



DIOCESE^{OF}
COVENTRY



Director of Strategic Programmes Candidate Application Pack

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Welcome from our Diocesan Secretary and CEO

Dear Applicant,

I am delighted you are considering a role within the Diocese of Coventry. 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.

The Coventry Diocesan Board of Finance (DBF) exists 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.



Thank you for your interest in this role; you will find everything you need to help you with your application in this pack. 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 through lives and communities transformed by the abundant life Jesus promises to all ages, backgrounds and ethnicities. 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.

The Diocese of Coventry

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 united by our shared purpose of worshipping God, making new disciples and transforming communities. The diocese has a total worshipping community of approximately 14,400 with an average weekly attendance of 10,600 with 12% being children. The diocese has 202 licensed or beneficed clergy of whom 106 are stipendiary. And there are 55 non-stipendiary clergy who play a vital role in the mission and ministry of the Diocese. Ministering alongside them are a further 36 Curates, 103 clergy with permission to officiate, as well as around 130 readers and licensed lay ministers. There are also a total of 311 churchwardens and of course innumerable volunteers in each parish who make ministry possible and fruitful. The diocesan office serves and supports the parishes with around 45 people in various full time and part time roles facilitating and supporting the ministry and mission of the diocese.

The Coventry Diocesan Board of Finance Ltd (the "DBF") 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 of the DBF is the cost of ongoing ministry.
- The DBF's main income is from Deanery Share. This is the money the Deaneries agree to give to the DBF each year.
- The Coventry Diocesan Board of Finance Ltd (DBF) office is at 7 Priory Row in Coventry, close to the Cathedral Church of Saint Michael.

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.

Mission Hubs and Church Urban Plants

Mission Hub Churches are part of our vision of opening 150 new worshipping communities by the end of 2030.

You can read about our Growth Strategy here [Diocesan Growth Strategy - Diocese of Coventry \(anglican.org\)](https://www.anglican.org.uk/diocesan-growth-strategy)

A Mission Hub Church is a parish church or benefice where the leaders and congregation have a developed vision for sharing in mission locally and a clearly expressed desire to resource others in mission, evangelism, and enabling new ways of being Church.

Many of Mission Hub Churches have larger congregations, with people coming from beyond the parish but also willing to help grow the church in the community they live in. The churches partner with smaller churches in their area irrespective of tradition or style of worship.

The Mission Hub Churches offer a gathering point where people can come from local churches. They facilitate learning together (especially for lay leaders/teams), encourage and share good practice, and develop local mentoring between churches. They can be compared to a modern-day version of a minster church, serving and equipping churches around them. The churches enable the development of new congregations, drawing on central resources to support this work.

Any church can work with their nearest Mission Hub Church. Together they can identify what needs the church has to grow and what gifts and experience they could share with others in the hub network. This enables the sharing of our gifts for mission and ministry in new ways between different churches and traditions. A Mission Hub Church can also work with a church in any other part of the diocese that it has a particular relationship with in order to facilitate mission.

We currently have six Mission Hub Churches, they are:

- St Laurence's, Foleshill, Coventry
- The Bridge Mission Hub, Coventry
- St Paul's, Leamington Spa
- Alcester Minster, Alcester
- Bedworth Mission Hub, Bedworth
- St Andrew's, Rugby

Alongside our Mission Hubs, we have 4 church urban plants in Hillfields, Tile Hill, Bedworth and Wyken. The aim is to grow a new congregation in each area, alongside offering pastoral and worship ministry for existing congregations where applicable. Our vision is that these plants will have a generative impact over time, replicating into other estates and urban contexts, providing learning environments for leaders-in-training to gain expertise and confidence for church planting and community engagement.

Our healthy churches and growth work is facilitated through the diocesan office team, St. Marks Resource Church and funded by both the Diocese and from the national church through the Strategic Development Fund for the 4 church urban plants.

The Diocesan Board of Finance Office

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

Our Diocesan Secretary and CEO is Jacqueline Ladds.

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

Through the appointment of a Strategic Programme Director (SPD), we have been given an opportunity to bring a step change in our mission and ministry across the Diocese of Coventry. With a history of innovative missional practice and a dedicated team of lay and ordained leaders across our diverse geographical area (Warwickshire, Coventry and part of Solihull), we are looking to appoint a strategic thinker who is solutions focused with experience in bringing impactful change. The SPD will join us at an exciting time in the strategic development of the Diocese of Coventry as our new diocesan bishop takes up her responsibilities with a vision to see all churches flourish. A highly consultative approach will be needed as we look ahead to the beginning of this new season.

