

## FWW Development Plan Phase II: 2021-2023



**Faith at Work**  
**in Worcestershire**

*Offering care and concern*

Revd Dick Johnson  
Development Officer  
April 2020

# Faith at Work in Worcestershire

## Development Plan Phase II: 2021-2023

### Contents

1. Introduction and Context
2. Development Plan Phase I: Objectives and outcomes
3. Chaplaincy Impact Survey 2019/20
4. Identifying new priorities
  - 4.1. Communication
  - 4.2. Chaplains
  - 4.3. Partners
5. Development Plan Phase II 2021 – 2023
  - 5.1. Structure
  - 5.2. Staffing
  - 5.3. The contribution of volunteers
  - 5.4. Budget
6. Conclusion

#### Appendices

- A. Chaplaincy Impact Survey 2019/20: Executive Summary
- B. Business Partner Officer – Role Description



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Registered Charity: 1176881

## **1. Introduction and Context**

- 1.1. In July 2017, facing significant challenges, the trustees of Faith at Work in Worcestershire (FWW) adopted a three year development plan to cover the years 2018 – 2020. The initial challenge was to secure funding to enable this plan to go ahead, which was successful.
- 1.2. In September 2019 the FWW trustees began a process of evaluation in order to develop a second phase plan, to cover the years 2021 – 2023. They looked at the progress that had been made over the preceding two years (section 2) and commissioned a Chaplaincy Impact Survey as a means of measuring the work and impact of FWW (sections 3 & 4).
- 1.3. As well as this process of evaluation Trustees also took into account the changing nature of economic life and work during the first two years of the current plan. The impact of two significant factors in the economy, Brexit and the Climate Emergency, remains unclear but that they will cause significant change is indisputable. For FWW the impact of these factors will mean more people under pressure in their work, and a greater need for the support FWW can offer. Alongside this FWW needs to be proactive in modelling best practice, for example in reducing our own carbon footprint in how we run the charity and carry out our work.
- 1.4. This document sets out the plan which emerged from this process and which was adopted in principle by the FWW trustees on March 12<sup>th</sup> 2020. Very shortly after this a third major shock to work and economic life occurred in the form of the COVID-19 pandemic. For FWW, in the short term, this meant all chaplaincy had to be suspended. The long-term impact on work, business and the economy overall is still uncertain. One thing that is apparent is that, as with other factors, the support chaplains can give will be even more critical in the future. This gives an even greater urgency to the implementation of this plan.

## **2. Development Plan Phase I: Objectives and outcomes**

- 2.1. The key elements of the Development Plan 2018 – 2020 were to:
  - Continue to develop and sustain workplace chaplaincy through working in partnership with local churches to, amongst other things, recruit, train and support volunteer chaplains.
  - Do more to help Christians to be effective disciples at work.
  - Engage in debate, from a Christian perspective, about the nature of our economy, the changes it faces and to highlight and be an advocate for those most vulnerable within it.
- 2.2. In order to implement this plan it was necessary to revise the way FWW worked. This included the following, most of which was completed in early 2018 and all by the end of that year.
  - Adopting a new legal structure, registering as a Charitable Incorporated Organisation (CIO) with the Charity Commission.

- Employing part-time staff - Development Officer (14 hrs/wk) and Communications and Admin Officer (8 hrs/wk)
- Establishing an office base at Top Barn Business Centre.
- Developing new policies on safeguarding, health & safety and lone working, and putting in place structures to run an organisation such as FWW had become (payroll, pensions, data protection etc.).
- Recruiting new trustees and officers.
- Developing a new website and investing in new printed and social media.

2.3. Vital to the success of the plan was to secure funding. By January 2018, through grants from denominational and national church bodies, local churches and Kidderminster Industrial Chaplaincy<sup>1</sup> a total of £32,000 had been pledged each year for three years. With the appointment of the Communications and Administration Officer only in December 2018 the budget for that year was £31,000 and, in each of the subsequent two years, £36,000. The balance was planned to be raised through further local church donations and from FWW reserves. For the first two years of the plan (2018 – 2019), with lower than expected expenditure and higher donations and grant income, FWW recorded a small surplus for each year, resulting in no calls on reserves.

