

PRIVATE & CONFIDENTIAL

Candidate Brief



AA1201

The Diocese of Southwark
Diocesan Secretary

January 2023

Managing Director
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Walking ♦ Welcoming ♦ Growing

Welcome from Rt Revd Christopher Chessun Bishop of Southwark



Dear Candidate,

I am delighted you are interested in applying for the role of Diocesan Secretary. I hope this candidate brief gives you all the information you might need regarding the requirements of this role. You can also find more information about us on our website:

<https://southwark.anglican.org/>

The Diocese of Southwark is one of the largest, and most diverse dioceses in the Church of England serving the people of South London and East Surrey. We take joy in the distinctiveness and variety of God's gifts and people. You will find churches that offer welcome, care and dignity in Christ's name to their parishes; chaplains walking along side those in education, hospitals, and prison; and pioneering communities seeking to reach out and serve in new ways. The Diocese ministers to nearly three million people over an area of 317 square miles through its 293 parishes and 105 church schools. Our Southwark Vision <https://southwark.anglican.org/about-us/who-we-are/southwark-vision> is founded on mutual commitment, speaking well of one another across our differences, walking together in the pilgrimage of faith, and seeking to be Christ-centred and outward-focused in all we do.

The Diocesan Secretary (DS) is the lead officer within the Diocesan Executive Structure, working closely with the Diocesan Bishop in advancing the mission of the Diocese and serving the people of South London and East Surrey. The Diocesan Secretary is the Chief Executive Officer of the Diocesan Board of Finance, and the Chief Operating Officer to the Diocese and incorporating the role of Secretary to the Diocesan Synod. These are the core roles which I would like the new Diocesan Secretary to focus on, in a diocese where policy making and resource allocation have been brought together in governance and management structures, and where communication and partnership with our parishes is key. We are seeking a gifted leader to carry on the excellent work of our current Diocesan Secretary, Ruth Martin, who is retiring. She will be continuing with a part time, focussed and two-year time limited role for me, as my lead on Strategic Development, including oversight of property and property strategy, at a time when significant discussions are already underway with the National Church.

The new Diocesan Secretary will bring with them key skills and experience of successful financial and people management, communication, team leadership and teamwork across multidisciplinary teams and collaborative structures. Together with a hands-on approach this experience and skills will be deployed in relationships with diocesan advisers, clergy, parishes, other dioceses and nationally. As Bishop's Lead for Safeguarding, they will work with me in an area where national policies continue to develop.

The Diocesan staff values, also held by the Bishop's senior team are:

- Respect for all
- Transparent accountability
- Collaborative team Working
- Effective stewardship of resources.

We hope you will find that these authentically mark us out!

Please explore our website to discover more about what we do, and how this is communicated: <https://southwark.anglican.org/>

This is an excellent opportunity for someone to make a real difference to the work of the Diocese, in supporting our parishes and serving the people of South London and East Surrey under God.

If you believe that God is calling you to this role and you believe that you have the necessary skills, experience, contact Thewlis Graham Associates, our Executive Search Partners. 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.

Yours sincerely



The Rt Revd Christopher Chessun
Bishop of Southwark

2. Background Information to the Diocese of Southwark

The Diocese of Southwark, founded in 1905, forms part of the Province of Canterbury in England and is part of the wider Church of England, in turn part of the worldwide Anglican Communion. The Diocese covers primarily the area of Greater London, which is south of the Thames, together with the eastern part of the county of Surrey. It is one of the largest dioceses in terms of population and parishes as well as one of the most diverse.

The Diocese covers sixteen Local Planning Authorities (in part or wholly).

The Diocese seeks to be a Christian presence and to share the Christian faith in each of its parishes through the mission and ministry of its clergy, congregations, schools and chaplaincies and works to promote the common good, with a particular concern for those most in need.

The priorities of the Diocese are to release gifts, renew vocations and deepen people's life of faith. We aim to do so by effective stewardship of our resources, by collaborative team working, by respect for all and transparent accountability.

The Diocese of Southwark serves...



2.9 million people



in the 16 local authorities
of South London &
East Surrey



through 356 places of
worship — a Church of
England presence in
every community



and 104 church schools
educating more than
37,000 young people

Specific aims which the Diocese is working towards at present in line with Southwark Vision are:

- to emerge from the Pandemic with renewed confidence and wellbeing.
- to recover our average weekly attendance to pre-Pandemic levels.
- to increase the number of worshipping communities, affirming parishes, communities of faith which are Fresh Expressions of Church.
- to grow our financial resource base to resource mission and ministry.
- to increase lay and clergy vocations.
- to grow leadership and representation that reflects the rich diversity of Southwark Diocese.

