing parish structures.

To help the Church achieve the Vision and Strategy, the Church Commissioners and Archbishops' Council are making £390 million available for strategic mission and ministry investment in 2023-25. They have signalled their intention to increase this investment to a total of £1.3 billion in the years to 2031. Most of the funding will be for distribution to dioceses, but some money will also be available for distribution to partner organisations.

The new Board will be responsible, on the Council's behalf, for distributing the funding and overseeing its impact through monitoring, evaluation and learning. The Board will also be responsible for tracking the impact and effective delivery of existing grant funding programmes of over £140 million; providing significant investment in mission in dioceses, sometimes across whole dioceses and at other times focusing on specific populations and areas.

We are looking to appoint a skills-based and diverse Board. We are interested in hearing from candidates who can offer at least two of the following: a) experience in strategic management of or delivering change in a complex organisation/the Church; b) experience of grant-making and leveraging impact through learning, monitoring and evaluation, at Board or Executive level; c) financial appraisal and business case review demonstrating the ability to think strategically and independently; d) experience in or the skills to offer oversight and advice on Christian discipleship, leadership, revitalising churches or increasing engagement with every part of our communities across ethnicity, class and gender.

The Church of England is for everyone and we want the Board's membership and its work in distributing national Church funding to reflect the diversity of the community the Church serves across the whole country. This is a priority for the Archbishops. The national Church is deeply committed to driving change in culture and practice across the whole of the Church of England in order that all people in England are welcomed and supported to flourish within the Church.

You will be enthusiastically committed to realising the Vision and Strategy and to working collaboratively to maximise the impact of the funding. You will operate impartially, building trust through applying expertise objectively in decision-making across a diversity of contexts and traditions. And you will be an excellent communicator – an ambassador for the aims of the work of the Board.

This is a unique opportunity to play a major role in ensuring the effective distribution and impact of a new grant-making programme, which is unprecedented in the Church in terms of its size and scope and is one of the largest in the country. The investment programme will help enable the Church to grow and flourish across England in the 21st century so that it can share the Good News of Christ with many more thousands of people.

If you believe that you have the qualities, skills and experience that we are looking for, we very much look forward to hearing from you. Further information and the timetable are set out in the attached candidate pack. Expressions of interest should be submitted by Friday 11 November.

**John Spence, Chair of the Strategic Mission and Ministry Investment Board**

# The Vision and Strategy of the Church of England

**One Vision:** A Church for the whole nation which is Jesus Christ centred, and shaped by, the five marks of mission. A church that is **simpler, humbler, bolder**.

## Three priorities

To become a church of missionary disciples  
To be a church where mixed ecology is the norm.  
To be a church that is younger and more diverse.

## Six bold outcomes

From the three strategic priorities we have identified six bold outcomes.

## A church for everyone through:

- **Doubling the number of children and young active disciples** in the Church of England by 2030.
- A Church of England which **fully represents the communities we serve** in age and diversity.

## A pathway for everyone into an accessible and contextual expression of church through:

- **A parish system revitalised for mission** so churches can reach and serve everyone in their community.
- Creating **ten thousand new Christian communities** across the four areas of home, work/education, social and digital.

## Empowered by:

- **All Christians in the Church of England envisioned, resourced and released to live as disciples of Jesus Christ** in the whole of life, bringing transformation to the church and world.
- All local churches, supported by their diocese, **becoming communities and hubs for initial and ongoing formation**.

To read more about the Vision and Strategy please click [www.Churchofengland.org/vision](http://www.Churchofengland.org/vision)

To find out what the three strategic priorities look like around the country, please click on the links below:

[Mixed Ecology](#)

[Missionary Disciples](#)

[Growing Stronger](#)



# About the Strategic Mission and Ministry Board

***“The overriding aim for the future is that any worshipping member of the Church of England, when asked by their friend where they could go to explore their faith, would be able to recommend an expression of Church locally that would really suit them.”***

**Stephen Cottrell, Archbishop of York**

With the Church’s Vision & Strategy at the heart of its work, the Archbishops’ Council, with the support of the Church Commissioners, has created a new committee of the Council to be known as the Strategic Mission and Ministry Investment Board.