2.4. In delivering chaplaincy through the course of the plan a very significant development has been working to develop links with congregations as partners in mission. This has shifted the focus from seeking willing volunteers, wherever they could be found, to supporting a congregation's local mission within its own economic context, and to do this with an emphasis on working ecumenically. A prime example of this has been new work in Pershore where a vision of the town's churches working together for mission in the town centre has led to a partnership with FWW. This has not only given birth to workplace chaplaincy, with 10 volunteers commissioned by the churches during the Week of Prayer for Christian Unity in January 2019, but an opportunity to explore new areas of ministry and discipleship around how faith connects with work, and advocacy of those marginalised by economic structures.

2.5. During the first two years of the plan the number of active chaplains has varied, with new chaplains commissioned, some in new locations such as Pershore and Alvechurch, and some joining existing teams. In some places teams have shrunk as it has proved difficult to recruit new people to replace those who have moved away or retired through age, personal circumstances or ill health. The range of churches of which chaplains are part has grown. Previously all volunteers were Anglicans or Methodists. In 2020 there are also Roman Catholics, Baptists and members of Independent Churches.

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<sup>1</sup> Kidderminster Industrial Chaplaincy (KIC) is a separate charity which came into being at the time of significant Workplace Chaplaincy to the carpet industry in Kidderminster in the 1970s/80s. KIC retain some historical assets from that time which are now used for the furtherance of Industrial Mission in Wyre Forest and, in recent years, across the whole county.

2.6. Maintaining and sustaining chaplaincy is easier where there are strong ecumenical relationships than where such relationships are weak. In these situations the churches often have different priorities and there is little or no shared ownership of the ministry of chaplaincy. This highlights the need to build lasting relationships with congregations and their leaders working to a shared ecumenical vision of mission.

2.7. As of December 2019 the number of active chaplains were:

Alvechurch	3	Stourport	6
Kidderminster	3	Worcester	4
Pershore	10	Livestock market	3
Redditch Town	8		

Total 36. (One chaplain is a member of the team in Redditch Town Centre and Alvechurch).

### 3. Chaplaincy Impact Survey 2019/2020

3.1. In order to measure the impact of chaplaincy, in September 2019, the FWW trustees agreed that a qualitative survey should be undertaken seeking views from three constituencies – those working in the businesses and workplaces our chaplains visited; the chaplains themselves; and the Partner Churches which had been a key part of the revised approach adopted in 2018 (see paragraph 2.4 above).

3.2. The Survey was undertaken over 3 months, Dec 2019 – February 2020, overseen by a small working group. The focus was on the impact of chaplaincy, one of the three key elements of Phase I of the Development plan. However, the design of the survey also provided insights into how FWW was making progress in meeting its other key objectives: supporting Christians at work, connecting their faith with their work; and in promoting debate about the nature of our economy.

3.3. The overall conclusion was that the impact of chaplaincy was positive for all three groups. Those at work really valued the support received from chaplains; chaplains saw that their faith had been developed as a result of their chaplaincy; and our Partner Churches had benefitted by being encouraged to be outward facing, discovering in chaplaincy an effective form of mission. (See Appendix A for an Executive Summary of the Survey Report. A full report can be found on our website.)

3.4. The Survey also demonstrated how Church Partners had begun to take more seriously the support of those in their congregations who were in employment by asking FWW to provide resources in this area, and that they were more aware, because of the partnership with FWW, of the economic context in the communities of which they were a part.