We seek to be Christ-centred and outward-focused in all we do.

The Diocese is committed to providing the resourcing necessary to train and house over 300 stipendiary clergy to minister in its parishes, alongside laity and clergy in secular employment.

Following on from a better-than expected financial outcome in 2020, careful cost control during the pandemic, and helped by grant income, the Diocese ended 2021 with a surplus of £4.6m. The Parish Support Fund is the bedrock of Diocesan financial resilience.

2021 parish share receipts by diocese



As part of Southwark Vision the Diocese has successfully sought Church Commissioner funding for major grants. This has enabled us to develop innovative mission and ministry initiatives, including pioneer ministry, bi-lingual ministries and to focus our resources on initiatives in urban estates. The Strategic Development Funding has been an important contribution towards our innovations in ministry and mission.

The Diocese was awarded a major grant to develop fresh expressions of Church throughout the Diocese and to grow the Church in new development areas, in particular the Nine Elms development on the South Bank in the Vauxhall /Battersea area. One of the results of this was the successful Arts Ministry initiative.

In 2019 the Diocese was awarded a second major grant this time for six specific projects in places identified across the Diocese where there is a clear opportunity for growth and where lessons learned can be replicated to good effect across the Diocese and the wider church. As the Church of England report “Church Growth - From Evidence to Action” makes clear, there is ‘no single recipe for growth’. Yet, there are common factors and as such, we are embarking on diverse approaches in both intervention, church tradition and expected outcomes, whilst ensuring appropriate monitoring and oversight.

The Diocese comprises three Episcopal Areas, each with an Area Bishop and two Archdeaconries with administrative support. The Diocese is overseen by the Bishop of Southwark. There are 25 deaneries.

The statutory work of the Church and support to the parishes is provided by the staff of the Diocesan office, located in Trinity House, Southwark who work collaboratively with parishes, parish clergy and officers alongside Archdeacons.

Trinity House

Trinity House houses the Diocesan office where most of the executive and professional staff of the Diocese are based. Trinity House is under the overall direction of the Diocesan Secretary who reports to Bishop Christopher, our Diocesan Bishop. Trinity House is just off Borough High Street, within a quarter of a mile of Southwark Cathedral.

In 2016 our governance structure was streamlined to align policy and resource decision-making in a new Diocesan Council of Trustees (DCT). The governance of the Diocese is held by the DCT which incorporates the Diocesan Board of Finance, Bishop’s Council, Diocesan Mission & Pastoral Committee, and Diocesan Parsonages Board, with co-terminus membership. The DCT delegates the day-to-day management and leadership of its activities to the Diocesan Secretary who is accountable directly to it and who meets with both the Senior Management Team (comprising Departmental Heads, of which the Deputy Diocesan Secretary is one) and monthly with Archdeacons. In addition, more granular oversight by the DCT is exercised through its two committees, the Policy and Finance Committee (PFC) as well as the Audit and Risk Committee (ARC). These committees each have distinct responsibilities for scrutiny and oversight; the PFC for resource spend and performance against objectives, and the ARC in its ongoing appraisal of risk, including investment risks.

The staff who work across the whole Diocese have a core purpose and values that set out their role in supporting the Diocese achieve its Strategic objectives. These are known under the banner of ‘Lead, Enable, serve’ and are summarised in the table that follows below.



SOUTHWARK VISION 2017 -2025
HEARTS ON FIRE with a Vision for Growth;
Walking, Welcoming, Growing.

Diocesan Staff Values

Effective Stewardship of resources
Collaborative Team Working
Respect for all
Transparent Accountability

DIOCESAN STAFF PURPOSE

To serve, support, lead, and enable the mission of the God as it is worked out in the parishes, deaneries, schools and communities of the Diocese of Southwark.

DIOCESAN STAFF AIMS

- To support our parishes and clergy so that they are energised, equipped and empowered through specialist advice, leadership in ministry, training and development, good housing and by building effective relationships.
- To meet our statutory and regulatory obligations, and to be proactive in leading and disseminating good practise.
- To evaluate and allocate resources effectively, in line with the vision, aims, values, and policies of the Diocese.
- To resource, and support mission and evangelism, vocational discernment, training and ongoing development for lay and ordained ministries.
- To ensure that all our structures, policies, practices and the way in which we communicate are fit for purpose now and in the future, through regular review and continuous improvement.

