

THE CATHEDRAL CHURCH OF ST MARY THE VIRGIN AND ST ETHELBERT IN HEREFORD

From
The Dean of Hereford
The Very Reverend Michael Tavinor



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Hereford Cathedral: Post of Administrator

Thank you for your interest in the post of Administrator at Hereford Cathedral. Appended to this letter is a detailed application pack which contains the following information:

1. General information about the Cathedral and post
2. Organisation and Management
3. Job Description
4. Person Specification
5. Terms and Conditions
6. Welcome booklet (separate document)

The closing date for applications is 27 January 2012. Applicants should submit a Curriculum Vitae, together with a covering letter explaining what strengths they may bring to the post, and should send it to: The Very Revd Michael Tavinor, Cathedral Office, 5 College Cloisters, Hereford HR1 2NG.

Applications should include full details of two referees, including telephone numbers. Candidates who would like to have an informal discussion before applying should feel free to speak to the Dean or a member of Chapter. The key contact is Mrs Christine Davies, Dean's PA, (tel 01432 374206) in the first instance.

Shortlisting will take place on 3 February 2012. Interviews will be held on 23/24 February 2012.

Shortlisted candidates will be sent copies of the Constitution and Statutes with the Annual Accounts.

With all good wishes

A handwritten signature in black ink that reads 'Michael Tavinor'.

GENERAL INFORMATION FOR CANDIDATES

a. The Cathedral and its traditions

Hereford Cathedral has a long and interesting history as one of the earliest to be founded, and is proud of its tradition and situation at the heart of a rural county and diocese.

The Cathedral itself dates back to Norman times and has examples of all periods of architecture. As mother church of the diocese of Hereford (which includes South Shropshire and parts of Powys) it is the chief place of worship and is used by thousands each year for prayer and worship. It is also a much visited tourist attraction, not least because of the famous *Mappa Mundi* and Chained Library and the exhibition associated with them. Hereford is proud of its long music tradition, expressed both in its choir and in the triennial Three Choirs Festival (to be hosted by Hereford in July 2012).

The Cathedral is, first and foremost, a Christian church; and we hope that this ethos is interpreted in a generous and creative way. We seek to celebrate our faith through worship, pastoral care, music, art and education. The Cathedral is also a place of welcome and hospitality to visitors and pilgrims alike, and our Shop and Café and the tours we offer are all important aspects of this part of our ministry.

b. The Cathedral's Mission Statement

To proclaim Jesus Christ as Good News in the world today and to inspire faith and encourage hope in all who come to us through prayer and worship, music and art, teaching and listening, Christian service and hospitality, and the beauty and history of this sacred place.

We seek to enable this through:

- É Extending an open welcome
- É Enabling prayer, both for the faithful and for those whose faith is known only to God.
- É Offering a richness of worship
- É Listening to those in need
- É Contributing to the needs of people at home and abroad
- É Encouraging education
- É Using the beauty and history of this building as a focus for pilgrimage

We believe that this cathedral is a house of God ó a holy place ó a sacred space

An Inclusive Church Welcoming All

c. Priorities and strategy

We have recently come to the end of a major and multi-million pound project to refurbish completely the Cathedral Close, making it an area of the highest quality in the heart of our city and reclaiming it as a place of peace and tranquillity. This project has stretched our resources to the limit for the past two years and has been a major learning experience for us all! We now have to learn to use the Close to best advantage and see the next year as one of 'taking stock' and, as a community, of discerning new directions and strategy. Having said that, there are already large and exciting projects in the pipeline including a complete relighting of the interior of the cathedral, new seating and new heating.

One of our chief concerns and aspirations is to develop our income potential and to find ways of dealing with an ongoing deficit in the General Fund. We have set up a major review of our present income potential and are gradually implementing its recommendations but we recognise that there is still much to be done in this endeavour.

Much work has been done to maintain the cathedral fabric over the past 20 years, but there is still much to be done, not least the renewal of large areas of lead roofing. Since the mid 1990s, the cathedral has taken advantage of the various *English Heritage* schemes for match-funding of major projects and all the main areas of stonework repair have been tackled. Our fundraising for this has been spearheaded by Hereford Cathedral Perpetual Trust, which has since 1995 raised or enabled over eight million pounds for the purpose of supporting the cathedral fabric and music. One key priority is to find ways of working in closer co-operation with the Perpetual Trust and our other funding bodies.