### 4. Identifying new priorities

4.1. The Impact Survey, whilst endorsing the strategy adopted in 2018, also highlighted key learning points which needed to be taken into account in formulating the next phase of FWW's work. These can be grouped under 3 headings – **Communication; Chaplains; and Partners.**

## **4.2. Communication**

### **4.2.1. Celebrate the impact of Chaplaincy and telling its story more effectively.**

The Survey showed that the work of chaplaincy is generally welcomed by those to whom chaplains go.<sup>2</sup> Whilst being popular is not necessarily a measure of what we set out to do in chaplaincy, it demonstrates a willingness to engage with the church when it is in listening mode and acknowledges the benefit seen in the care and concern which is the pastoral heart of a ministry of chaplaincy. Chaplaincy also has a positive impact on chaplains and their churches. Following the appointment of a part-time communications officer in December 2018 FWW did a better job of telling this story and celebrating chaplaincy, but more could be done.

### **4.2.2. Communicate better with Church and Business Partners.**

In seeking to communicate better the positive story of chaplaincy a particular focus needs to be how best to communicate with two key constituencies – Church and Business. Whilst beginning to develop the concept of Partner Churches and build partnerships seeking to engage on a number of topics – chaplaincy, supporting Christians at work and debate on economic issues – work which has begun to take root, we now need to do something similar with our Workplace Partners.

Attention needs to be given to how we develop and sustain relationships with Workplace Partners, and what that consists of (see paragraph 4.4.2.). As we do this so we need to find better ways of communicating with workplaces.

## **4.3. Chaplains**

### **4.3.1. Be more proactive in recruiting chaplains**

The first phase of the Development Plan looked to grow the number of active chaplains by 10% per year. We have been successful in this, but sustaining these numbers remains a challenge. Replacing those who need to retire, when church rolls are shrinking and becoming increasingly elderly, requires patience and persistence.

The Impact Survey identified that most current chaplains were recruited because of two factors.<sup>3</sup> Firstly they felt a calling to express their faith in some practical way outside the Church. Secondly, there was an opportunity to fulfil that calling through a personal invitation of a current chaplain, or through an initiative of their church (or Churches Together group).

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<sup>2</sup> See page 2 (paragraph 3a) of the Report on the Chaplaincy Impact Survey available through the FWW Website.

<sup>3</sup> Ibid. Page 12, part 2, paragraph 2

In the first phase of the Development Plan, through developing the idea of Partner Churches, FWW was proactive in seeking new people and opportunities, which proved successful. We need to do more of this and be more proactive in seeking new Partner Churches and chaplains, including amongst denominations where workplace chaplaincy has been less a part of their mission in the past.

#### **4.3.2. Developing continuing chaplain training and review**

In 2016 FWW, working with the national association for Workplace Chaplains (Workplace Chaplaincy Mission UK), developed an 'Introduction to Workplace Chaplaincy' training course. This six session course is now acknowledged as the leading resource for training local chaplains and FWW continues to use it.

However there has been less systematic attention paid to continuing training and review of chaplains. In the Impact Survey some felt their encounters in the workplace remained largely superficial and wanted to take things to a more significant level.<sup>4</sup> The fact that the average chaplain engages in chaplaincy for only 4 hours per month, often as a result of very busy lives already, also suggested that many lacked the confidence and skills to engage more fully.

The survey working group identified the need to develop the ongoing training and review of chaplains in order to address three particular aims:

- to raise the quality of chaplaincy in engaging with people at work
- to support chaplains in being proactive in engaging their churches in mission to the world of work and supporting those in their congregation who are at work
- to equip chaplains to be effective in different sectors of the economy.

#### **4.3.3. Developing the role of the Local Team Leader**

One constraint that needed to be faced at the beginning of 2018 was the significant reduction in central staff time available for recruiting, training and supporting chaplains. To address this, in 2019 the idea of local team leaders was developed and begun to be implemented. This person, usually a chaplain already, would be supported by FWW staff, but take responsibility for the day to day activity of local teams of chaplains.

The role, depending on context, now covers being proactive in matters of recruitment, team building, continuing team reflection and learning, local safeguarding and publicity and so on. But it also needs to play a key role in delivering any proposed continuing training (see paragraph 4.3.2.). This requires certain skills and experience and attention needs to be paid to the training and support of local team leaders, primarily by the Development Officer.