This new Board replaces the Strategic Investment Board and the Strategic Ministry Board and will be responsible for distributing significantly more funding. This is an important step forward in simplifying the processes for distributing funds to all dioceses and partner organisations to enable them to meet the exciting ambitions laid out by the Vision and Strategy.

The Board’s role will be to ensure the effective distribution of national Church funding to dioceses and partner organisations to support mission and ministry and enable the Vision and Strategy to be realised. £390 million will be available for strategic mission and ministry investment in 2023-25 which will be increased to a total of £1.3 billion by 2031.

Impact focused, the Board will approve funding proposals; ensure effective management of on-going awards; and oversee the impact of the funding through monitoring, evaluation and learning. The Board will also be responsible for overseeing the tracking of impact and the effective delivery of the Strategic Ministry Funding, Strategic Development Funding, Strategic Transformation Funding, and Innovation Funding programmes that have previously been allocated.

Formal assessment panels encompassing a range of expertise will advise the Board on funding proposals. The Board’s decision-making will be as transparent as possible and it will ensure that stakeholders, including critical voices, are effectively engaged with the Board’s work.

The Board will be composed of 12 members, four of whom will be ex officio: the Chair of the Board (who will be appointed by the Archbishops’ Council), the Chair of Ministry Council, the First Church Estates Commissioner, and the Deputy Chair of the Church Commissioners’ Board of Governors. The remaining eight will be appointed by an application process. Of those appointed by application, at least two will be Archbishops’ Council members, at least two will be senior diocesan leaders (ordained or lay) and at least three will be independent, i.e. not members of the Archbishops’ Council.

The Board will bring diverse skills and experiences in order to enhance decision making. These will include strategic leadership, church mission and growth, ministerial and people development, grant and programme management, evaluation and learning, and organisational change. The Church of England is for everyone and we want to reflect the diversity of the community the Church serves across the whole country. This is a priority for the Archbishops. Therefore, whilst of course we welcome all applications from interested and suitably experienced people, we particularly welcome applications from UK Minority Ethnic backgrounds and people with disabilities. All members will be practising Christians, reflecting the need for prayerful discernment.

# Core principles which underpin the priorities for the Strategic Ministry and Mission Board

## Simpler

- **Simpler Funding streams** There will be fewer streams and different application processes. And they will be purpose not funding driven. Access is simpler, allowing time for dioceses to work with front line ministries to plan and discern what is needed, supported by a transparent application and prayerful assessment process.
- **Relational & supportive** – Active partnership with diocesan and local church leaders, working together to enhance programme plans and be Spirit-led.
- **Evidence based and realistic** – Respecting local knowledge, decisions about funding are based on high-quality evidence integrated with practitioners' understanding of their context.

## Humbler

- **Embedding the principles of Transforming Effectiveness:** working as one body, recognising expertise where it exists across the whole church and not creating forty-two new versions of everything but learning from each other.
- **Humility, recognising this is God's work** – Recognising success is dependent on God, excited and curious to learn what God will do, across our country, in rural and urban contexts, through mustard seeds and oak trees, trying to share our own skills with humility, and ensuring all decisions are rooted in prayer.
- **Transparent & honest** – Openness about decision-making & process to maintain trust, and a commitment to share the lessons of funding (successes and failures) to maximise its impact.

## Bolder

- **Greater intentionality around shared priorities of being a church of missionary disciples, a church which is younger and more diverse and where the mixed ecology is the norm.** Funding is linked to a plan setting out what change is anticipated and how it will be achieved.
- **Greater focus on innovation** – and a recognition that not everything will work, failure is an option and from it we learn.
- **Empowering** – Those receiving funding are helped to build capacity, so they are in a better position to lead and sustain frontline mission.

And underpinning all of this is good governance and appropriate assurance to governing bodies and the wider church as to the distribution and impact of the funding. As one of the largest grant funders in the country, we have mutual accountability across the church – accountability for how funds are distributed and accountability for how they are used – for God's kingdom, building a church of missionary disciples, a church which is younger and more diverse and where a mixed ecology is the norm.

