



DIOCESE OF
COVENTRY



Strategic Programme & Change Director

Candidate Information Pack
February 2024

Welcome from our Diocesan Secretary & Chief Executive



Welcome and thank you for your interest in the role of Strategic Programme & Change Director within the Diocese of Coventry. I am delighted you are considering joining us.

With 203 parishes and 240 Churches we have a rich and wonderful diversity of communities in rural and urban settings across our churches, schools, chaplaincies and the Cathedral.

Our mission purpose is clear – to worship God, make new disciples and transform communities as God’s reconciling people.

We have now embarked on a new strategy to achieve the vision set by the Bishop; that our church family will be bearers of life who see restored health, renewed relationships and new growth.

This is an exciting time to be joining the Diocese of Coventry. We are working on our shared vision and the changes we want to make to grow the Kingdom of God in Coventry and Warwickshire. This role is pivotal in helping us achieve this and I am looking for a colleague who can help us take this work forward collaboratively with senior clergy and laity across the Diocese, and our Diocesan staff team.

You can read more about our work in this pack and on our website.

Jacqueline Ladds

Diversity, Equity and Inclusion Statement

In the Diocesan offices we are committed to work with determination towards a fuller representation of the social, cultural and ethnic diversity which accurately reflects the people we serve in the Diocese of Coventry. We expect all employees to promote and model equity, diversity and inclusion in their working practices and relationships and to uphold principles of equality of opportunity in accordance with our legal and theological obligations as written in Galatians 3:28 which says, “There is neither Jew nor Gentile, neither slave nor free, nor is there male and female, for you are all one in Christ Jesus”.

If you have a disability, long-term illness or are neurodiverse, and you feel this prevents you from meeting any of the essential criteria, please contact us to discuss the adjustments we can make for you.

As an equal opportunities employer, we particularly welcome applications from United Kingdom Minority Ethnic / Global Majority Heritage (UKME/GMH) candidates who are currently underrepresented in our organisation. All appointments will be made on merit of skill and experience relative to the role.

All employees undertake mandatory Diversity, Equity and Inclusion training during their employment with us.

About us

The Diocese of Coventry represents the Church of England in Coventry, Warwickshire and part of Solihull.

We have a rich variety of people, traditions and organisations with an iconic Cathedral, wonderful parishes in city, towns and villages, schools and skilled chaplaincies embedded in places of work, care and learning communities.

With our network of over 200 parishes we have a Christian presence in every local community.

In brief

The diocese has

- a total worshipping community of approximately 14,400
- an average weekly attendance of 10,600 with 12% being children.
- 106 stipendiary clergy and 55 non-stipendiary clergy
- Ministering alongside them are 36 Curates, 103 clergy with permission to officiate, as well as around 130 readers and licensed lay ministers, 311 churchwardens and of course innumerable volunteers in each parish who make ministry possible and fruitful.

Vision and Mission Purpose

Our purpose is to “Worship God, make new Disciples and transform Communities”.

Alongside this purpose, our Bishop’s vision for the Diocese is that our church family will be bearers of life who see restored health, renewed relationships and new growth. How we will begin to achieve this is set out in Our Shared Future, the framework that articulates the key commitments to help us achieve this vision. It continues to develop and evolve as we listen to voices across the Diocese.

At its core is the mission to serve, support and resource our diocesan family in the shared endeavour of making the Good News of Jesus Christ further known across the communities served by our parish churches.

Further sources

[About us](#)

[Bishop of Coventry](#)

[Purpose and vision](#)

[Diocesan Growth Strategy](#)

[The Diocesan Office](#)

[Coventry Cathedral](#)

[Coventry Diocese Board of Education](#)

[Together for Change](#)

The Coventry Diocesan Board of Finance (CDBF)

The CDBF was formed in 1936 to manage the financial affairs and hold the assets of the Diocese.

- It is a charitable company limited by membership guarantees and is also a registered charity.
- The members of the Bishop's Council are the directors of the company and the trustees of the charity.
- Every member of Diocesan Synod is a member of the DBF for company law purposes.
- The main expense is the cost of ongoing ministry and its main income is from Deanery Share.
- The Coventry Diocesan Board of Finance Ltd (DBF) office is at 7 Priory Row in the centre of Coventry.

