### We need to build our Strategic Programme Team

Chester Diocese is just beginning a journey of strategic transformation driven by our vision to be **Together In Christ, Sharing Hope**.

Last year we appointed a Strategic Programme Director, who has been working with +Mark’s core leadership team and key people from across the diocese to develop the main themes of our strategy to achieve this vision.

We now need to build a team of people to help turn those ideas into practical plans.

We are looking for two people who are not only excited about our overall focus to bless the 1.5 million people in the diocese who currently have no real opportunity to hear and encounter the Good News of Jesus Christ, but who can design and implement the practical programmes that will help:

* every member of our worshipping communities grow in their faith and discipleship to Jesus Christ, and
* every church take the next steps in becoming more missional in their focus.

You’ll be someone who is:

* Good with data and information, to help us understand where our strengths and weaknesses are, and ensure our decisions are evidence-based.
* Great at planning and detail, as we create project proposals and funding bids
* Confident to communicate and explain what we are doing and why (both spoken and written) in a wide range of contexts.
* Focused on finding practical ways to help as many as possible to access and engage with the support we can provide.
* Creative and imaginative, being able to synthesise complex information into clear options and approaches that will work in multiple contexts.
* Resilient in the face of the challenges associated with bringing about change in a large complex organisation where people are at the heart of everything, and we all value slightly different things.
* Happy to work in a team, but keen to take responsibility and initiative.

If you are getting as excited about this as we are, we’d love to hear from you.

### Introduction

In this document you will find a bit more information about our diocese and our current strategic plans.

In the accompanying documents you will find a Job Description, Person Specification, and an application form.

### Chester Diocese

The Diocese of Chester spans from Wirral and the Welsh border in the west to the limestone hills of the Derbyshire Peak District in the east. The north of the diocese reaches up to the rivers Mersey and Tame and the conurbations of south and east Manchester, and south to the towns of Crewe, Sandbach and Nantwich on the outskirts of Stoke-on-Trent and Shropshire.

It's home to 1.65 million people and is served by about 350 church communities.

We are embarking on a new season of our shared life together.

Over the last year we been developing our strategy for delivering the new Diocesan Vision that we collectively discerned.

This is leading to a specific focus on how we “**bless the 1.5 million people**” within our diocese who currently have no opportunity to hear the good news of Jesus Christ.

Our strategic programme is centred on four key areas:

* Growing **Missional Health**
  + Helping each worshiping community to build faith, grow personal discipleship, and take the next steps to be more missional.
* Expanding **Reach and Collaboration**
  + Helping us engage with the full demographic of our diocese, and increasing how we partner with others in mission
* Creating **New Worshipping Communities**
  + Inspiring every setting to consider how they can create at least one way for new people to be drawn into a worshipping community so they can encounter Jesus
* Developing **Missional Leadership**
  + Encouraging the leaders we have, and growing the leaders we need.

### We Need a Team

At the moment the Strategic Programme Director is the only person explicitly working on our strategy. They have been developing the main content in collaboration with four working groups (one for each stream). Each group is formed of 8 or 9 people (from across the diocese) who have particular skills, experience or wisdom in the particular area.

These working groups have identified the key things we need to continue, adapt or begin in order to focus our resources towards achieving our vision. However, the group members all have other roles, and so are limited in their ability to commit more time and energy to the detailed work we now need to do.

So we need to build a team of people to:

* help design and articulate the detailed work plan
* put in place the underlying processes and systems to support our analysis and inform our thinking
* develop our financial and people plans
* prepare any submissions for external strategic funding (in particular a Diocesan Investment Programme (DIP) bid to the national church)
* manage specific programmes of work to deliver our objectives
* monitor and evaluate the impact of the various projects we undertake.

### Two roles

We have funding to appoint two roles.

The **Strategic Programme Manager** will directly support the Strategic Programme Director, acting as their deputy, representing them at meetings as required, carrying much of the detailed work within our DIP bid development, and being responsible for:

* driving and catalysing key elements of the strategy development
* development of our missional intelligence system.

As well as being focused on developing, articulating, and managing our missional strategy, they will need to be data minded, and have strong strategic analysis skills.

They will have a good understanding of database systems, their underlying design and structure, and their implementation and operation across an organisation. They will be able to sell the data vision, consult on and determine system requirements, manage development, roll out and training, and encourage engagement.

Over time they will be responsible for managing key aspects of our strategic programme.

The **Strategic Programme Officer** will provide administrative and organisational support to the Strategic Programme Director:

* enabling the smooth running of the working groups currently devising of our detailed strategy (and ensuring that our work remains deeply consultative)
* preparing funding bids
* and (as we begin to deliver elements of our strategy) overseeing our on-going programme management and reporting.

They too will be heavily involved in catalysing key elements of the strategy development, and supporting the development of our missional intelligence system.

They will need to be organised and effective administrators, with good strategic analysis and data management skills. They will have a good understanding of database systems, their underlying design and structure, and their implementation and operation across an organisation. They will be involved in selling the data vision, supporting development, rolling out training, and encouraging engagement.

Over time they will be responsible for coordinating and supporting key aspects of our strategic programme.

### Beyond the first 3 years

Both these roles are 3-year fixed term appointments.

This is primarily because we anticipate that these roles will need to change over time.

To begin with, we will be designing and implementing systems and support processes to enable us become more strategy ready, and defining and designing programmes of work.

This will then lead into preparing investment bids to enable us to fund the work programmes and (if successful) will transition into establishing and managing the work programmes and projects we have secured funding for.

We strongly suspect that there will still be a need for people within the Strategic Programme Team beyond the 3-year period, and they are likely to need many of the same skills as required now. Part of the job will be to identify and define the longer-term need, and to secure further funding to secure these roles into the future.

### Stakeholders

The Strategic Programme Director is **line-managed** by the Diocesan Secretary (effectively the CEO of the Church House function), however they are **accountable** to the Diocesan Bishop, since our strategy is designed to help us achieve the spiritual vision that +Mark helped us to discern collectively. Thus, there is regular engagement with his core team and the diocesan governance structures:

* the Suffragan Bishops (+Sam and +Julie)
* our Archdeacons (Mike Gilbertson and Jane Proudfoot)
* the Dean of the Cathedral (Tim Stratford)
* the Interim Diocesan Secretary (Chris Penn)
* members of the four Strategic Working Groups
* Bishops’ Council
* Diocesan Synod.

The Strategic Programme Team will be located in Church House, and work alongside the other diocesan teams that are focused on:

* Ministry: discernment, selection, training and development of (ordained, licensed, employed and voluntary) leaders
* Outreach: encouragement of mission and discipleship
* Education: support and encouragement of church schools
* Administration: Finance, HR, Legal, Property & Church Buildings
* Communications
* Safeguarding

Our strategic planning will both focus the work of these other departments, and be heavily dependent on them for support, advice and delivery.

The development and funding of strategic transformation within diocese is supported by a team from the national church, and the Strategic Programme Team will regularly engage with member of the National Vision & Strategy Consultant Team.

Finally, our strategy is primarily designed to enable our individual churches and worshipping communities to make and grow disciples in their local context. And so the team will be actively engaged in supporting:

* Parish clergy, readers and other licensed lay workers
* Others with employed and volunteer roles in parishes (Churchwardens, Treasurers, administrators, youth/children/families workers, parish giving officers, safeguarding officers etc.)
* Headteachers

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