STRATEGIC PROGRAMME MANAGER
Diocese of Lincoln
Job Information Pack

RESOURCING THE URBAN CHURCH
Strategic Programme Manager

The Diocese of Lincoln has a clear strategy to grow the Church across Lincolnshire, North Lincolnshire and North East Lincolnshire. We are seeking an experienced programme manager to organise, plan and manage two of our major strategic programmes.

The candidate will be an experienced project manager with proven experience on complex projects, a strong ability to influence people, deliver lasting culture change, manage budgets and achieve project outcomes.

The role has an Occupational Requirement to be a practising Christian.

The role is based at Edward King House in Lincoln but covers projects that span the diocese.

For more information and to apply, please visit our website: www.lincoln.anglican.org/vacancies

**Salary:** £40,000  
**Closing Date:** Sunday 12th May (midnight)  
**Interviews:** Wednesday 29th May

The role has been funded by a grant from the Strategic Development Fund, initially for five years.
Thank you for your interest in the role of Strategic Programme Manager at the Diocese of Lincoln.

This role is an opportunity to manage a bold new programme of investment from the Diocese of Lincoln and the Church of England’s Strategic Development Fund to revitalise our urban centres.

At the heart of our plans is our belief in our local churches and their power to transform lives and communities with their message of love and hope that is found in Jesus Christ. This £6.5 million programme aims to provide urban churches with the resources they need to fulfil this vision and share God’s love with as many people as possible.

We have focused on our urban centres as these areas have some of the lowest church attendance rates in the country, but the potential for growth is huge as populations are dense and growing.

As Strategic Programme Manager, you will play your part in this programme of urban transformation, working alongside senior leaders in the diocese to support our three resource churches.

Our resource churches have leaders with a track record of growing their congregations. They share the same generous spirit of existing for the benefit of others and are committed to sharing their learning. They will support and train other churches in their mission, and develop a pipeline of leaders including ordinands, curates, interns, volunteers and ministry staff for work across the diocese.

Over the next five years, the aim is for our resource churches to send out leaders and teams of people to establish or revitalise eight other churches in selected urban centres across the diocese through our diocesan strategy for church planting.

Your work as Strategic Programme Manager will help make possible this ambitious programme of growth through resource churches and church planting.

This exciting new role is designed also to support our learning communities strategy. This has been under way for just over a year and needs focused attention from the Strategic Programme Manager to continue its implementation and growth.

We have been praying to find the right leaders to be part of this programme. We hope you will consider joining us at this exciting time of investment, growth and transformation. We welcome your application.

Every blessing,

The Rt Revd David Court
Bishop of Grimsby
The Diocese of Lincoln is embarking on a programme to transform its urban centres through large-scale parish growth. We are delighted to have been awarded £2.67 million from the Church of England’s Strategic Development Fund to support this work over the next five years.

51% of our diocese’s population live in just 11 urban centres, where our reach in terms of attendance is generally much lower than both the diocesan and national average. We want our urban centres to be places of spiritual growth, vibrancy and impact. To see more lives transformed across the diocese, the major urban areas are the best places to start for large-scale impact.

Resource Churches

As part of the programme, the Bishop of Lincoln has designated three existing churches in urban centres as “resource churches”: St Swithin’s, Lincoln; St George’s, Stamford; and Lincoln Cathedral. These churches begin to cover the large geographical area, and represent the variety in Anglican traditions present, across the 630 parishes and the eleven urban centres of the Diocese of Lincoln.

Our resource churches have been given a specific mandate to reach other urban centres. They are well placed with the necessary experience, ability and potential to strengthen churches across the diocese, facilitating our diocesan strategy for church planting.

Programme Aims

Over the next five years, each resource church aims to grow to a usual Sunday attendance of at least 500 people, grow disciples, develop both lay and ordained leaders and resource existing churches with training and volunteers. This will establish the groundwork, growth and pipeline needed for church planting.

Each church will establish 2-3 new or revitalised “church plants” - a total of 8 churches. Planting will happen through the preparing, training and sending of a planting curate, a staff team and a number of congregation members, to bring new life to strategically selected churches.