The Chapter has maintained the principle that all specific projects on the cathedral itself should be funded separately from the cathedral's core revenue budget wherever possible. In the past few years, however, Chapter has made strenuous efforts to ensure that Chapter properties are refurbished and much of this has, of necessity, been a major demand on the cathedral's General Fund.

Future fabric priorities include work on the lead work of the cathedral roofs and the continuation of our policy of keeping cathedral properties in good repair.

d. The Post of Administrator at Hereford Cathedral

The post of Administrator will fall vacant on the retirement of the present holder, Mr Steve Kent. Mr Kent came to us in 2004 as Head of Finance, working alongside Lt Col Andrew Eames, who had been Administrator and Chapter Clerk since 1995. With the major development of the Cathedral Close, Lt Col Eames handed over to Mr Kent the duties of Administrator, while continuing as Chapter Clerk and Chair of the Close Development Project. Mr Kent has thus carried both the Administration and Finance portfolios since April 2009.

We hope that the new person appointed will be able to start on 1 June 2012. There will be a handover period, ending 30 June 2012, thus enabling the 2011 accounts to be signed off, and allowing Mr Kent to supervise operations for the Three Choirs Festival during July 2012 – a major undertaking, and to allow the new administrator to experience the Three Choirs Festival and all its complexities. At the end of July 2012, Lt Col Eames, the present Chapter Clerk, will retire and the new administrator will take on both posts of Administrator and Chapter Clerk. The job specification will show that, while not necessarily looking for an accountant or finance specialist as Administrator, we do need a person with considerable skills in managing resources. At present, we are looking at the future staffing of our finance department. Various options are open to us, and we hope that the new Administrator will play a key role in guiding us through this process, so that we shape a new finance operation suitable for the cathedral's needs and with which he or she is comfortable.

The Cathedral Constitution (section 15) provides for the appointment of an Administrator:

There shall be an Administrator of the Cathedral who shall be appointed by the Chapter on such terms in respect of tenure, remuneration, duties and otherwise as the Chapter may determine. The Administrator shall be secretary to the Council and Chapter Clerk and his/her duties shall include:

- (i) Effective administration of the cathedral, including its office, finance and other departments;
- (ii) Supervision of its paid servants and volunteers as shall from time to time be determined by the Chapter;
- (iii) Maintenance of proper records of income and expenditure, assets and liabilities of the cathedral

e. Cathedral Management

The Cathedrals Measure 1999 established a new corporate body in respect of a Cathedral comprising the Cathedral Council, the College of Canons and the Chapter.

The role of the Cathedral Council

Whilst the members of the Council, appointed in accordance with the Constitution of each cathedral, form part of the body corporate of the cathedral, they are not responsible for managing the cathedral and its assets. They receive and consider the annual report and audited accounts, and may request reports from the Chapter on any matter concerning the cathedral and have an important role in advising and supporting the Chapter as it carries out its work. Council members have skills, experience and contacts which can all be used to further the cathedral's mission and ministry; internally by assisting the Chapter in managing the cathedral's affairs efficiently, and externally by using networking opportunities to develop contacts that will benefit the cathedral, whether by extending understanding of and interpreting the cathedral's role or by drawing in support and lobbying on behalf of the cathedral.

The College of Canons

The College of Canons consists of the Prebendaries (senior clergy of the diocese) and lay canons appointed in accordance with the Constitution. Its members form part of the cathedral's body corporate, but they are not responsible for managing the cathedral and its assets. They too receive and consider the annual report and audited accounts, and have a role in advising and supporting the Chapter as it carries out its work. College members use their skills, experience and contacts to further the cathedral's mission and ministry; internally by advising the Chapter when asked to do so, and externally by extending understanding of and interpreting the cathedral's role in the diocese and by lobbying on behalf of the cathedral.

The Chapter

The Chapter directs and oversees the administration and affairs of the cathedral. In addition to ordering the worship and promoting the mission of the cathedral, this also includes looking after the corporate property of the cathedral. The Chapter controls the corporate property and directs the affairs of the corporation - it is the body that governs the cathedral generally and which decides whether the cathedral (*ie* the corporate body of the cathedral) should enter into a contract or other legal agreement. It sets policy, direction and key objectives, approves strategy and the annual budget, monitors performance and oversees all cathedral activities, as well as being responsible for all key personnel. The Chapter is chaired by the Dean. The two Residentiary Canons (Precentor and Chancellor) are members of Chapter, together with up to three Lay Canons. The Cathedral Chaplain (the Reverend Prebendary Kay Garlick QHC) is not a Residentiary Canon and attends Chapter by invitation. The Administrator is not a member of Chapter, but attends all meetings and contributes to discussion.