Diocesan Staff Aims

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- To meet our statutory and regulatory obligations, and to be proactive in leading and disseminating good practise.
- To evaluate and allocate resources effectively, in line with the vision, aims, values, and policies of the diocese.
- To resource, and support mission and evangelism, vocational discernment, training, and ongoing development for lay and ordained ministries.
- Under the leadership of the Diocesan Secretary, to have clear responsibilities for decision-making and appropriate accountabilities.
- To ensure that all our structures, policies, practices, and the way in which we communicate are fit for purpose now and in the future, through regular review and continuous improvement.

3. The Job Description and Person Specification of the Diocesan Secretary

The Role of the Diocesan Secretary

Overview

The Diocesan Secretary (DS) is the lead officer within the Diocesan Administrative Structure, working closely with the Diocesan Bishop in advancing the mission of the Diocese and serving the people of South London and East Surrey. The Diocesan Secretary is the Chief Executive officer of the Diocesan Board of Finance, and the Chief Operating officer to the Diocese and incorporating the role of Secretary to the Diocesan Synod.

Job Description

The DS reports to the Diocesan Bishop and has the following key accountabilities.

Key accountabilities

1. Lead and develop the executive function of the Diocese especially through the Senior Management Team and the interdepartmental working groups, implementing diocesan policies and setting the pace and culture for diocesan staff values summarised by 'Lead Enable Serve', delivering excellence, executive accountability, and compliance in all spheres of the Diocesan administration.
2. Lead and enable the continuing flourishing and development of the Diocesan governance structures including Diocesan Synod, Diocesan Council of Trustees and its subcommittees and other formal structures of the Diocese; these include the Lay Council and the Racial Justice Committee.
3. Lead the administration of the Diocese through changes emerging in the light of both national church policies and structural changes with particular regard to safeguarding, and the national economic context and diocesan financial resilience.
4. Ensure and build further the culture of partnership working between parishes and the diocesan support structures, through policies and collaborative relationships especially with the Archdeacons and other clergy and parish officers.
5. Demonstrate good stewardship of the Diocese's resources through the effective use of people, finance, and assets.

Key responsibilities

1. Lead the executive function of the Diocese to ensure the mission of the Diocese can be delivered, paying particular attention to the finances of the diocese and the importance of rebuilding parish finances, including the 10-year plan to achieve 66% parishes covering their ministry costs through the Parish Support Fund.
2. Ensure the Diocese has the resources it requires to deliver Mission and Ministry by working closely with the Director of Finance and Financial Assets, the Chair and Vice Chair of the Board (SLCF and SDF) and working collaboratively with the Archdeacons.

3. Lead and champion connectedness and communication for the Diocesan administrative offices, providing a model of 'servant leadership' for colleagues and parishes.
4. Oversee the provision of advice both internal and external to the Diocesan Bishop Area Bishops, and the Bishop's staff team. Build good relationships with the legal advisers to the diocese and other externally appointed advisers and build and develop the executive team to meet the challenges of change.
5. Contribute to the strategy of the Diocese, by leading the continuing implementation of Southwark Vision 2017-2025, for example working with the Lay Council, and Racial Justice Committees (both chaired by the Diocesan Bishop). At the appropriate time, contributing to the renewing of Southwark Vision post 2025, in collaboration with other members of the Bishop's Senior Staff Team.
6. Deliver the Anti-racism Charter in collaboration with the Bishop of Croydon, taking particular care for its delivery by the diocesan staff and officers, and providing the resources so that parishes may fully comply with the charter.
7. Hold the Executive team to account through the Risk Register, ongoing development of Key Performance Indicators, development of departmental objectives and targets that are aligned to Diocesan Annual objectives, broader synodical priorities and diocesan strategy. This will include working collaboratively on the deliverables of those heads of department who report to the bishop.
8. As Data Controller for the diocese ensure full compliance with GDPR and develop, with colleagues, effective data management and security systems. Ensure a culture and practice of attention to detail at all levels, robust data and data integration.
9. Ensure that the internal structures, policies and processes of the diocese continue to develop as the diocese develops.
10. Act as the Company Secretary to the South London Church Fund and Southwark Diocesan Board of Finance, a company limited by guarantee and a charity.
11. Lead the preparation and presentation of the annual budget in collaboration with the Director of Finance and Financial Assets and provide a strategic plan for the deployment of capital.
12. Promote a culture within the administration that ensures collaborative, cross departmental working and recognises that Parishes and Deaneries are at the heart of the work of the Diocese.
13. Facilitate the delivery of good governance in the workings of the Diocese and ensure that principal meetings demonstrate good governance and effective decision making. The post holder is Secretary to the main governance bodies and works closely with the Deputy Diocesan Secretary.
14. Work Collaboratively with the Archdeacons to build a highly effective team in the delivery of the Diocesan Annual Objectives
15. Work collaboratively with the Bishop's Lead for Strategic Development (which includes Property Strategy and oversight of the property services department) as the Church Commissioners nine year 'Vision and Strategy' programme is developed for potential funding and implementation across dioceses.
16. Work collaboratively with other members of the diocesan family especially the Board of Education and its Multi Academy Trust and the Cathedral. Have regard to the diocesan commitment to the charity 'Welcare' which is also part of the diocesan family.
17. The Diocesan Secretary is the Member of the SDBE Multi Academy Trust representing the Board of Finance.