The Diocesan staff team exist to serve and support all our parishes in delivering to our vision and mission purpose. We have a dedicated and friendly staff team who, use their gifts and talents to help with safeguarding, finances, housing, ministry, learning and development, human resources, church buildings and communications. Our core values, Christ-like, integrity, community and service, are at the heart of everything that we do, and we strive to live by these in our daily working lives.

There are approximately 45 employees who are based at the Diocesan Office, some of which are involved with the Parishes directly and some who support Parishes from the office.

The areas of work that our employees support the Office and Parishes with are:

- Care of Church Buildings
- Communications
- Finance
- Governance and Grants
- Human Resources
- Information Technology
- Mission and Discipleship
- Operations
- Property
- Safeguarding



Our Values

At the Diocesan Office, we expect our employees to be supportive of and live out our values at work:

Community: To have a sense of togetherness and common purpose, with room for differences.

Christ-like: To show humility and love for one another, to be welcoming and to have grace and patience.

Integrity: To be genuine, authentic and honest, and value each other.

Service: To recognise people's needs, give without expectation and use our gifts for each other.

Role Summary

The role holder will

- Facilitate and co-ordinate the development of the diocese's strategic plan, working closely with the Bishop's Strategy Integration Group, senior clergy and lay leaders across the diocese.
- Oversight of the strategic programme governance framework, including the approach to effective planning, monitoring and delivery of the desired outcomes.
- Act as advisor to the Bishop's Strategy Integration Group and Coventry Operational Leadership Team in helping to create a positive environment for change, demonstrating an understanding/sensitivity to the impact of proposed changes.
- Lead on the development and submission of funding applications for strategic programme work and ensure the Diocese resources National Church initiatives and programmes appropriately and structures project teams and delivery frameworks accordingly.

Key Responsibilities

Strategic Planning

- Facilitate and co-ordinate the development of the diocese's strategic plan, working closely with the Bishop's Strategy Integration Group, senior clergy and lay leaders across the diocese.
- Drive the activity to produce a clear definition of the programmes and projects necessary to deliver the vision of the diocese.
- Align the strategic plan with financial and people plans.
- Oversee the development of the strategic programme governance framework, including the approach to effective planning, monitoring and delivery of the desired outcomes.
- Ensures the ongoing alignment of this work with the strategic direction of the diocese.
- Assure the quality of applications for any external funding.

Strategic Delivery/Reporting

- Day to day oversight of the overall portfolio of programmes and projects, proactively monitoring progress and ensuring delivery to agreed quality, time and budgets.
- Ensure that the key strategic risks facing the programme are managed and mitigated.
- Ensure dependencies are managed between programmes, identify constraints and work to overcome them with the key stakeholders involved.
- Report progress to senior stakeholders, including the Bishop's Strategy Integration Group and the Bishop's Council, at regular intervals, including tracking the delivery of outputs and outcomes.
- Manage the Project Management Office (PMO), and its staff to enable this process.

Change Management & Communications

- Act as advisor to the Bishop's Strategy Integration Group and Coventry Operational Leadership Team in helping to create a positive environment for change, demonstrating an understanding/sensitivity to the impact of proposed changes.
- Assess the influences, interests and attitudes of key stakeholders and align the communication and engagement plan accordingly.
- Proactive day-to-day stakeholder engagement, building on positive feedback and identifying/addressing any barriers or resistance to change.
- Track how well changes are being delivered and monitor the capacity of the organisation to cope with the level of change being introduced.

Key relationships

Bishop of Coventry, Bishop of Warwick, Archdeacon Missioner, Archdeacon Pastor, Bishop's Strategy Integration Group, Bishop's Core Staff Team, Coventry Operational Leadership Team, senior diocesan staff, Governance, Environment & Risk Adviser, Area Deans, Parishes, clergy and people of the Diocese, national vision and strategy team – specifically the vision and strategy consultant

Person Specification

This section details the attributes which are required in order to undertake the full remit of this post. To be shortlisted an applicant must be able to demonstrate that they have familiarity with **all the essential requirements** for the role.