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<sup>4</sup> Ibid. Page 13, part 2, paragraph 6

## 4.4. Partners

### 4.4.1. **Develop and deepen the idea of Church Partners**

As outlined in paragraph 4.3.1. we need to continue to develop and extend the idea of Church Partners, not only to recruit chaplains and extend chaplaincy but to develop further the elements of our work around promoting support for Christians in their work and continuing to raise the debate about all matters economic and work related.

### 4.4.2. **Develop the concept of Workplace Partners**

We need to develop the idea of Workplace Partners, not only as places where chaplains might visit, but also, for example, in including them in debate concerning the structure of our economy, the nature and future of good work and questions of justice and fairness in trade, amongst other topics.

There is also scope for drawing Workplace Partners into sustaining and developing the work of FWW as trustees and in financing the charity. Funding from business must be handled carefully to maintain the independence of chaplaincy. Direct payment for services of chaplaincy should be avoided, but this does not preclude offering financial support. A further area the Impact Survey identified was the potential for FWW to offer training for businesses, for example in listening skills.<sup>5</sup>

### 4.4.3. **Establish a Supporters of FWW network from amongst businesses, workers, and congregations with the express purpose of raising the profile of FWW and raising funds.**

One objective in developing the idea of Partner Churches, in the first phase of the Plan, was to seek financial support for FWW from local sources. Although some donations have been made this has not been significant, mainly because of not wanting to base any partnership purely on financial support.<sup>6</sup> Whilst funding can and should be part of such partnership working, it should not be the starting point.

The same should apply to our partnership with Workplace or Business Partners. Developing a 'Supporters of FWW' network, with the express aim of raising funds, would provide a focus on fund raising without this dominating what any partnership working with FWW was seeking to achieve in terms of chaplaincy, engagement with the world of work, discipling of working Christians and debate.

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<sup>5</sup> Ibid. page 10, paragraph 15

<sup>6</sup> A few churches have generously sent donations, and FWW was the Churches Together in Pershore Lent Appeal 2019, through which individuals made individual donations amounting to more the £1,300, when gift aid was included.



In terms of both Church and Workplace Partners this separation of the relational benefit of any partnership from funding would be an advantage. It would also provide individuals from churches, who might not feel called to be a chaplain but nevertheless wanted to support the mission, with a specific and clear means of doing so. The same would apply to those from our Business Partners.

Constitutionally the members of FWW are those appointed as Trustees.<sup>7</sup> But there is provision for associate non-voting membership which could usefully be developed into a branded 'Supporters of FWW' network without any need to form a separate charity or revise the current constitution.

## **5. Development Plan Phase II 2021 – 2023**

Adopting the points from the analysis in section 4, as part of continuing the overall strategy of the Development Plan Phase I 2018 – 2020 outlined in section 2.1 above, the following plan has now been adopted by the FWW trustees.

### **5.1. Structure – Developing local support**

The structural changes made at the beginning of Phase I in 2018 place FWW in a good position to continue and expand its work during the second phase of its further development. No further constitutional changes are planned.

However, in order to broaden the support base of FWW and raise local finance from Church and Business partners, the existing constitution provision for a 'Supporters of FWW' network will be developed, led by volunteers.

### **5.2. Staffing**

For the past two years FWW has relied on volunteers (as chaplains and trustees) and two part-time staff, as already noted.<sup>8</sup> As a legacy from the past, two clergy posts of the Anglican Diocese of Worcester remain as dual, 50:50 posts with the post-holder's licence specifying a division of time between parish and chaplaincy activity. This represents a significant reduction in such posts, an inevitable consequence of the reduction in stipendiary posts in the diocese. This reduction continues, with up to a further 15 FTE posts anticipated to be lost over the next 5 years, and so it is unlikely that this form of partnership can be sustained beyond the tenure of the current postholders, the timetable of which is unclear.

The scope of the plan, as outlined here, cannot be delivered with this current human resource. At the core of the plan is mobilising volunteers and working with partners, church and workplace, all of which requires more staff resource for training, communication, organisation and leadership.