# Responsibilities of the Board members

Underpinned by the core principles, members of the Board will:

- Determine the strategic distribution of funding which the Council has allocated for distribution by the Board to dioceses and partner organisations to deliver the Church's Vision and Strategy, in line with policies agreed by the Council.
- Approve funding proposals and oversee effective management of awards.
- Oversee the impact, through monitoring, evaluation, and learning, of the funding distributed on behalf of the Council.
- Report to the Council on its work at a frequency determined by the Council and provide an annual report each year to the Council suitable for publication by the Council to the wider Church, reporting on the impact of the funds which it has distributed.
- Ensure that the funds which the Board is responsible for distributing are distributed and applied in furtherance of the Council's charitable objects, and for the particular purposes for which they have been allocated by the Council, and not for any other object or purpose.
- Ensure that its decision-making is as transparent as possible and that stakeholders, including critical voices, are effectively engaged with the Board's work.



# Person Specification

The Church of England is looking to recruit Board members to govern the distribution of the new Strategic Mission and Ministry Investment programme. It is a priority for us to appoint a Board with a breadth of skills and who reflect the diversity of the community the Church serves across the whole country.

Below is the mix of expertise, mindset, and capabilities that the twelve-person Board will need to reflect in aggregate, so individual Board members will be sought with at least two of the following:

- Experience in strategic management of a complex institution, or delivering change programmes in a complex organisation/the Church of England, at Board or Executive level;
- Experience of grant-making, leveraging impact through learning, monitoring, and evaluation, at Board or Executive level;
- Experience of financial appraisal and business case review, demonstrating the ability to think strategically and independently;
- Experience in or the skills to offer oversight and advice on Christian discipleship, leadership in ordained and lay ministry, revitalising churches or increasing engagement with young people and populations from different ethnicities, classes, and genders in the UK.

Our aim is to recruit Board members from a diverse range of backgrounds and experience, who share the following mind-set and capabilities:

- Enthusiastic commitment to the realisation of the Vision and Strategy of the Church of England, and to support the mission and ministry of the Church;
- Readiness to probe, challenge and enquire into the explanations that are being given, all combined with pragmatism and realism about what can be achieved;
- A collaborative mindset, able to disagree well and commit to an agreed position with other Board members and commit to working with relevant staff to maximise the impact of this significant programme of funding;
- Operates in a manner which is independent and impartial, building trust through applying expertise objectively in decision-making across a diversity of contexts and traditions;
- An excellent communicator, who is able to be an ambassador for the aims of the work of the Board and the overall Vision and Strategy of the Church of England.



# Terms of appointment

## Remuneration

The role is non-executive and unpaid but all reasonable travel and accommodation expenses will be reimbursed.

## Time commitment

The Board meets for three hours usually six times each year – these meetings are typically a mix of virtual and face-to-face in London. Preparation for a meeting will usually involve up to three hours reading. It is hoped individual Board members would be willing to offer strategic insight or advice on major activities taken forward by staff working within the Investment programme, as time allows.

## Length of Appointment

The Archbishops' Council will appoint members of the Board for a three-year term. Members will be eligible for re-appointment but may not serve for more than three consecutive terms.

## Occupational requirement

All members will need to be practising Christians, able to fully participate in prayerful discernment.

## Location

Church House, Great Smith Street London SW1P 3AZ

## Belonging and Inclusion

The Church of England is for everyone and we want our committees to reflect the diversity of the community the Church serves across the whole country. Therefore, while of course all applications from interested and suitably experienced people are welcomed, we would particularly welcome applicants from groups that are under-represented in the Church, in particular younger members, members from UK Minority Ethnic backgrounds and from lowest income communities. We will be pleased to make adjustments necessary to accommodate disabled candidates during the recruitment process and following appointment.

## Disqualifications

All applicants will be able to demonstrate they have not been disqualified by law from acting as trustees.





## How to Apply

We want to encourage applications from a diverse group of people. If you have the skills and experience that we are looking for then we would like to hear from you. We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, or if there is anything we can do to support you in your application, please contact [juliet.brown@starfishsearch.com](mailto:juliet.brown@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please visit: <https://starfishsearch.com/jobs/coe-strat-mis-min-inv-board/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the person specification.

We would be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and will not be seen by the selection panel and is not treated as part of your application.

**The closing date for applications is Friday 11th November 2022**