AF=Application Form; I = Interview; T = Test; P = Presentation at Interview

	Essential	Desirable	Means of assessment
Qualifications			
Degree level or equivalent experience	√		AF
Programme and project management certifications or substantial experience of managing programmes and projects in a complex environment	√		AF
Full driving licence (unless you have a disability as defined by the Equality Act 2010 which prevents you from driving) and access to independent means of travelling around Warwickshire	√		AF
Experience			
Experience of strategic planning and delivering significant organisational change/transformation within complex institutions.	√		AF/I
Experience in setting, reviewing and effectively managing budgets and costs ensuring the delivery of services within agreed resources	√		AF/I
Experience of sustaining relationships with external partners	√		AF/I
Understanding of the organisational structure, breadth and dynamics of the Church of England.		√	I
Experience with project management tools, and data management systems		√	I
Skills/Abilities			
Ability to think strategically and act pragmatically; comfortable oscillating between strategic context and detailed planning; able to operate in situations of ambiguity with resilience, passion and energy.	√		AF/I
Excellent relationship building skills and the ability to build trust, promote good practice, deal with conflict and address any barriers or resistance to change.	√		I
Good knowledge of techniques for planning, monitoring and controlling programmes and projects, including risk and issue management.	√		AF/I
Proven ability to lead large scale engagement programmes featuring a diverse range of stakeholders from different disciplines and with differing viewpoints.	√		AF/I
Good IT skills, including knowledge Microsoft Office: Word, Excel, Outlook and PowerPoint	√		AF/I
Strong leadership and influencing skills, with the ability to bring order to complex situations and bring about change without being in a position of direct authority.	√		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/P
Personal Qualities			
A desire to serve the church and passionate about enabling Coventry Diocese to achieve its 2030 vision and the key commitments in Our Shared Future, the strategic framework.	√		AF/I
Committed to and confident in the aims and ethos of the Diocese of Coventry and of the mission and ministry of the Church of England.	√		AF/I
A person who shares our values and, whilst not necessarily an Anglican, is a practising Christian.		√	AF/I
Available and willing to undertake evening and weekend working.	√		AF/I

Salary and Benefits

Employer: Coventry Diocesan Board of Finance

Line Manager: Diocesan Secretary

Direct reports: Programme Manager; Project Lead, Strategic Missional Research

Place of Work: Cathedral and Diocesan Offices, 7 Priory Row, Coventry, CV1 5EX

Salary: £55,000 - £58,000 per annum

Working hours and pattern: 35 hours per week, Monday to Friday 9am to 5pm (Some evening and weekend work will be required)

Duration: Fixed term for 3 years, funded by the national church's capacity fund.

Pension: Non-contributory Pension Scheme with 8.5% Employer contributions

Life Assurance: 2 x Salary

Wellbeing Package:

- 25 days annual leave, plus bank holidays and an additional 3 days leave at Christmas
- An annual leave purchasing scheme
- Enhanced Company Sick Pay, Maternity Pay, Paternity Pay and Adoption Pay
- Positive approach to Mental Health and Wellbeing for all employees
- Employee Assistance Programme, Mental Health Support and access to our Diocesan Counsellor
- Eye Care Vouchers
- Pastoral Retreat Grants
- Training & Development
- Free Bible study resources
- Time off each year to volunteer at your chosen Charity
- Fortnightly tea/coffee staff get togethers' and other staff events

Key dates

Applications close: 17 May 2024 at 12 noon

Interview date: 4 June 2024

Interview location: Cathedral and Diocesan Offices, 7 Priory Row, Coventry, CV1 5EX

For an informal discussion about this role, please contact Jacqueline Ladds on

Jacqueline.Ladds@Coventry.Anglican.org

Please send applications and equal opportunities forms to:

Debbie.Niblett@Coventry.Anglican.org

Thank you for your interest

Thank you for applying to work for us. If you have any questions, you can contact the HR Officer or Recruiting Manager whose details are written in this pack.

We wish you every success with your application and thank you for your interest in our Diocese.