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<sup>7</sup> The FWW Charitable Incorporated Organisation (1176881) Constitution clauses 16 and 17, on the FWW website.

<sup>8</sup> See above paragraph 2.2.

It is therefore part of the plan to expand the staffing of FWW in ways that can be resourced and sustained. This would include:

- Retaining the Development Officer role for 2 days/week
- Expanding the role of the Communications and Administration Officer to 2 days/week (from 1 day).
- Seeking a volunteer Business Partnership Volunteer for up to 2 days/week (or a small team of BPVs)

#### 5.2.2. Business Partnership Volunteer (BPV)

The role of the BPV will be to make contact with businesses and promote FWW within the business community. The aim would be to develop partnership with workplaces and businesses in a mutually beneficial way. Though negotiating opportunities for chaplaincy would be central to the task it would not be the only aim, which could also include promoting debate on economic issues, identifying where FWW could offer training opportunities to workplaces, and helping develop local community links. In developing such partnership a key task would be securing financial support for FWW from the Business community. A task profile is included at Appendix B.

This would suit someone from the private or public sector with a background in mentoring, business development or management, who was looking to work part-time in their current role, or who had recently retired. Collaboration with the Communications officer and the Development Officer, as the lead on chaplaincy development, would be key.

#### 5.2.3. Development Officer (DO)

The role of the Development Officer would be revised to take into account the work of the Business Partnership Development Volunteers (see paragraph 5.2.2), and the enhanced role of the Local team Leaders (paragraph 4.3.3.) in respect of the continuing partnership with local congregations (Church Partners) and chaplains. There would be no equivalent of the BPV therefore in respect of FWW's link with its Partner Churches.

### 5.3. The contribution of Volunteers

A key part of this plan is the vital contribution of volunteers. This has been the case for many years, but will be even more important in the future. Supporting our volunteers has a cost, for training, support, and administration, and this is reflected in the budget at section 5.4. But to give a true reflection of the contribution volunteers make we need to take into account the significant costs they carry themselves, for example in terms of travel, as well as the value of the time they contribute. These figures (see table below) are based on certain assumptions<sup>9</sup>, but we hope give a better picture both of the true cost of this mission, but also how much our volunteers contribute to undertaking it.

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<sup>9</sup> The figures for in-kind labour costs for chaplains and trustees are based on the national living wage rate for 2021 (£9.20/hr).

<b>Value of In-kind contribution</b>				
Volunteers		<i>Hours</i>	Value £	<b>Total Value £</b>
	Business Partnership Development Volunteer	728	6,697	
	Trustees	678	6,237	
	Chaplains	4,850	44,620	
				<b>57,554</b>
Costs borne voluntarily		<i>Miles</i>		
	Travel expenses	4,493	2,022	
				<b>2,022</b>
<b>Total</b>				<b>59,576</b>

#### 5.4. Budget 2021

<b>Expenditure</b>		<b>Cash</b>	
Staffing	Salaries & on costs (net)	31,859	
	<b>Total staffing</b>		<b>31,859</b>
Activities	Insurance	350	
	Publicity	500	
	Subscriptions	320	
	Conferences	350	
	Travel expenses	3,500	
	Chaplains' activities/training	700	
	Events	300	
	<b>Total activities</b>		<b>6,020</b>
Office	Postage	150	
	Rent	3,600	
	Rates	0	
	Electricity	250	
	Telephone/Internet	360	
	Printing, Stationery & IT	400	
	Equipment	250	
	Depreciation	50	
	Trustees meetings	150	
	<b>Total running costs</b>		<b>5,210</b>
Contingency		1,000	<b>1,000</b>
<b>Total</b>			<b>44,089</b>

