

Candidate Brief

SOUTHWARK ◆ CATHEDRAL ◆

Southwark Cathedral
Chief Financial Officer (CFO)
AAI202

February 2023

Managing Director
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Contents

1. Welcome letter from the Chief Operating Officer
2. About Southwark Cathedral
3. Job Description and Person Specification of the Chief Financial Officer
4. Salary and Benefits
5. Timeline, Application Process and How to Apply
6. Diversity and Inclusion Monitoring

Welcome from the COO

Dear Candidate,

I am delighted that you have expressed an interest in applying to be the new Chief Financial Officer (CFO) at Southwark Cathedral. We hope that you find the information useful in this candidate brief and also on our website: <https://cathedral.southwark.anglican.org/>

Southwark Cathedral has been a place of Christian worship for over 1400 years. Now it stands on the vibrant and exciting regenerated south bank of the Thames surrounded by cultural venues such as Tate Modern, Shakespeare's Globe and Borough Market, the offices of major companies as well as schools and diverse residential communities. It is an inclusive and diverse Christian community that offers a welcome to all.

We are looking for an experienced, proactive and talented CFO to help the Cathedral achieve its vision and calling. The post holder will be part of the senior management team, working together with me, clergy and Cathedral staff under the oversight of Chapter, to develop and deliver the Chapter's vision for the life of the Cathedral.

This is a role that requires creative and ambitious thinking as well as the delivery to non-financial colleagues of sound financial advice and a balanced approach to risk.

In particular, the CFO will shape and lead the Cathedral's financial strategy planning, providing strategic and commercial support to me, the Head of Property, and the Cathedral's commercial trading arm, Southwark Cathedral Enterprises Limited. They will oversee the financial management of the Cathedral's operational, business and investment interests, and support and contribute to the Cathedral's financial asset investment strategy to enhance its capital and assets.

This is a new role for the Cathedral following the implementation of the Cathedrals Measure 2021. If this is an opportunity that appeals to you, and you have the skills set out in the job description and key responsibilities section in this candidate brief, we would very much like to hear from you.

For a confidential conversation with our recruitment partners, Thewlis Graham Associates, please contact Sarah Thewlis, Managing Director on 0207 850 4781 or email applications@thewlisgraham.com. Sarah will be happy to discuss this opportunity with you and answer any questions you may have.

Yours sincerely,

Justine Horseman Sewell
Chief Operating Officer

2. About Southwark Cathedral

The Cathedral and Collegiate Church of St Saviour and St Mary Overie, Southwark

Brief History

A church has stood on the site of Southwark Cathedral for over 1,000 years. Said to have been founded by St Swithun, it later became an Augustinian Priory under the Normans. It had the distinction of being the first 'gothic' church to be built in London and much of that early work can still be seen in the choir and retro-choir of the present church. Following the Reformation, the church was neglected but was revitalised during the nineteenth century when the nave was rebuilt. In recent years it has been beautifully restored and enhanced. It became the Cathedral of the newly formed Southwark Diocese in 1905. Just as the original Augustinian friary was, the Cathedral remains committed to the values of welcome, hospitality, inclusion, and compassion. Many famous names have been linked with the church - St. Thomas a Becket, Geoffrey Chaucer and his friend John Gower, Bishop Lancelot Andrewes, William Shakespeare and his brother Edmund, John Harvard, founder of the American University, and Charles Dickens.

Mission Statement

An inclusive Christian community, growing in orthodox faith and radical love

The marks of our community are:

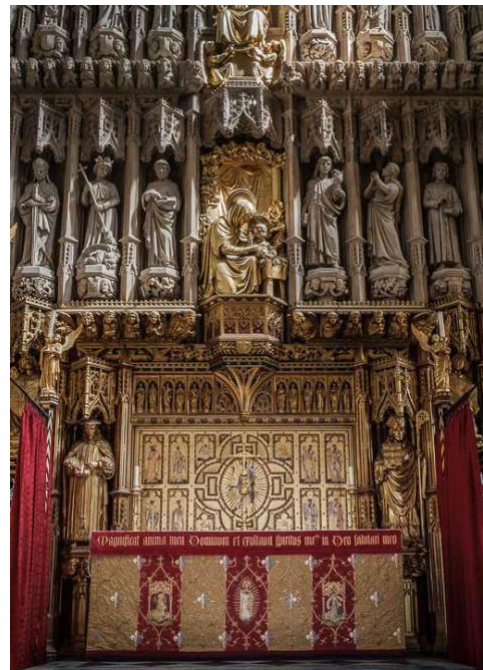
- Confidence in God and the Gospel
- Passion for those on the edge of society
- Engagement in vibrant theology and teaching
- Prayerful service of our Bishop and Diocese
- Love for London and the world