How to complete our application form

- When completing our application form, please make sure you complete all relevant sections in full.
- Ensure that you check your spelling and that your email address and phone number are correct so that we can contact you.
- Carefully read the Job advert, Job description and Person specification to enable you to answer any questions fully, to show how you meet the criteria for the role.
- Most sections are self-explanatory, however the main sections that you will be scored against are below. (Please complete these in full, with the tasks you undertook, and expand on any tasks that are relevant to the role you are applying for):
 - “Main duties and responsibilities” in the previous employers’ sections.
 - “Describe your present employment in terms of responsibilities and relationships”
 - “Give reasons why you think you would be suitable for this post giving evidence as to why you meet the criteria detailed in the person specification” (Please consider the tips on the next page with regard to completing this section).
- We understand that no-one is perfect, will meet 100% of the shortlisting criteria or score full points for each item on the essential criteria detailed on the person specification. We offer training and support to all our employees to ensure any gaps of knowledge are addressed so do not worry if there are some criteria that you only have limited experience of. The following points should help guide you when you complete your application form:
 - Don’t assume that we have knowledge of the situation/context that you are writing about.
 - Avoid using acronyms as we may not know what they mean.
 - Essential Criteria are key to the role and show what experience or qualifications you need to have familiarity with, in order to do the role, so please give as much detail as you can. It is the essential criteria that we use to score your application form, to decide if you will be accepted into the next phase of the recruitment process. Think about relevant examples from either your current job, a previous job, your personal life, community or any voluntary work that you undertake. For each essential criteria, write as much about your experiences as possible.
 - Desirable criteria are experiences/qualifications that are “nice to have” but are things that can be taught “on the job”. We do not usually score against the desirable criteria, unless all of the applicants scores are very close on the essential criteria. We would then use the desirable criteria as a secondary measure. If you do meet any of the desirable criteria, then please address them in the same way that you do for the essential criteria.
- When addressing each item on the essential criteria, consider laying out your answer using the STAR technique as below:
 - S – Situation – what was the situation you were facing?
 - T – Task – What was it that you needed to do?
 - A – Action – How did you complete the task and why? (highlight only your contribution, not others)
 - R – Result – What was the outcome of your actions, what went well, and what did you learn?

Information for Clergy moving from Parochial Posts

- If you are considering moving from a Parochial post to a post within the DBF, you may have some questions about how the salary and benefits differ from Parochial posts. The following is a run-down of the most common questions and answers:
- There is no house provided for DBF posts, so you will need to find accommodation that suits your needs.
- There is no relocation package, therefore any moving expenses will need to be self funded (removal firms/solicitors fees etc.)
- During your employment with the DBF, any expenses for mileage are only payable for work related journeys, not commuting to and from work.
- At the Diocesan office, we have a flexible approach to working location, being able to work from the office and from home (pending satisfactory home-based risk assessments). You will not receive an allowance if you choose to work from home, and apart from a laptop and mobile phone, you will be expected to provide your own desk, chair and ergonomic equipment for your home workstation (You will be provided with a fully equipped workstation within the Diocesan office).
- The allocation of parking at the Diocesan office is a discretionary provision and is limited. It is allocated to staff members in accordance with the car parking policy. Should you require parking you can contact the Operations Administrator to book this for you, but typically, you will be expected to park off-site.
- As part of your role, you may be required to or wish to minister in the Diocese. In the former case, your appointment will need to be approved by the Bishop, in the latter you will be able to discuss a General License or PTO with the Bishop.
- You should seek financial advice on the following:
- If you own a house which you rented out, but no longer live in accommodation that is tied to your post (Vicarage/Rectory), your primary residence status may lapse, and if so, your home will become liable for Capital Gains Tax on the sale.
- You can choose to join the non-contributory DBF Church workers Pension scheme which pays out 8.5% employer contributions plus gives 2 x salary in the event of death in service. Alternatively, you may choose to remain in the Clergy Pension Scheme. If you do so, your take home salary will be reduced to take into account the much higher pension contribution required compared with the Church workers pension Scheme. Due to the way the Clergy Pension Scheme is managed your take home salary may vary if the employer contribution to the scheme varies. This could be both up or down. The revised salary if you choose this option can be provided on request.