

THE NATIONAL INSTITUTIONS OF THE CHURCH OF ENGLAND

MANAGING EMPLOYER: Archbishops' Council

Business Change Specialist

JOB PROFILE

JOB TITLE:	Business Change Specialist
GRADE:	Band 3
LOCATION:	Hybrid / Church House, Great Smith Street, Westminster, London SW1P 3AZ London-based colleagues are expected to work in the office on average at least once a week. Some travel to dioceses and cathedrals across the country will be required.
ACCOUNTABLE TO:	Senior Project Manager for IICSA Recommendations 1 & 8 / Regional Model Pilot Project. Additional professional support available from the Programme Manager.
KEY RELATIONSHIPS:	Project Manager, Deputy Director for Development, Lead Users, Project Board members, Dioceses and Cathedral Safeguarding Advisers, Senior Clergy, Diocesan and Cathedral management teams, NCI colleagues in various teams.
BACKGROUND:	<p>The Church of England is on a journey to continually improve its safeguarding practices. The 2020 report by IICSA on the Anglican Church highlighted some of failures in respect of child sexual abuse and, more broadly, the challenges facing the Church to get safeguarding right.</p> <p>The Church's aspiration is that safeguarding is not experienced and approached as a matter of administrative compliance. Rather, it should be what the Church is – something that flows from its core beliefs and values, part of its DNA. The Church has made important and positive strides over recent years. But there is still much to be done to keep children and vulnerable adults safe, and to promote their well-being.</p> <p>The Church is a complex collection of different bodies. The majority of safeguarding work is carried out locally within the 42 dioceses and 42 cathedrals in England. This work is supported by a central National Safeguarding Team (NST).</p> <p>Every diocese employs at least one Diocesan Safeguarding Adviser (DSA). DSAs take the lead on safeguarding matters for the diocese – in particular, the investigation of allegations of abuse by Church Officers. Some cathedrals employ a Cathedral Safeguarding Adviser (CSA) or have an agreement with their diocese for the DSA or Assistant DSA (or equivalent) to take the lead on safeguarding operational matters. As well as a DSA, many dioceses employ or commission safeguarding trainers.</p>

The Church of England has accepted the recommendations made by IICSA; and Recommendations 1 and 8 were grouped together in one project, in which we will also be piloting a regional model and establishing a quality assurance framework with a set of national safeguarding standards. This role will be part of the project team implementing these changes in pilot dioceses and cathedrals to begin with, and subsequently the rollout of the approved model.

Recommendation 1 requires the creation of a new role of Diocesan Safeguarding Officer (DSO) which will replace the role of DSA. The DSO role will have enhanced responsibility and, whilst continuing to be employed locally by a diocese (or cathedral in the case of CSAs), will be professionally supervised and quality assured by the NST. Recommendation 8 is that the Church continues to have regular independent external auditing.

For this project, the church will first be co-designing and piloting the changes with a group of Pathfinder dioceses and cathedrals over an 18-month period. The approved model will then be rolled out nationally over another 18-month period.

JOB SUMMARY:

The purpose of this role is to manage and lead on all aspects of change activity for this project. The role will be creating and implementing change management strategies and plans that maximise user adoption and minimise resistance. This will include changes to roles, organisational design, policies, business processes, and legislation. The role will be responsible for assessing impact and change readiness, communications, benefits mapping and realisation, and the continuous alignment of the project's objectives with organisational strategies and goals.