Our rule of life is centred on a commitment to:

- **Worship**
- **Study**
- **Service**

And above all

- **To the Living God we know in Jesus Christ**



Site

The Cathedral is situated on the south bank of the Thames adjacent to London Bridge and is also a Parish Church. Although only a relatively small number of people are actually resident in the parish, which comprises large commercial offices, two hospitals, the Cathedral Primary School and the Borough Market, the normal Sunday morning congregation is a broad mix of local parishioners and visitors from all over the world. Sunday Evensong is Choral in the Anglican Tradition. As of 1st November 2022, the Cathedral became a registered charity under the auspices of the Charity Commission, as required by the 2021 Cathedral Measure.

The Cathedral Parish

The Cathedral is the parish church to the surrounding area comprising the Borough Market, offices and some residential accommodation, and encompasses the area between the River Thames and Union Street and from the edge of the Tate Modern site to Hay's Galleria. The Cathedral is actively involved in the community through provision of pastoral care and in assisting the community to respond to and benefit from its changing environment.

The Cathedral has a large and diverse congregation some of whom live in the parish but many more travel from all over London and some from the Home Counties to worship here.

Staffing

The Cathedral is staffed by a clergy team comprising the Dean, five Residentiary Canons and a Succentor.

There is also a lay staff of 27 organised into the Cathedral's Liturgy, Music, Property and Site Management, Administration, Finance, Fundraising, Visitor Experience and Heritage, and Education teams, as well as a team who work for the Cathedral's trading subsidiary company Southwark Cathedral Enterprises Limited (supporting catering, retail and the Cathedral's conference and events business).

In addition to these staff members, a number of voluntary committees help with the running and governance of the Cathedral. The Cathedral's Chapter.

A Working Cathedral

Apart from the normal pattern of daily services, and deanery and diocesan services, the Cathedral is in demand for special services and events of many kinds including memorials, celebrations, school and college services, and presentation and degree ceremonies. It regularly hosts conferences, seminars, and exhibitions. There are weekly organ recitals and concerts.

The local area, Bankside, has undergone tremendous change with the opening of the Globe Theatre, the Tate Modern, the Millennium Footbridge as well as numerous other redevelopments including The Shard and Borough Market. The property portfolio includes the iconic Deanery, and Director of Music's house next to the Globe, clergy housing, staff

accommodation, general housing, commercial office premises and conference and educational facilities, as well as the Cathedral itself. There are a number of capital projects in progress and new developments to be undertaken. It is expected that the post-holder will assist the COO in generating income from the property portfolio to enable greater contribution to the Cathedral's annual budget.

In addition, there are local schemes in which the Cathedral needs to be represented and involved including: Colechurch House redevelopment, Vinegar Yard and the Minerva House re-development for which the post-holder will be one of the points of contact with the developer and construction company on the planning and build phases of this project.

The Millennium Buildings

The Cathedral's Millennium Buildings were opened by Nelson Mandela in 2001. The facilities include a cafe, Cathedral Shop, six conference rooms and the Garry Weston Library. These buildings provide many of the facilities used by the Cathedral's trading subsidiary, Southwark Cathedral Enterprises Ltd, whose profits provide a critical element in the funding of the Cathedral's work and mission.

The Dean's Annual Report

Our annual review sets out in detail the rich and varied nature of the life and work of this Cathedral Church. You can see all the Annual Reports and Accounts [here](#).

Specifically you can see the Dean's Report for 2022 [here](#). (NB this report is available from the microsite only however you can view this from the page link above).



3. Job Description and Person Specification of the Chief Financial Officer

Job Description

- Job Title:** Chief Financial Officer (CFO)
- Reports to:** Chief Operating Officer (COO)
- Responsible for:** Finance Department (Financial Controller, Finance Officer)
- Key Relationships:** COO, Finance Department, Head of Property, Heads of Departments, Finance Committee and Audit & Risk Committee, Board of Southwark Cathedral Enterprises Limited
- Start date:** New role and immediately vacant
- Salary:** £70,000 per annum
- Hours of work:** [35] hours per week (excluding lunch breaks). Some flexibility will be required to allow attendance at evening meetings and events. Part time may be considered.