The members of Chapter are:

The Dean	The Very Revd Michael Tavinor
The Canon Precentor	The Revd Canon Andrew Piper
The Canon Chancellor	The Revd Canon Christopher Pullin
Canon Sandy Elliott	A retired art teacher with a brief for supporting and developing the cathedral's education and art potential
Canon Richard Price	A retired solicitor with a brief for supporting and developing the cathedral's marketing and commercial potential
In attendance:	The Administrator and the Cathedral Chaplain.

The Cathedral's Finance Committee is an advisory body. It considers the annual budget and monthly management accounts and advises Chapter in its responsibilities for financial and investment management. The Chair of the Finance Committee is Canon Lawrence Banks, a Lay Canon Emeritus of the Cathedral.

The Fabric Advisory Committee is a statutory body, advising the Chapter on all matters relating to the development and care of the cathedral fabric. It functions in accordance with the Care of Cathedrals Measure 2011, which allows some powers of 'planning' approval to be delegated to it by the Cathedrals Fabric Commission for England. The Chair of the FAC is Mr Robert Chitham.

Cathedral Lay Staff

The Administrator heads up the commercial, finance and administrative departments:

Christine Davies	PA to the Dean and Office Manager
Julie Ancomb	Administrative Assistant
Sally Hodge	Accounts Manager
Josie Owen	Retail Manager
Melanie Davies	Communications, Visits and Volunteers Co-ordinator.
Dominic Harbour	Commercial Development Manager
Lynda Wilshaw	Catering supervisor
June Harding	Café supervisor

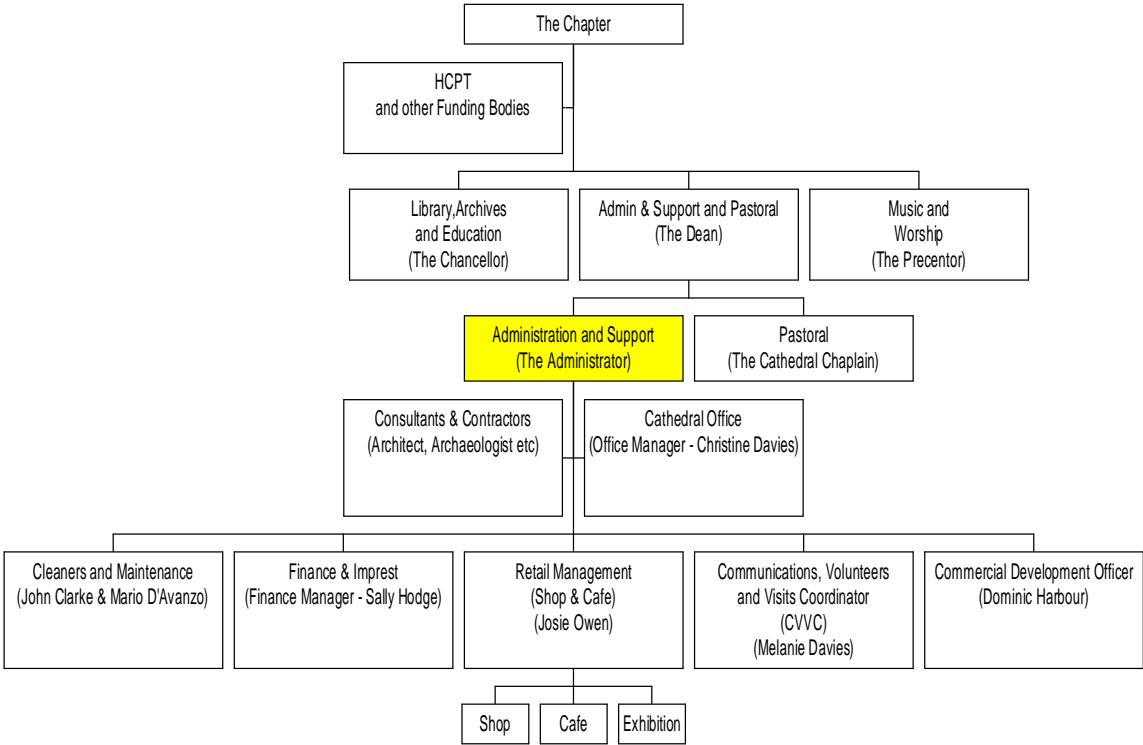
Consultants

The Administrator has a close working relationship with:

