



THE CHURCH  
OF ENGLAND  
Diocese of Manchester

CHURCH  
FOR A  
DIFFERENT  
WORLD

**DIOCESE OF MANCHESTER**  
**TRANSFORMATION**  
**DIRECTOR**

**March 2021**

**GROWING, NURTURING, SERVING**

# A MESSAGE FROM BISHOP DAVID



Welcome and thank you for your interest in the new role of Transformation Director for the Diocese of Manchester.

In spite of all the challenges of the pandemic, this is an exciting time for our diocese. Over the last few years, we've made significant progress in developing an inspiring vision for our diocese - for there to be 'a worshipping, growing and transforming Christian presence at the heart of every community'.

This is underpinned by our 10-year strategy, which is focused on the three mission goals of Growing, Nurturing and Serving. We are clear about the outcomes we want to achieve by 2030. These include ambitious targets for increased church attendance particularly in our most deprived areas; greater opportunities for people to explore their faith; for our church leadership to reflect the diversity of our congregations; for all our churches and schools to be engaged in social action projects; and for us to be an environmentally sustainable church.

We are making good progress with implementing our strategy, as evidenced by our successful application last year for SDF-funding for three new resource churches and the roll-out over the autumn of ambitious new programmes such as Stepping Stones

to Growth and #MorethanSunday – all designed to release new missional energy and creativity.

We also recognise that we have now reached the point where we need to make radical changes to the way we deliver church if we are to achieve our vision. There is an urgent need for a step-change in our capacity and capability to maximise the impact of these developments and deliver fundamental changes on the ground.

To achieve this, as part of the diocese's emerging transformation programme, we recently consulted on proposals to streamline our deanery structures – from 20 to 7 deaneries. These new deanery arrangements will come into effect from 1<sup>st</sup> June 2021. At the same time, we consulted on the new role of full-time Area Dean for each of the new deaneries, to enable us to focus on mission and growth by strengthening local leadership. We have recently recruited to these roles with the expectation that the new full-time Area Deans will be in post, also from the 1<sup>st</sup> June 2021.

As part of this transformation programme, at the end of 2020 we were successful in bidding for £1.74 million of additional funding to build capacity and capability to ensure that the momentum we are building to support mission and growth is maintained in every part of the diocese.

Appointing an experienced and dynamic Transformation Director is central to the implementation of our vision. Working closely with the Bishop's Leadership Team and the new Area Deans, this person will oversee delivery of the diocese's transformation programme, with a particular focus on implementing the mission community proposals that we are currently developing to enable us to grow our church and ensure its future sustainability. To read more about our Mission Community proposals, [click here](#).

This is a dynamic role in a dynamic diocese. Come and join us!

A handwritten signature in black ink, appearing to read '+ David Manchester', with a stylized, cursive script.

**+ David Manchester**

# ABOUT THE DIOCESE OF MANCHESTER

The Diocese of Manchester serves a vibrant, dynamic and creative community in the North West of England. It covers an area of 416 square miles and has a total population of 2.1 million. 48% of our parishes are in the 10% most deprived nationally.

The diocese is divided into four archdeaconries and – from 1 June 2021 – seven deaneries. There are more than 300 places of worship and chaplaincies, which are organised into 256 parishes and 179 benefices including Manchester Cathedral.

Geographically the diocese takes in the two cities of Salford and Manchester and the metropolitan boroughs of Oldham, Rochdale, Bury and Bolton. Part of the metropolitan boroughs of Wigan, Trafford, Stockport and Tameside, and most of the borough of Rossendale in Lancashire, are also within the diocese. While predominantly urban, a significant part of the diocese is rural, although less than 3% of the population of the diocese lives in these areas.

The diocese has 309 churches ranging from historic listed buildings to brand new, purpose-built places of worship. Over 320 licensed clergy serve in the diocese along with 100 licensed Readers who help with leading services and pastoral work. Our 250 Authorised Lay Ministers also play a hugely important part in the life of the Church. In 2019 the diocese had all-age average weekly attendance of 24,400 and regular adult average weekly attendance of around 14,500.

Parishes and chaplaincies across the diocese are supported by a dedicated team, based at Church House on Deansgate in central Manchester. This team supports churches and congregations across the diocese with our three mission goals of Growing, Nurturing and Serving. It also provides support with governance, clergy housing and stipends, management of the property portfolio and safeguarding.

Across the diocese there are nearly 200 Church of England primary and secondary schools educating over 57,000 pupils every day. These schools are mostly funded by local authorities, with the diocese providing support with religious education and Christian ethos, as well as governance, the recruitment of head-teachers, admissions and building projects. The team which supports these schools is also based at Church House under the authority of the Diocesan Board of Education.



# OUR TRANSFORMATION PROGRAMME

Much of what we are doing in the diocese is already contributing to a culture of hope and an expectation of growth. This includes many forms of inherited as well as fresh expressions of church.

However, we face significant challenges:

- Only 1.2% of the population attends the Church of England in our diocese – we are in the lowest 25% of dioceses nationally
- Church attendance in our most deprived parishes averages 0.8% of the population in those parishes
- 90 of our parishes have average weekly attendance of fewer than 35 people
- We have a large number of church buildings in poor condition and which serve small populations because of demographic changes.

As a diocese, we are completely focused on reversing this decline.

With the strapline *Church for a Different World*, we have developed a clear vision, which is by 2030 to be a 'worshipping, growing and transforming Christian presence at the heart of every community'. Our vision is set out in more detail in our 10-Year Strategy Document which is on the Diocesan website, and also in an inspiring video which you can access via [this link](#).