## 6. Conclusion

- 6.1. The FWW Development Plan Phase II (2021 – 2023), as set out above, takes forward the work achieved in the first phase plan (2018 – 2020) built, as that was, on the decades of faithful ministry and mission in the economy of Worcestershire that preceded it. It seeks to take into account significant changes in the structure and resilience of the economy and work practice brought about by Brexit, the Climate Emergency and the COVID-19 pandemic. This change is still uncertain but will inevitably mean that the ministry of chaplaincy will be even more vital in the years ahead.
- 6.2. At the same time we acknowledge also significant pressures on congregations and denominations, charities and other funding partners, including our individual supporters, particularly from the COVID-19 pandemic, the full impact of which has yet to be appreciated. This comes at precisely the moment when we need to be expanding the Church's mission in the economy, for reasons outlined above, and therefore presents a real challenge to find ways to continue and develop this missionary work of chaplaincy and so meet the growing need.
- 6.3. FWW has shaped its plan to achieve its objectives in as efficient and effective a way as possible, at the same time minimising its carbon footprint. The plan promotes the role of volunteers as chaplains, supporters, and trustees, and introduces a significant development of our work to build lasting and meaningful partnership with businesses and workplaces through the Business Partnership Development Volunteers. We seek to do this with the minimum of staff – less than one full-time equivalent post - and by broadening our financial base to include more support from business, individuals and local congregations.

## Appendix A

### Chaplaincy Impact Survey 2019/20

### Executive Summary



Having never previously measured the impact of workplace chaplaincy, Faith at Work in Worcestershire (FWW) set out to do just this, asking three groups for feedback – chaplains, their congregations and people in the workplace they visited. Using a standard set of questions for each group has provided comparable data, which has proved encouraging, illuminating and thought provoking. It has provided valuable learning and underpins the plans we have over coming years to be more effective in mission in the economy and workplaces of the County.

In summary, some of the key findings have included:

#### **Those at work:**

- Overwhelmingly welcome and value chaplaincy seeing it as a supportive, caring presence of the church interested in them and their work, providing someone with whom to share their problems.
- Find having someone not part of their organisation, to listen, in confidence, a useful thing.
- See the chaplain as a friend and confidante.

#### **Chaplains:**

- See chaplaincy as a means of putting their faith into action – showing the love of God in the care and concern they can offer.
- Find their faith challenged and strengthened by being a chaplain.
- As they engage with people, find God already active in people's lives.
- Are sometimes frustrated at not being able to share their faith more explicitly, but realise that their calling is to be present with people, offering care - and God will do the rest.

#### **Congregations, which are partners with FWW:**

- See chaplaincy as helping them be more ecumenical and outward looking, and not just concerned for themselves as the church.
- See being in partnership with FWW as potentially helping their members relate their faith more effectively to their work and lives and connect with the world more meaningfully in their worship.
- Realise they could support their chaplains more actively than they do.

From this we have learnt many lessons, including:

1. That we should celebrate the positive impact chaplaincy has on workers, chaplains and their churches. Workplace chaplaincy is an example of the Gospel making a difference and we should tell the story more effectively and encourage all to explore the spiritual side of this encounter, for example in being more confident in offering and undertaking prayer for those at work.

2. Whilst this involves better and more varied means of communication of what we do, we also need to improve our communication of why we do chaplaincy in the first place.
3. We should develop how we support and train chaplains on a continuing basis and not just when they begin chaplaincy.
4. There is great potential in developing the partnerships we have with businesses and organisations, including providing training to staff, asking their help to fund and shape our work, and expanding chaplaincy to sectors we currently have little contact with, such as manufacturing.
5. We need to work harder with congregations to find and better support new volunteers for chaplaincy. The Survey suggests a number of approaches, including stressing the positive impact of chaplaincy on helping chaplains be disciples of Jesus, refocusing the mission of a church in its community and equipping people to connect their faith and their own work.
6. We need to be more explicit in asking for financial support of our work from congregations and their members, as well as the businesses and organisations we have formed partnerships with.