18. As the Bishop's current Lead for Safeguarding, ensure the development and upholding of the Diocesan safeguarding policy and philosophy, mindful of the accountabilities of the Diocesan Bishop to the national church developments following the IICSA final report and other reports.
19. Build and develop working relationships with national church bodies including the Inter-Diocesan Finance Forum (IDFF), Archbishop's Council and the Church Commissioners and other dioceses to enable good practise and innovation to be shared and developed.

Person Specification

- Graduate with relevant postgraduate or Professional qualification e.g., finance, legal, company secretary, MBA
- Successful track record of organisational leadership, including leading and developing high performing teams possessing diverse professional skills
- Someone who has the proven ability to empower and enable others, especially the senior management team, and who is comfortable with both challenge and delegation.
- Excellent stakeholder management and successful partnership working experience
- Experience of devising and delivering strategic change management
- Financial and budgetary experience at a senior leadership level
- Evidence of working effectively in a complex governance structure
- Excellent communication skills, both written and verbal
- Outstanding interpersonal skills
- A practising Christian, ideally a member of the Church of England or a member of a church in sympathy with the Anglican Communion
- Integrity and gravitas.

4. Salary and Benefits

Salary

The salary will be £90K per annum

Benefits

- Generous pension provision - 15% non-contributory contribution to the Pension Builder Classic pension scheme of the Church Workers Pension Fund.
- Holiday Entitlement - 26 days leave rising to 31 days leave upon 2 years' service and completion of probation and a satisfactory full year appraisal, plus bank holidays, and 2 additional days (1 at Christmas, 1 on Maundy Thursday).
- Season Ticket Loan - An interest free season ticket loan is available upon satisfactory completion of the probation period.
- Access to an Employee Assistance Programme.

5. Timeline, Application Process and How to apply

Timeline

Dates	Activity
8 February 4pm	Applications close
w/c 13-20 February	Thewlis Graham consultant interviewing of interested candidates - online
w/c 6 March	First Client Interviews
w/c 13 March	Final 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-February.

Longlisted candidates will be advised by email. After a consultation between The Diocese of Southwark 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 AA1201: -

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 would prefer to receive this candidate brief in a more accessible format, please contact us.

6. Diversity and Inclusion Monitoring

Diversity and Inclusion Monitoring is independent of the recruitment process but please do complete the form as Thewlis Graham Associates is committed to monitoring and analysing diversity 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.



7. Advert

Diocesan Secretary

Location: London

Salary: Attractive Package

The Bishop of Southwark is seeking a Diocesan Secretary to support the work of one of the largest, and most diverse dioceses in the Church of England serving the people of South London and East Surrey. We take joy in the distinctiveness and variety of God's gifts and people. You will find churches that offer welcome, care and dignity in Christ's name to their parishes; chaplains walking alongside those in education, hospitals, and prison; and pioneering communities seeking to reach out and serve in new ways. The Diocese ministers to nearly three million people over an area of 317 square miles through its 293 parishes and 105 church schools. Our Southwark Vision is founded on mutual commitment, speaking well of one another, walking together in the pilgrimage of faith, and seeking to be Christ-centred and outward-focused in all we do

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The DS reports to the Diocesan Bishop and has the following key accountabilities.

Some of the key accountabilities:

- Lead and develop the executive function of the Diocese especially through the Senior Management Team and the interdepartmental working groups.
- Lead and enable the Governance of the Diocese to continue to flourish and develop.
- Ensure and build further the culture of partnership working between diocese and parishes.
- Lead the administration of the Diocese through changes emerging in the light of both national church policies and structural changes with particular regard to safeguarding, and the national economic context with particular regard to diocesan financial resilience.
- Demonstrate good stewardship of the Diocese's resources through the effective use of people, finance, and assets.