The aim is for each church plant to grow by at least 150 people and become self-sustaining within five years of launch. At least one plant should become a further resource church for the diocese, planting within three years of launch.

The diocese will consult with key stakeholders to determine the exact locations and timings of the eight plants by 2023.
RESOURCING THE URBAN CHURCH

Programme Summary

A diverse programme

Our programme follows a proven national model, but is adapted to respond to the varied local needs of our urban centres, in an approach that aims to see change across the full spectrum of the church in the diocese. As such, the traditional evangelical model of church planting will have both its applications and its limitations, and an adapted model has been developed for planting within the catholic tradition.

Each resource church will develop according to its own strengths, traditions, and experience. The aims are as follows:

• St Swithin’s in Lincoln, an HTB church plant, will receive new facilities, alongside increased staffing in both the church and its future plants to accelerate growth and propel planting. St Swithin’s aims to plant three times across the five years. One of these plants will be a resource church plant to Grimsby.

• St George’s in Stamford, a New Wine church, will work with the diocese to move from being a church with a large attendance to a church-planting resource church, specialising in larger market towns. Increased staffing in both the church and its future plants will support this. St George’s aims to plant twice across the five years.

• Lincoln Cathedral will establish a “centre for formation in catholic mission” which will be developed in collaboration with other catholic practitioners across the diocese. The cathedral will recruit a cohort of three catholic missioners (curates), who will concurrently learn from and invest in the work of the cathedral and its neighbouring parishes, with various placements around the city and beyond, each planting new or revitalised churches within, or at the end, of their curacies.

Together, the diocese and the resource churches will lead a diverse, disruptive programme of growth within the diocese’s major urban centres that aims to see at least 2000 new people worshipping, witnessing and serving through our local churches within ten years.
The learning communities are designed to encourage improvement in the quality, reach and imagination of our mission and ministry, to build on and reinforce what is good and to support efforts to revive and plant where growth is not very strong. Central to such an improvement approach is that the learning communities develop and respond to what we are learning about how they are working and how they could be more effective.

**A process for shared learning in order to serve God and our community better**

The vision of the Diocese of Lincoln is to be a healthy, vibrant and sustainable church transforming lives in greater Lincolnshire. Our aim then is to grow the Church, in both numbers and depth, through attention to what we see as our core tasks of faithful worship, confident discipleship and joyful service. To that end as a diocese we support, encourage, and enable local parishes, benefices and projects across the whole diocese to fulfil, within this framework, their own unique calling to serve in mission the community or communities in which they are set.

The essence of our strategic plan is to create a diocese that is constantly learning and growing, which starts from where the majority of our congregations and clergy are and opens up opportunities for everyone to contribute to growth plans. The learning communities bring together lay and ordained members of parishes and projects in six character areas:

- **Rural** — sparsely populated and generally more traditional in character
- **Coastal** — seasonal ministry with a transient and sometimes challenging population
- **Urban** — the industrial towns, mostly in the north of the diocese
- **Market towns** — centres of population across the diocese, often with significant church buildings
- **Suburban villages** — relatively more prosperous probably with a commuting population
- **Housing developments** — from post-war housing developments to newer ones with the particular challenges of future population growth in some areas of the diocese

By bringing together people from the same character areas, the learning communities can engage in relevant, tailor-made learning about how they can get better at being church and building the Kingdom in their contexts.

The learning communities provide an open, disciplined, theologically reflective forum within peer groups that laity and clergy can join to plan for church growth and flourishing through exchanging ideas, devising projects, receiving external input and developing talent that might not otherwise emerge through the governance structures.

The communities keep records of what they are learning and addressing, so insights, approaches and methods can be shared across the diocese. There will be material on the diocesan website that will provide background, good practice and biblical and theological insights. Our aim is to build this resource by encouraging contributions from what the learning communities develop and build.

The only reason for setting up the learning communities is to help us be as effective as possible in our vision of transforming lives in Greater Lincolnshire. To check that this is happening, part of the work of the learning communities is to say what difference members want to see from the start and then to see if that has happened as time goes on.
It may be that this is something as basic as how many more people are coming to church, numbers of social action projects, or people putting themselves forward for as volunteers and for ordination. It could also be measured by listening to the depth of spirituality revealed in how people talk about their life of faith or that new people in the community say they feel much more welcome and part of the community.