Robert Kilgour	Cathedral Architect
Richard Morriss	Cathedral Archaeologist
Adrian Stenning	Quantity Surveyor

Cathedral Structure

The diagram below shows other lines of management and the overall structure of the cathedral team:



JOB DESCRIPTION

Job Title: Administrator

Reporting to: The Cathedral Chapter

Line Manager: The Dean

Main purpose of job:

- To assist Chapter in fulfilling their mission and objectives, and to ensure that appropriate information and guidance is received by them.
- To be responsible to Chapter for the administration of the cathedral within the strategic and financial framework approved by them.
- To be responsible to Chapter for the efficient implementation of policy objectives or decisions set or made by them.
- To be responsible to Chapter for all such administrative, financial, commercial, planning and personnel matters as may from time to time be decided by them, relating to the cathedral's day-to-day management, its commercial life, its buildings and properties, its departments, its employees and its volunteers.
- To be responsible to the Chapter for all personnel matters - the motivation, well-being and efficiency of staff, in association with Chapter Line Managers.

Key tasks:

Strategic and operational framework

- To contribute to the development of strategy and to play a key role in the Chapter's forward planning.
- To report to all Chapter meetings and to act as Chapter Clerk.
- For all Meetings when acting as either Clerk or Secretary, to prepare agendas, take and prepare Minutes, action decisions and deal with all attendant correspondence.
- To have custody of the Common Seal, contracts, leases, agreements, deeds and other records (when these are not held by our solicitors) and to monitor Cathedral muniments, keys, silver and plate.
- To be in attendance, as Clerk, at the Cathedral Council, the College of Canons, the Fabric Advisory Committee, the Cathedral Finance Committee and such other committees as shall be necessary.
- To be head of the Cathedral Office, with responsibility for the administration of the cathedral.
- To be responsible for ensuring that the cathedral complies with legal and regulatory requirements, and to advise on best practice.
- To keep under regular review the cathedral's risk assessment policy.
- To speak for the Chapter as a senior colleague, and to advise and support.
- To carry out such ceremonial duties as Chapter may decide.
- To maintain active membership of the Cathedrals Administration and Finance Association and the Association of English Cathedrals.

Finance

- To present to Chapter an annual budget for approval.
- To work with Chapter, its committees and heads of departments on delivery against the agreed targets and budgets.
- To provide Chapter with information and advice so that it can ensure the financial well-being of the Cathedral.
- To be responsible for ensuring that all internal and external audits are made and that budgetary control is maintained.
- To be responsible for providing an appropriate system for financial management and reporting to Chapter on a monthly basis.
- To manage the Cathedral's insurances.
- To maintain close links with and be the Chapter's key point of contact with the auditors.
- To liaise with investment brokers.
- To manage the Cathedral employees pension scheme.

Buildings and property

- To be responsible for the maintenance of the Cathedral's fabric, properties and estate, the conservation of treasures and the inventory.
- To manage the letting, rent collection and maintenance of all Cathedral property.
- To be responsible for proper energy management.
- To be responsible for cathedral security and the general presentation and cleanliness of the cathedral and grounds.
- To maintain close links and be Chapter's key point of contact with the Cathedral Architect and to oversee major projects.
- To work with Chapter in the regular review, implementation and updating of key documents.

- To review regularly and update the cathedral's Health and Safety Policy and Fire Risk Assessment Policy, and to be responsible for their appropriate implementation.
- To liaise with contractors working on properties and to manage any repair programme.

Personnel

- To be responsible for ensuring full compliance for all staff and volunteers with Criminal Record Bureau clearance and safeguarding matters.
- To lead on all matters of lay personnel administration.
- To provide operational management for staff for whom the Administrator has executive responsibility.
- To be responsible for the maintenance of staff employment records and the administration of contractual obligations between Chapter and its employees.
- To advise on salary levels and to oversee staff appraisal.
- To ensure that human resources management is maintained at a legal and safe standard.