Role Purpose

This is a new role for the Cathedral following the implementation of the Cathedrals Measure 2021. The Measure means that the Cathedral will shortly be registered as a charity and fall under the regulation of the Charity Commission. The members of its board – its Chapter – comprise ordained and lay members who will become charity trustees at the point of registration. We are looking for an experienced, proactive and talented CFO to help the Cathedral achieve its vision and calling. The post holder will be part of the senior management team, working together with the COO, clergy and staff under the oversight of Chapter, to develop and deliver the Chapter's vision for the life of the Cathedral. The CFO will lead and manage the finance department of the Cathedral, working closely with the Financial Controller, other senior managers, heads of departments, external advisers and Chapter Members to enable the Cathedral administration to deliver its tasks in line with the vision, values, and aims of the Cathedral. This is a role that requires creative and ambitious thinking as well as the delivery to non-financial colleagues of sound financial advice and a balanced approach to risk.

In particular, the CFO will shape and lead the Cathedral's financial strategy planning, providing strategic and commercial support to the Chief Operating Officer, Head of Property, and the Cathedral's commercial trading arm, Southwark Cathedral Enterprises Limited. They will oversee the financial management of the Cathedral's operational, business and investment interests, and support and contribute to the Cathedral's financial asset investment strategy to enhance its capital and assets.

Duties and Responsibilities

Leadership

- Work with the Senior Management Team, COO and Chair of the Finance Committee to shape, develop and execute the financial strategy to inform and support the Cathedral's plans, vision and mission
- Work with Chapter and the Chair of the Finance Committee on strategic financial planning to ensure appropriate oversight of financial decision making
- Lead and drive an appropriate approach to risk in order to balance the need for diligent and rigorous financial and commercial management as well as an appetite for growth and investment
- As a senior leader, work as part of the senior management team to shape and promote an open, transparent, collaborative and inclusive culture
- Work with the COO and board of Southwark Cathedral Enterprises Limited to produce recommendations to help the company develop, scope new business possibilities and produce financial projections
- Identify new streams of income for the Cathedral and work with the COO to realise them
- With the COO work to identify new partnership opportunities and undertake appropriate due diligence on them
- Lead and drive a strategic approach to departmental financial planning so as to support the Financial Controller in the preparation of annual budgets
- Contribute to a regularly reviewed and updated strategy for the financial assets of the Cathedral, with a short, medium and long-term plan, support the ongoing evaluation and implementation of the Cathedral investment strategy
- Develop relationships with external auditors to ensure efficient and rigorous financial reporting controls and oversight

Management

- Lead the work and staff of the Finance Department of the Cathedral
- Be a board member of the Cathedral's trading subsidiary Southwark Cathedral Enterprises Limited if required
- Ensure that relevant, timely and digestible monthly management information is appropriately produced and shared to ensure effective management and accountability
- Oversee the preparation of management and statutory accounts, including liaising with auditors and ensuring the Finance Department's full compliance with internal and statutory standards
- Oversee the work of the Financial Controller in managing and monitoring all department budgets, income and expenditure
- With the Financial Controller, maintain and review systems and controls, including those for electronic banking, Direct Debit collections, and BACS payments to ensure that financial risks are appropriately managed
- Take overall responsibility for the Cathedral's cash flow to ensure that appropriate cash balances are held to meet financial commitments

Reporting and Communication

- Ensure high quality reporting on all finance and commercial related matters, to deliver an effective and strategic impact at senior level within the Cathedral
- Together with the COO and Financial Controller, drive and lead on producing information, KPIs, MI and data to share with Chapter, the finance committee and others
- Produce and support effective and clear communication about the Cathedral's financial affairs to various stakeholders
- Be a key contact for the Cathedral's Investment fund managers and external auditors

Continuous Improvement

- Drive and develop the Cathedral's financial policies, processes, systems and output
- Guide and implement improvements to finance systems and processes to optimise efficiency and enhance the quality of financial reporting, and take responsibility for ensuring that the financial systems, policies, procedures and practices are fit for purpose
- Maintain an awareness and knowledge of current financial regulation and legislative changes as well as identifying and sharing new and emerging changes or risks.
- Ensure that the highest standards of professional performance are maintained, lead mentoring and development of the Finance Department, participate in performance review and appraisal arrangements, continue professional development

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 salary 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.