Part of the support offered to the learning communities will be help in working out how to set aims and how to measure in a variety of ways what difference is being made. It will be important that any measures and targets and how they are assessed remain faithful to the context of the learning community, not subject to external ideas of what the right aims might be. The measures need to be rigorous but realistic and achievable.

Each character area’s set of learning communities has a steering group. This is led by a senior lay and ordained person from the learning communities with support from an archdeacon and officers from Edward King House. The bishops act as consultants to the learning communities and their steering groups. The steering group’s purpose is to make sure that the learning communities have all they need to nurture useful, safe learning and development. They also ensure that the bishop’s staff and officers at Edward King House can hear clearly the messages the learning communities are sending and that the learning communities have a clear understanding of relevant developments in the diocese and the national church. The steering groups gather and compare information about what is happening across the diocese so that good work can be shared and reinforced and help given where things are not going so well.

**SUPPORTING CHURCH GROWTH**
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<th>JOB DESCRIPTION</th>
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<tr>
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| **KEY DUTIES AND RESPONSIBILITIES:** | Resource Church Programme  
  a. Ensuring the resource church programme remains on track in terms of schedule, cost and outputs  
  b. Regular contact with the project leads to discuss progress, identify support needs, identify critical issues and develop solutions and plans to address those critical issues  
  c. Reporting to the programme board, members of the bishop's staff and relevant officers on the programme’s progress against the programme and project plans  
  d. Monitoring the various elements of the programme’s budget on a monthly basis  
  e. Facilitating effective relationships and interactions between the various projects and with stakeholders and third parties  
  f. In the role of its executive officer, servicing the programme board as the governance body for the programme  
  g. Supporting the recruitment of voluntary and paid staff for the projects  
  h. Supporting the bishop of Grimsby who is the strategic lead for the resource church programme |
**Learning Communities**
- Driving the further implementation of the learning communities
- Ensuring a continuing rigour and focus and innovative imaginative ideas that develop the strategy and throw light on the best way to grow the church communities
- Offering collaborative leadership to the process, ensuring that it stays on course and that learning is captured and evaluated through a knowledge management strategy that is accountable to the diocese and external funders and creates a body of knowledge for future reference

**All programmes**
- Day to day programme management and decision making as delegated under programmes' terms of reference
- Managing both the dependencies and the interfaces between the projects within a programme and between programmes
- Supporting the communications needs of the programmes and the projects with the diocesan communications team
- Maintaining the programmes' risk registers, ensuring risks are identified, monitored and managed

**GENERAL RESPONSIBILITIES:**
- Support the ethos, aims and objectives of Christianity, the Church of England and the diocese.
- To work in a confidential and sensitive manner at all times.
- To maintain good relationships with immediate colleagues, other staff, volunteers and external contacts.
- To participate in the performance management and Performance Development Review processes.
- To comply with all standards, policies and procedures set by the diocese including, but not limited to, those governing safeguarding, health and safety, GDPR, confidentiality and equal opportunities.
- Keep up to date with developments in their area of work.
- Engage in training and continuous professional development activities.
- The post holder may be required to work outside normal office hours including occasional weekend working, subject to time off in lieu, as well as travel across the diocese and, for example, to London for SDF meetings.

This job description details responsibilities but is not prescriptive and does not direct any particular priorities or amount of time to be spent carrying out the duties. It is not necessarily a comprehensive definition of the post, and the post holder may be required to undertake other duties and responsibilities commensurate with the level and scope of the post. This job description may be subject to amendment, to meet the changing needs of the diocese, following appropriate consultation.
PERSON SPECIFICATION