The Strategic Programme Director will be responsible for contributing to and supporting the Bishop's Senior Staff Team and key lay and ordained leaders in the delivery of the diocesan strategy. The role will ensure that the programmes, projects and workstreams within the plan are delivered on time, within scope and budget. The Programme Director will provide oversight of the strategic plan from inception of ideas through implementation to delivery of projects. Working collaboratively across the Diocese, the role will also ensure that key outcomes are well-defined, appropriately prioritised, delivered to plan and within budget. The role will include shaping and scoping the request for partnership/external funding.

Key Responsibilities

Programme Development & Planning

- In the first year: To prioritise the clear articulation of a diocesan wide vision and direction of travel through working closely with the Bishop and the Bishop's Senior Staff Team building on the work achieved in recent years.
- Work with key stakeholders to develop strategic initiatives aligned with the diocesan vision and strategy
- Ensure strategic proposals have clarity and viability
- Ensure effective communication with clarity, consistency and transparency
- Work with senior leaders to prioritise outline proposals
- Work with senior leaders to develop change proposals including detailed outcomes and the process by which those outcomes will be achieved
- Regularly assess the viability of development proposals
- Work with partnership funding bodies, including the C of E Vision and Strategy Team, to submit funding proposals and assure the quality of applications for any partnership funding
- Represent the Diocese in discussions with partnership funders
- Work with senior leaders to make the best use of central resources to support change

Programme Management

- Facilitate the launch of partnership-funded strategic projects, ensuring they are appropriately planned, resourced, measured and managed.
- Establish appropriate programme governance, including risk management, change management, regular reporting, and budget management
- Work with the communications team to ensure consistent and effective messaging
- Establish review and support processes to ensure projects are delivered successfully
- Ensure intervention processes are developed to pause, or if necessary, terminate projects that have demonstrated they will not deliver
- Capture and publish lessons learned, and support research studies
- Build consistent protocols for all significant strategic development initiatives
- Track progress against a detailed project plan, deliverables, outcomes and measures
- Manage changes in project scope, schedule and costs, escalating to BSIG as required
- Provide support for operational aspects of projects in liaison with diocesan colleagues
- Ensure project leads/managers regularly complete a quality project highlight report
- Address project issues and risks, escalating to BSST accordingly
- Report project status to BSST on a regular basis

- Oversee production of all necessary annual reports for the Strategic Investment Board

People Management

- Recruit and manage all Programme Management Office roles
- Oversee and monitor external contractors providing programme management support

Change Management & Communications

- Act as advisor to the BSST and COLT 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 Contacts

Bishop of Coventry, (Bishop of Warwick, when appointed), Diocesan Secretary, Archdeacon Missioner, Archdeacon Pastor, Bishop's Senior Staff Team, Coventry Operational Leadership Team, Governance Manager, senior diocesan staff, Area Deans, Parishes, Cathedral, Board of Education, clergy and lay 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 the essential requirements**.

AF=Application Form; Int = Interview; Test=Written and Verbal Test

Attributes	Essential	Desirable	Means of Assessment
Qualifications			
Educated to degree level or equivalent experience	√		AF
Programme and project management certifications or substantial experience of managing programmes and projects in a complex environment	√		AF
Experience			
Experience of strategic planning and delivering significant organisational change/transformation within complex institutions.	√		AF/I
Good knowledge of techniques for planning, monitoring and controlling programmes and projects, including risk and issue management.	√		AF/I

Skills/Abilities			
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/T
Understanding of the organisational structure, breadth and dynamics of the Church of England.	√		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
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.	√		AF/I/T
Proven ability to lead large scale engagement programmes featuring a diverse range of stakeholders from different disciplines and with differing viewpoints.	√		AF/I
Personal Qualities			
A person who shares our values and, whilst not necessarily an Anglican, is a practising Christian.	√		AF
A desire to serve the church and passionate about enabling Coventry Diocese to achieve its 10-year vision and commitments in Our Shared Future, the strategic framework.	√		AF/I
<p>Be Supportive of and live out our values at work:</p> <p>Community: To have a sense of togetherness and common purpose, with room for differences</p> <p>Christ-like: To show humility and love for one another, to be welcoming and to have grace and patience</p> <p>Integrity: To be genuine, authentic and honest, and value each other</p> <p>Service: To recognise people's needs, give without expectation and use our gifts for each other</p>	√		AF/I

“It is an Occupational Requirement (Schedule 9 part 1 of the Equality Act 2010) of this post to have a committed Christian faith” and the reason why.

Salary and Benefits

Employer: Coventry DBF

Line Manager: Jaqueline Ladds

Direct reports: Programme Manager; Strategic Development Lead, Data Officer

Place of Work: Coventry Diocesan Offices, 7 Priory Row, Coventry, CV1 5EX with travelling across Coventry and Warwickshire, and occasionally nationally, as required.

Salary: £57,000 - £59,000 per annum

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

Duration: Fixed term for 5 years, funded by the Church Commissioners' Diocesan Investment Programme 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
- Weekly Tea/Coffee Staff get togethers and other staff events

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.

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.