Some of the key responsibilities:

- Lead the executive function of the Diocese to ensure the mission of the Diocese can be delivered.
- Overall responsibility for strategic finance of the diocese including the accountability for capital planning, budget setting and income generation
- Ensure the Diocese has the resources it requires to deliver Mission and Ministry.
- Lead and champion connectedness and communication for the administration, providing a model of 'servant leadership' for colleagues and parishes.
- Contribute to the strategy of the Diocese, for example working with Lay Council and through the Racial Justice Committee.
- As Data Controller for the diocese ensure full compliance with GDPR and develop, with colleagues, effective data management and security systems.
- Work collaboratively with other members of the diocesan family.

We are looking for someone who has:

- Graduate with relevant postgraduate or Professional qualification e.g., finance, legal, company secretary, MBA.
- Successful track record of organisational leadership including leading and developing diverse, high performing teams.
- Substantial demonstrable financial and budgetary experience at a senior leadership level.
- Passion for both strategy and operational processes.
- Excellent stakeholder management and successful partnership working experience.
- A practising Christian with membership of the Church of England or a member of a church in sympathy with the Anglican Communion.
- **Full details of responsibilities and the person specification required can be found in the link below.**

Please apply by visiting www.thewlisgraham.com/assignment-briefings and following the instructions in the candidate brief quoting reference AA1201. The closing date is 8 February 2023 at 4pm.

For a confidential conversation with Sarah Thewlis or for any other information please email applications@thewlisgraham.com

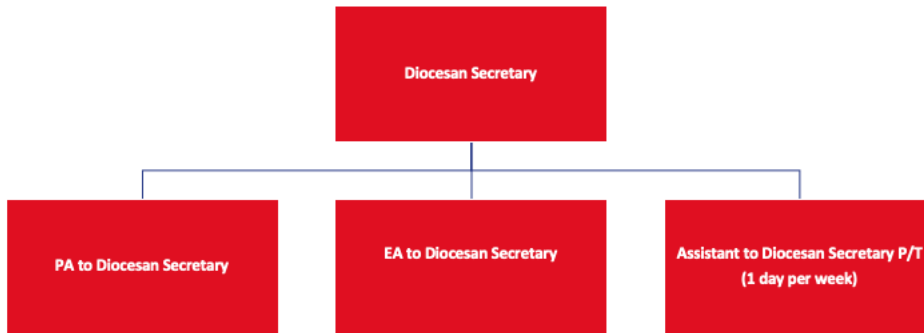
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www.thewlisgraham.com

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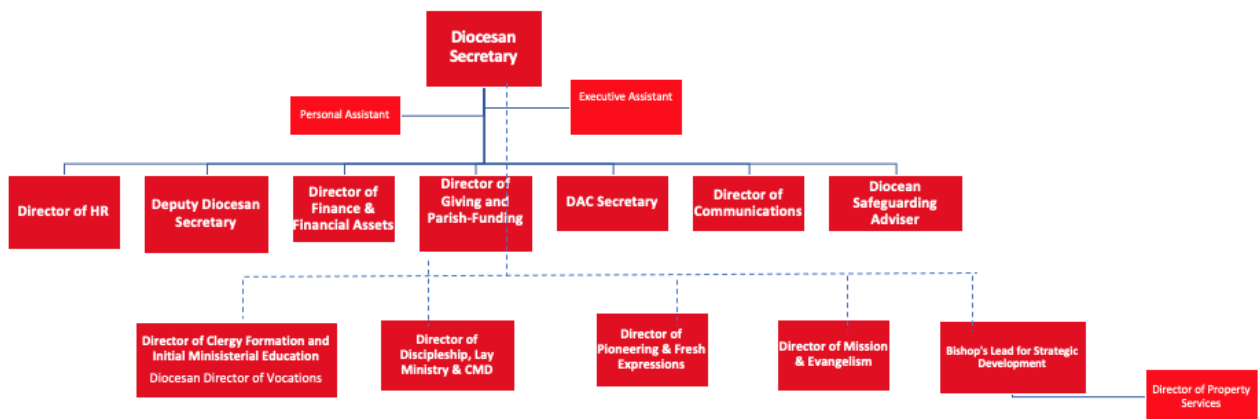
8. Organisation charts

Diocesan Secretary Direct Reports



Direct reports to Diocesan Secretary ———
 Accountable for executive delivery to the Diocesan Secretary - - - - -

Diocesan Secretary Direct Reports (Departments)



Direct reports to Diocesan Secretary ———
 Accountable for executive delivery to the Diocesan Secretary - - - - -