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<tr>
<th>ESSENTIAL</th>
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<tr>
<td>1. Shows a desire to serve the Church in mission and passionate about enabling spiritual and numerical growth.</td>
<td>1. An understanding of the organisational structure, breadth and dynamics of the Church of England.</td>
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<td>2. Proven ability to organise and lead programmes in a complex environment that engage a diverse range of stakeholders and to find ways to embed changes in an organisation.</td>
<td>2. Involvement in the leadership or management of a local church.</td>
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<td>3. Strong leadership and influencing skills, with the ability to bring order into complex situations and find innovative ways of solving or pre-empting problems.</td>
<td>3. Project or programme management qualification.</td>
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<td>4. Proven experience of planning, monitoring and controlling programmes and projects, including risk and issue management.</td>
<td>4. Due to restrictive public transport in Lincolnshire, it is desirable to be able to drive and have use of a car.</td>
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<td>5. Change management skills and the ability to promote good practice, deal with conflict and address any barriers or resistance to change.</td>
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<td>6. Proven ability to think strategically and act pragmatically; able to produce plans and deliver results without losing sight of the strategic context.</td>
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<td>7. Excellent written and verbal communication skills, including the ability to tailor words and pictures to different audiences and present credibly to senior leadership teams.</td>
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<td>8. Strong analytic skills.</td>
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<td>9. Administratively able with a good working knowledge of IT.</td>
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<td>10. Able to plan and manage complex budgets.</td>
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<td>11. Educated to degree level or equivalent qualification.</td>
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<td>12. Works collaboratively and constructively in pursuit of agreed goals.</td>
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<td>13. Builds trusting relationships effectively with individuals and groups.</td>
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An Occupational Requirement exists for the post-holder to have a clear and demonstrable Christian faith in accordance with Part 1 of Schedule 9 of the Equality Act 2010.
## WHAT WE OFFER

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<th>WHAT WE OFFER</th>
<th>Description</th>
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<tr>
<td><strong>ANNUAL LEAVE:</strong></td>
<td>Annual leave of 25 days per annum, plus 8 bank holidays</td>
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<td><strong>CHRISTMAS:</strong></td>
<td>Up to 4 non-contractual days of holiday gifted between Christmas and New Year (when the offices are closed)</td>
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<td><strong>EASTER:</strong></td>
<td>A half-day holiday on Maundy Thursday</td>
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<td><strong>PENSION:</strong></td>
<td>Competitive pension scheme with Royal London</td>
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<td><strong>LIFE INSURANCE:</strong></td>
<td>Life insurance of three times annual salary</td>
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<td><strong>SICK PAY:</strong></td>
<td>Occupational sick pay (staged) after 6 months</td>
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<td><strong>WORSHIP:</strong></td>
<td>Daily Eucharist held in St Hugh’s Chapel, which is optional for all staff</td>
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<td><strong>CPD:</strong></td>
<td>Supported continuing professional development linked with job role and professional development</td>
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<td><strong>SOCIAL:</strong></td>
<td>Weekly social gathering for staff (“Coftea”)</td>
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| **LOCATION:**       | The diocesan offices of Edward King House are situated by the medieval Bishop’s Palace in the historic Cathedral Quarter of Lincoln. Edward King House was formerly the home of Bishop Edward King, Bishop of Lincoln between 1885 and 1910. A beautiful Grade II-listed building, a feature of Edward King House is St Hugh’s Chapel, which provides the setting for regular services.  
  The diocesan offices are overlooked by the magnificent Lincoln Cathedral and they are close to Lincoln Castle, home of the 1215 Magna Carta and the 1217 Charter of the Forest, plus many shops, eateries and further places of local history and interest. |
Concluding statement from the Bishop of Lincoln

Our vision as a diocese is to grow in faithful worship, confident discipleship and joyful service.

Our new programme to resource the urban church is necessarily considered, strategic and detailed, but it ultimately serves the same diocesan vision: that God is worshipped, that our communities are served by the disciples of Jesus Christ, and that lives are transformed.

This programme addresses the need in our urban areas to significantly increase the church’s reach and impact and will, I pray, contribute to the revitalisation of our urban communities.

We invite you to join with us on this exciting journey in our diocese.

The Rt Revd Christopher Lowson
Bishop of Lincoln

How to apply

Please apply via the Pathways website by midnight on Sunday 12th May: pathways.churchofengland.org.

Interviews will be held on Wednesday 29th May at Edward King House, Lincoln, LN2 1PU.

For more information about this post, or an informal discussion, please contact Diocesan Secretary David Dadswell, who will be happy to arrange a call with you: david.dadswell@lincoln.anglican.org.