MAIN DUTIES AND RESPONSIBILITIES:

Change Management

- Managing and leading on all aspects of change activity for the project, ensuring change readiness and successful delivery of key objectives on time and within budget.
- Ensuring the interests of the Project Sponsors, including the Archbishops' Council, are met by the project
- Obtaining an understanding of the management structures, politics and culture of the organisation, and managing change within this.
- Assessing business change readiness for this project across the Church
- Developing and owning a change management framework and strategy
- Developing the stakeholder engagement strategy, including:
 - Governance
 - Stakeholder Analysis & Engagement Toolkit (type, means and frequency for each stakeholder group)
 - Communications Plan (type, key messages, and frequency of communication for each stakeholder group)
 - Plan for managing resistance to change (internally and externally, including senior leaders)
 - Plan and lay out the user adoption model
 - Help the project manager to identify and analyse risks, and prepare for risk mitigation with regards to stakeholder engagement

- Undertaking a Training Needs Analysis to identify the skillset gaps and propose a plan and activities to address these; including planning and delivering Business As Usual (BAU) training.
- Business process modelling and re-design
- Prepare affected areas for transition to new ways of working
- Working with the project manager to ensure that the work of the project covers the necessary aspects required to deliver the outputs and outcomes that will lead to operational benefits
- Take the lead on transition management, ensuring that business as usual is maintained during the transition and the changes are effectively integrated.
- Act as a coach for senior leaders and executives to help them fulfil the role of change sponsors. Direct support and coaching may also be provided to all levels of managers and supervisors as they help their direct reports through transitions.

Benefits Realisation

- Design, lead and manage benefits realisation for the project and ensure that continued accrual of benefits can be achieved and measured after the project has been completed.
- Establish and implement the mechanisms by which benefits can be delivered and measured, including a benefits realisation framework and plan.
- Work with the project manager to identify workstreams that will contribute to realising benefits and achieving outcomes.
- Optimise the timing of the release of project deliverables into operations.

Reporting

- Report the progress at regular intervals to the relevant Church bodies as well as to the Project Board, Programme Board and/or Programme Director

The main duties and responsibilities of your post are outlined in your job description. This list is not exhaustive and is intended to reflect your main tasks and areas of work. Changes may occur over time and you will be expected to agree any reasonable changes to your job description that are commensurate with your banding and in line with the general nature of your post. You will be consulted about any changes to your job description before these are implemented.

PERSON SPECIFICATION:

Qualifications/Education

- Educated to degree level in a relevant field (e.g. social science, business management,) or relevant and demonstrable work experience that enables demonstrating analytical skills and an understanding of managing people, operations, data, information systems, finance, policy and strategy.
- Formal qualification in Change Management e.g. CCMP or equivalent certification
- at least 3 years' experience in a change management role

Knowledge and Experience

- A robust understanding of and compliance with the industry standard Change Management Framework and best practice
- Demonstrable knowledge of relevant management and business change techniques such as business process modelling and re-engineering

- Extensive experience of leading, delivering and managing change via significant projects with demonstrable impact on the organisation
- Knowledge and application of Business Analysis Framework and techniques such as process modelling, root cause analysis, use case models, change control and traceability management
- Experience of working with and to project and programme management processes
- Experience of reporting to senior leadership and governance.
- Experience of leading communications and internal and external stakeholder management in a context of internal and public scrutiny
- Proven track record of proactively delivering successful results in transformation projects
- Experience of working within matrix management structures
- Experience of working in multi-disciplinary teams in a complex environment
- Experience of change management within complex governance systems

Skills/aptitudes

- Ability to build relationships, trust and credibility with a wide range of diverse stakeholders, including senior leaders within the NCIs and across the dioceses and cathedrals.
- Effective communication skills to sell the project vision to and secure commitment from stakeholders at all levels
- Excellent written and verbal communication skills including ability to clearly and credibly communicate technical concepts to both technical and non-technical audiences
- Ability to adapt and take a pragmatic approach in order to obtain an effective outcome
- Good analytical skills, attention to detail and ability to process difficult/complex information
- Strong critical-thinking skills with a proactive, solution-focused approach
- Ability to be rational, objective and unbiased when making decisions and taking action
- Strong leadership and influencing skills

Personal attributes

- Confidence to work with senior people at a national level, including senior Church leaders and other stakeholders
- Willing to challenge others constructively and to be self-reflexive, welcoming feedback.
- In sympathy with the aims of the Church of England

Desirable

- Certification in Business Analysis and/or at least 2 years' experience in a business analysis role
- Understanding of the structures of the Church of England and sympathy with its work and aims
- Experience working for the Church of England, for Christian Charities, in the public or charity sectors.
- Previous experience of a similar role in the Safeguarding context and/or in a faith setting

GENERAL INFORMATION:

Who we are and our values

We in the National Church Institutions support the mission and ministries of the Church locally and throughout England. We work together in our teams, with those who serve in Parishes, Dioceses, Schools and other ministries and with our partners at a national and international level.