Commercial life of the Cathedral

- To oversee the retail management of the exhibition, shop and café development to optimise income for the cathedral. To be Company Secretary of Mappa Mundi Ltd, the retail arm of the cathedral.
- To oversee and promote marketing and development strategies, in consultation with the Commercial Development Manager, to maximise the income of the cathedral.
- To be part of the Commercial Group, supporting and developing the cathedral's commercial potential.
- To work closely with Hereford Cathedral Perpetual Trust to maximise fund-raising opportunities and to encourage co-operation between the Trust and Chapter.

Communications

- To ensure good communication with the Mappa Mundi Trust, Hereford Cathedral Perpetual Trust, The Friends of Hereford Cathedral, Cathedral Council, Cathedral Staff and Volunteers, Hereford Cathedral School and the Diocese of Hereford.
- To have oversight of the work of the Communications, Visits & Volunteers Co-ordinator.

Executive role

- To implement the decisions and policy of Chapter through the cathedral's departments.
- To keep under review the management structure of the cathedral; to recommend, and if approved, implement changes and ensure Chapter and all members of staff understand lines of responsibility for management and accountability.
- To be responsible for the accurate and timely return of statistics to the diocese and Archbishops' Council.
- To maintain and develop good links within Hereford and the wider diocese and county.
- To administer the Chapter Charities: The Almshouse Charity of St Ethelbert's Hospital in Hereford and St Katherine's Hospital in Ledbury, and Tomson's Charity.

A note on Hereford Cathedral School

The Cathedral School is now independent of cathedral governance, but the Dean remains as President of the School, and both he and the Precentor are members of the Company which reserves to it the appointment of the school's headmaster. There is a warm and creative relationship between the cathedral and the school and the Administrator works closely with the School's Bursar.

1. PERSON SPECIFICATION

The Administrator will be appointed from applicants who are able to demonstrate the ability to achieve strategic outcomes, deliver strong financial management, develop collaborative relationships, realise funding opportunities, and develop the skills of others, and will:

- Be in sympathy with the values of the Christian faith and show an understanding of the vision and culture of a Cathedral community.
- Have demonstrated an ability to contribute creatively to strategic planning.
- Have demonstrated successful management, financial and commercial skills in a senior management post.
- Have proven experience of writing succinct strategic business plans.
- Have ability to prepare and implement policies and procedures.
- Have excellent people management and leadership skills and encourage collaborative/team working.
- Be a capable and efficient organiser.
- Have excellent communication skills.
- Have good IT skills.
- Be able to command the respect and confidence of Chapter and the confidence, respect and loyalty of those reporting to him/her.

The following would be desirable, but not essential:

- Be willing to take part in the life and worship of the cathedral, its community and the wider community of Hereford and Herefordshire.
- Knowledge of working within a charity or cultural organisation.
- Experience of working with volunteers.
- A full driving licence.

2. TERMS & CONDITIONS

- Post:** Administrator
- Contract:** Permanent/Full Time
- Salary:** £40,000 pa
- Holidays:** 30 working days paid holiday per year to be taken at times to be agreed with the Dean, plus all usual Bank and Public Holidays.
- Hours:** Normal office hours are weekdays 9.00 am ó 5.00pm, but due to the nature of the post, the post holder may be required to be flexible in the normal starting and finishing times to meet operational needs. Further, the post holder may be required to work such additional hours, and from time to time at weekends, without additional pay, as may be necessary for the proper performance of duties, to include ceremonial duties, or as reasonably required by the Chapter.
- Probation:** The post will be subject to a six-month probationary period, during which time either party may give the other one week's written notice.
- Place of work:** The usual place of work is Hereford Cathedral Office.
- Pension:** The non-contributory pension scheme is currently being reviewed. Full details of the revised scheme will be available at interview.
- Medical:** The appointment will be subject to the completion of a Medical Questionnaire and, if required, a medical examination.
- CRB:** The appointment will be subject to satisfactory enhanced clearance from the Criminal Records Bureau.

Equal opportunities

Hereford Cathedral is committed to providing equal opportunities in employment and to avoiding unlawful discrimination in employment. No job applicant or employee should receive less favourable treatment because of their gender, marital or civil partnership status, sexual orientation, colour, race, ethnic origin, religion, disability or age; nor be disadvantaged by any other conditions or requirements which are irrelevant. The cathedral's work environment should be free of harassment and bullying, and everyone should be treated with dignity and respect.