We are also making organisational changes to help build capacity and capability. Following an extensive formal consultation exercise - launched in November 2019 – Bishop David took the decision on April 2020 to streamline the diocese's deanery arrangements by reducing the number of deaneries from twenty to seven. Appointing seven new full-time Area Deans from June 2020 to lead the transformation programme in each of the new deaneries will ensure that the new deanery arrangements bring about the fundamental changes needed on the ground to enable us to achieve our vision for 2030.

At the heart of our inspiring vision for the future are our proposals for Mission Communities, which were first published in October 2020 and which we are currently discussing across the diocese. See the Briefing Document on Mission Communities on our website [here](#) for more details. Mission Communities are at the heart of our vision for local ministry, bringing together the skills and talents of lay and ordained leaders in a particular locality. The creation of Mission Communities will enable us to work closely together at the local level so that the parish system is able to flourish as the basis for our future survival and growth.

The aim is to have an agreed way forward by June 2021, when our new deanery arrangements will come into effect. From that point, the Transformation Director, working closely with the newly-appointed Area Deans, will have a key role in leading the implementation of our vision for Mission Communities, leading and coordinating the changes necessary to achieve our vision.

# TRANSFORMATION DIRECTOR

## ROLE DESCRIPTION

<b>Employer:</b>	Manchester Diocesan Board of Finance
<b>Normal Place of Work:</b>	Church House, 90 Deansgate, Manchester M3 2GH
<b>Hours of Work:</b>	Full-Time – 35 hours per week
<b>Reporting to:</b>	Chief Operating Officer/Diocesan Secretary
<b>Salary:</b>	£53,341 – pay scale band 7.2. This is a spot grade.
<b>Appointment Term:</b>	3 years

### Purpose

The role of Transformation Director is to lead the development and implementation of the diocese's transformation programme at local level, with a particular focus on the development and delivery of Deanery Mission Action Plans, to ensure these align with the diocese's agreed vision and strategy, working closely with and supporting the newly appointed full-time Area Deans.

### Accountability and Key Relationships

- The post is line managed by the COO/Diocesan Secretary.
- The Transformation Director will work closely with and support all seven Area Deans and Lay Chairs in the development and delivery of the Deanery Mission Action Plans.
- The Transformation Director will also work closely with the Suffragan Bishops and Archdeacons and will be a member of the Strategic Programme Board.
- They will also work alongside and engage with DBF and DBE staff, to ensure that the diocese's key change programmes are relevant and accessible to clergy, lay leaders and congregations across the Diocese.

### Key Tasks

- Facilitate and co-ordinate the development of 5-year mission action plans for each deanery, working closely with the newly appointed Area Deans, ensuring that the plans are based on a robust analysis of the opportunities for mission and growth, as well as the main challenges to be addressed, along with the implementation of the mission community proposals.
- Ensure that appropriate programme and project management arrangements are in place for the deanery mission action plans, to create a culture of accountability and delivery.

- Develop a programme governance framework for the transformation programme, with a particular focus on the deanery mission action plans, working closely with the Diocesan Mission and Pastoral Committee.
- Develop an evidence-based approach to developing deanery-level strategies, and also to evaluation and review, as part of a regular cycle of monitoring and evaluation.
- Ensure that the deanery mission action plans are aligned with other elements of the diocese's strategy, for example in the areas of clergy deployment, the diocese's overall financial strategy and the vision for mission communities.
- Ensure that development and training opportunities are provided to enable the Area Deans and Lay Chairs, as a cohort, to strengthen their skills in areas such as strategic planning, and project management and implementation.
- Ensure that the key risks facing the transformation programme are managed and mitigated.

# PERSON SPECIFICATION

**Key:** (AF) Application Form; (I) Interview; (P) Presentation

	Essential requirements	Desirable requirements	Method of assessment
<p><b>Qualifications</b></p> <p>Educated to degree level or equivalent</p>	✓		AF
<p>Programme and project management certifications or substantial experience of managing programmes and projects in a complex environment</p>	✓		AF/I
<p><b>Experience</b></p> <p>Experience of enabling organisational change through programme management and embedding these changes firmly in an organisation</p>	✓		AF/I/P
<p>Proven ability to lead large scale engagement programmes featuring a diverse range of stakeholders from different disciplines and with differing viewpoints</p>	✓		AF/I/P
<p><b>Knowledge, skills and personal attributes</b></p> <p>Understanding of the organisational structure, breadth and dynamics of the Church of England</p>	✓		AF/I
<p>A desire and ability to serve the church in the Diocese of Manchester and passionate about enabling spiritual/numerical growth</p>	✓		AF/I
<p>A person who shares our value and, whilst not necessarily an Anglican, is a practising Christian</p>	✓		AF/I
<p>Strong leadership and influencing skills, with the ability to bring order to complex situations and find innovative ways of solving or pre-empting problems</p>	✓		AF/I

Good knowledge of techniques for planning, monitoring and controlling programmes and projects, including risk and issue management	✓		AF/I
Ability to think strategically and act pragmatically; able to produce plans and deliver results without losing sight of the strategic context	✓		AF/I
Strong written and verbal communication skills, including the ability to tailor words and pictures to different audiences and present credibly to senior leadership teams	✓		AF/I
Change management skills and the ability to promote good practice, deal with conflict and address any barriers or resistance to change	✓		AF/I
<b>Work related Circumstances</b>			
Able to work flexibly including evenings and weekends	✓		AF/I
Willingness to travel to locations both within the Diocese and more widely (Driving Licence / Car Not Essential)	✓		AF/I
Full driving licence and use of own car for work purposes		✓	AF/I

There is an Occupational Requirement for the post holder to be a practising Christian of a denomination which is a member of Churches Together in Britain and Ireland in accordance with Schedule 9 to the Equality Act 2010.

As the post requires travel, a driving licence / car is desirable. However, adjustments could be made to accommodate a non-driver.