We have developed our NCI 'people' values which are below, and we work with these regardless of whether we are of Christian faith, another faith or no faith;

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|---|---|
| Excellence:
we take pride
in doing a
good job | <ul style="list-style-type: none">• Understand the needs and expectations of those we serve and support• Take personal responsibility for solving problems and learn from what we do• Support what works but be open to and welcome change where it's needed |
| Respect:
we treat
everyone
with dignity | <ul style="list-style-type: none">• Work with others to get the best Result for those we serve and support• Value people for who they are and embrace our differences• Listen and learn from each other, regardless of who or what we are• Set clear, realistic and fair expectations• Recognise achievement and support each other |
| Integrity: we
are
trustworthy | <ul style="list-style-type: none">• Do what we have said we will do• Take accountability for what we do• Be open and straightforward with ourselves and others• Celebrate behaviours that support our values and challenge those that don't |

Our training, policies, procedures and practices are all intended to support behaviours in line with our values and we expect all staff to uphold these.

Diversity

Our aim is for everyone in the NCIs to feel that they belong, and are valued for who they are and what they contribute.

We understand the benefits of employing individuals from a range of backgrounds, with diverse cultures and talents. We aim to create a workforce that:

- values difference in others and respects the dignity and worth of each individual
- reflects the diversity of the nation that the Church of England exists to serve
- fosters a climate of creativity, tolerance and diversity that will help all staff to develop to their full potential.

We are committed to being an equal opportunities employer and to ensuring that everyone, job applicants, customers and other people with whom we deal, are treated fairly and not subject to discrimination. We will do whatever is necessary to provide genuine equality of opportunity. We continuously review our policies and processes to support our aim to create a workforce as diverse as the nation the Church of England serves.

As a Disability Confident Leader, we actively look to attract, recruit and retain those of you who are disabled.

As a member of the Armed Forces Covenant, we welcome applications from those of you who have served in our Armed Forces and their families.

Standards of Behaviour and Conduct

Staff are expected to act at all times with due consideration for others and in a manner befitting their position as employees of the Church and as professionals, whatever their job.

Health and Safety Responsibilities

The NCIs take Health and Safety at work very seriously and require their staff to familiarise themselves with, and follow, their policy.

Confidentiality

Staff must not pass on to unauthorised persons, any information obtained in the course of their duties without the permission of their Head of Department.

TERMS OF EMPLOYMENT:

Starting Salary: Salary of £60,000 per annum.

Pension Contributions: Non-clergy staff will be automatically enrolled in the Church Administrators Pension Fund (CAPF, DC Section) unless they choose to opt out. Clergy already in the Church of England Funded Pensions Scheme (CEFPS) will have the option of either remaining in this scheme or joining the CAPF scheme.

The National Church Institutions have an income protection insurance arrangement. To be eligible for cover under this policy an employee must be a member of the CAPF DC section. Please note that insurance cover is not necessarily automatic and that underwriting may be required by the schemes in some instances. Cover will be subject to any terms and conditions laid down by the insurance company.

Hours of Duty: Normal hours of work are 35 per week, Monday to Friday with an hour's unpaid break for lunch.

Annual Leave: 25 days paid leave per leave year. This is exclusive of public holidays and additional holidays approved by your employer.

Season Ticket Loan: Staff are eligible to apply for an interest-free travel season ticket loan for their journey to and from work.

Contract: The post is offered on fixed term contract until the end of December 2025, subject to a three-month probationary period.

Date: 11 May 2022