<p>Person Specification</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Educated to Degree Level or equivalent • CCAB/CIMA/ACCA Accountancy Qualification
<p>Knowledge/Experience</p> <ul style="list-style-type: none"> • Experience of working at a senior level within a strategic role • Experience in compliance, governance and internal control • A proven track record of growing businesses and taking measured risks • Experience of leading and managing a finance function including staff management and development • Knowledge and understanding of charity finance • Demonstrable experience of managing relationships and influencing stakeholders • A proven track record of handling complex financial issues legally, confidently and successfully • Excellent IT Skills – particularly Excel analysis skills • Experience of working with a significant asset/property portfolio • Capable of ensuring that IT systems, both financial and those related to other data and processes, are used to their maximum benefit • Understanding of Church of England structures and finances • Experience of working in the not-for-profit sector
<p>Skills/Aptitudes</p> <ul style="list-style-type: none"> • Commercial acumen and ability to negotiate in complex counterpart negotiations • Excellent communication, influencing and negotiation skills with the ability to deliver succinct oral and written output • Ability to communicate and explain financial terms and concepts to non-financial stakeholders • Ability to form and maintain relationships both internally and in partnership with varied stakeholders • Ability to think laterally and creatively to find solutions and resolve problems maintaining focus on achieving strategic aims • Ability to work collaboratively, as part of a team • Ability to show initiative and set vision for the team
<p>Personal Attributes</p> <ul style="list-style-type: none"> • Innovative and imaginative in approach to strategic thinking • Able to balance risk with identifying and developing new opportunities in an appropriate way • Structured and analytical thinking • Effective and collaborative team member and team leader • Well organised and able to prioritise a changing workload • Professional, calm and approachable

- Someone who respects colleagues irrespective of their position or background
- Demonstrates empathy for the vision, mission and values of Southwark Cathedral
- Willing to work flexibly including occasional evening and weekend work

This post is open to candidates who are in sympathy with the aims and objectives of the Christian Church and the Anglican tradition. The Cathedral encourages equal opportunities.

4. Salary and Benefits

Salary: £70,000 per annum

Working Hours: The working hours shall be 35 per hours as week, exclusive of meal breaks. Some out of hours working will be required to support events and weekend openings and this will be notified in advance. Time off in lieu will be awarded in line with Southwark Cathedral's policy.

Part time may be considered.

Annual Leave: 34 days per annum including statutory bank holidays

Pension: The person appointed will be eligible to join a defined contributions pension scheme managed by the Church Workers Pension Fund. The Cathedral will contribute half of the annual premium of 10% of salary.

Season ticket loan: Once the probationary period has been completed satisfactorily, the person appointed will be eligible to take out a season ticket loan whereby the Cathedral will issue a cheque for the purchase of an annual season ticket and deduct the cost in equal monthly instalments from the salary.



5. Timeline, Application Process and How to apply

Timeline

Dates	Activity
27 February 4pm	Applications close
29 February onwards	Thewlis Graham consultant interviewing of interested candidates
w/c 27 March	Client Interviews

Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Job Description and Person Specification section and the people who best meet these will be invited for interview with Thewlis Graham – this will be online.

Those candidates not invited to interview will be advised by email by mid-March.

Longlisted candidates will be advised by email. After a consultation between Southwark Cathedral and Thewlis Graham Associates a shortlist will be drawn up and shortlisted candidates invited for interview with the client.

How to Apply

To apply for this role, please email in word format to: applications@thewlisgraham.com the following documents quoting reference AA1202: -

1. A comprehensive CV.
2. A letter containing:
 - your reasons as to why you would consider yourself suitable for this role, and why you are interested in the role,
 - your current remunerations details and notice period,
 - and the name, job title, organisation, email address and mobile number of two professional referees. (Please note referees will not be approached without your prior permission.)
 - Please keep the letter to a maximum of three pages in total.

Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Claire Drummond on 020 7850 4781 if you have any queries. If you need this in any other format, please get in touch.

6. Diversity and Inclusion Monitoring

Diversity and Inclusion Monitoring is independent of the recruitment process but please do complete your form as Thewlis Graham Associates is committed to monitoring and analysing diversity and inclusion information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Tracey on: tct@thewlisgraham.com.

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you