*Dick Johnson, FWW Development Officer April 2020*

The full report of the Chaplaincy Impact Survey can be downloaded from the FWW Website as a pdf document. See <https://www.faithatwork.org.uk/wp-content/uploads/2020/04/Chaplaincy-Impact-Survey-published-report.pdf>

## Appendix B



[www.faithatwork.org.uk](http://www.faithatwork.org.uk)

Registered Charity: 1176881

# Business Partnership Volunteer

## Task Profile & Person Specification

Faith at Work in Worcestershire (FWW) is a countywide Ecumenical Project set up by the regional bodies of five church denominations (Church of England, Methodist, Baptist, Roman Catholic and United Reformed Church). Its purpose is to lead and encourage the Church's engagement with business, public sector organisations and the wider economy through developing Workplace Chaplaincy; recruiting, training and supporting local volunteer chaplains. FWW is registered as a Charitable Incorporated Organisation (CIO).

As part of our development plan we wish to identify one or more Business Partnership Volunteers (BPV) to help build productive relationships with workplaces.

### **Aim of the BPV:**

To build positive and productive relationships with workplaces, particularly within the private sector.

### **Accountable to:**

The FWW Development Officer

### **Normal Hours:**

By negotiation depending on a person's availability, up to 14 hours per week contributed by either one or more volunteers.

### **Place of volunteering:**

The FWW registered office (Unit 14b Top Barn Business Centre, Worcester Road, Holt Heath, WORCESTER WR6 6NH) would serve as a base and is where the Development Officer and Communications & Administration Officer normally work (p/t). Usually, though, the BPV would operate from home and out in the field.

### **Main Tasks**

1. To build relationships with a variety of workplaces, companies and businesses across Worcestershire in order to, but not confined to:
  - a. Identify and recruit workplaces for chaplains to visit, meet and engage with staff.
  - b. Promote FWW and its programmes, including chaplaincy, seminars and training.
  - c. Seek support for FWW from the business community both in kind (e.g. recruiting trustees, supporting events) and funding (through sponsorship and as Individual and Corporate Supporters of FWW).
  - d. Engage with business networks, such as the Chamber of Commerce, Federation of Small Business and the Local Enterprise Partnership, as well as local networks and local government Economic Development teams, in order to promote the work of FWW.
  - e. Research into trends in the local and regional economy, sharing insights with the supporters, chaplains and trustees of FWW, and beyond to the wider church and community through the FWW communications programmes.
2. To support the recruitment, training and placement of FWW's chaplains, the prime responsibility for which lies with the FWW Development Officer.
3. To undertake other duties, as required, to fulfil the main purpose of the role.

### **Person Specification**

This task would suit someone who:

- a. Has worked in the private or public sector in a strategic, leadership, management or mentoring role, ideally within Worcestershire. The role involves marketing FWW, its programmes and chaplaincy and so experience in marketing would be an advantage.
- b. Is confident and personable, able to make relationships and respond to whatever situation they find themselves in.
- c. Is in sympathy with the aims and objectives of FWW and its Christian ethos.
- d. Is self-reliant, able to work without supervision and take responsibility for areas of work.
- e. Has good communication skills, written and oral, and is organised and efficient.
- f. Is familiar and confident with IT, including a full range of Microsoft applications.
- g. Is able to travel to visit businesses and attend events across the county.

This post does not qualify for checks with the Disclosure and Baring Service (DBS), but FWW operates Safer Recruitment (see below under Application Process).

### **Terms and Conditions**

The role is a voluntary one with full travel, other expenses, and equipment as required provided. FWW operates a range of policies that apply to the welfare and well-being of staff and volunteers, including health and safety, and safeguarding.

Those recruited will be provided with induction and orientation on FWW, including taking part in the 6 session training course, 'An introduction to Workplace Chaplaincy', undertaken by all chaplains.

### **Application process**

The FWW safeguarding policy means all recruitment, of staff and volunteers, is guided by our Safer Recruitment process which includes a written application form and references.

In the first instance those interested should contact the FWW Development Officer for an informal conversation, after which an application form will be completed and references taken up. An interview will then be arranged, with representatives of chaplains and trustees, during which candidates will be asked to make a short presentation.

Depending on applications more than one person may be recruited forming a small team. In this case people will be invited to meet one another to ensure compatibility.