

PRIVATE & CONFIDENTIAL

Candidate Brief



Diocese of Rochester

Property Director

September 2020

Managing Director
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Welcome from Matthew Girt Diocesan Secretary

Dear Candidate,

I am delighted that you have expressed an interest in applying to be the Property Director at the Diocese of Rochester. This is a new and key post for the diocese. It is a post planned for prior to the pandemic, but one which is now even more critical than before. This role will be part of a team working with parishes on the shaping of a post pandemic future. We are seeking someone who can show the entrepreneurial skills, expertise and responsibility to manage a substantial property portfolio located in north-west Kent and south-east London, comprising clergy housing, some investment property (including land) and redundant churches.

Vital to this post is the responsibility for the development and maximisation of the portfolio to support the growth agenda of the Diocese, along with supporting parishes in management and development of their own properties in line with Ecclesiastical Measures.

This is very much a strategic and leadership role, you would need to develop and implement strategic relationships with suppliers and partners to better enable effective development and management of the Diocesan property portfolio, with a strong emphasis on working collaboratively. An important part of the role is shared working with others within leadership roles, in particular with colleagues on the Operations Management Team, the Archdeacons, and external advisors.

You would also need to undertake general management activities required in line with the vision, values and strategic framework of the Diocese. The Property Director will be required to lead an already committed team, where they foster an approach which develops learning, development and service in the property team. We are especially keen to find someone who has an understanding of and support the Christian ethos of the Church of England. You will join a strong and supportive operations management team who work collaboratively on day to day management and objectives overseeing a valued team of Diocesan staff with varied gifts and skills.

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.

With my prayers and best wishes as you consider this possibility.

Yours faithfully

Matthew Girt
Diocesan Secretary



2. About the Diocese of Rochester

The Diocese of Rochester is a Church of England diocese in the English county of Kent and the Province of Canterbury. The cathedral church of the diocese is Rochester Cathedral in the former city of Rochester. An ancient diocese, it includes 268 parish churches throughout the western part of the county of Kent, the London Borough of Bexley and the London Borough of Bromley.

We cover some of the most affluent areas in England, and some of the most deprived wards in the South-East. Our three archdeaconries of Bromley and Bexley, Rochester, and Tonbridge, characterise the increasing diversity found across our Diocese of varying kinds.

With the expansion of London and adjoining communities, we are increasingly urban and suburban, yet still retain places which see themselves as rural.

Ethnic and religious diversity is a growing feature of our communities, and this is reflected in many of our congregations. The borough of Gravesham has a historic Sikh community, now

making up some 14% of the borough's population; in recent years the presence of people of East European and West African heritage has increased significantly.



And our population is set to grow by some 300,000 over the next 30 years. The Ebbsfleet City development will have a new population of some 40,000 people – it is the biggest single housing development in England.

Our parishes employ over 40 children and youth leaders who work with hundreds of volunteers in churches across the diocese who encourage children and young people to grow in their Christian faith.

We have 184 substantive stipendiary parochial posts, and 25 substantive self-supporting posts; at any time, we have 28 stipendiary and 12 self-supporting curates in training. Other licensed clergy and lay ministers serve as Chaplains and in diocesan and cathedral roles.

Through the Rochester Diocesan Family of Schools (RDFS) we offer a Christian education through the state sector to 22,110 children aged from 4 to 19. We have a growing number of community schools who have close links to the Diocese through our Affiliation Scheme. All of our schools serve their local community as well as Christian families, and a number serve large numbers of Sikh, Muslim and Hindu children, as well as African and African Caribbean.

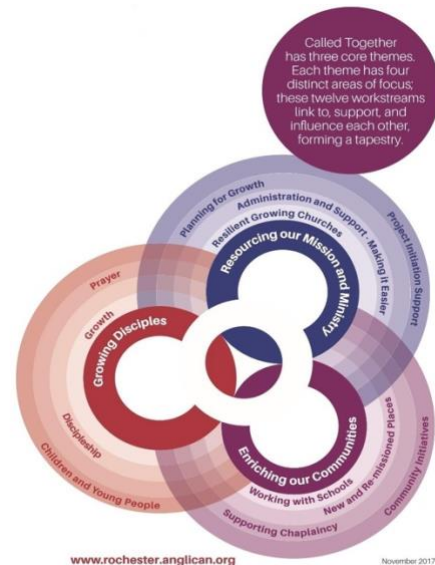
We believe that all Christian people have a calling from God to know and love him more, and to serve others in his name. Through a range of learning opportunities, we seek to equip people in their faith and ministry development in order to fulfil their calling to Christian discipleship and mission.

Called Together: Diocesan Vision and Strategic Framework

Launched in November 2017 in Rochester Cathedral, Called Together is the result of a year-long process of conversation, listening and prayer. People from across each archdeaconry helped shape the vision, by responding to the call to discern what the Holy Spirit might be calling them to do and be in their local setting, as well as what needed to change. The Called Together vision encompasses three overarching themes: 'Growing Disciples'; 'Enriching our Communities' and 'Resourcing our Mission and Ministry'.

These themes break down into 12 interwoven workstreams, all of which are described in more detail at:

<http://www.rochester.anglican.org/strategy/called-together/>



The first years of activity have seen progress across the Diocese as we seek to respond to God's call to us. We have launched the Children's & Young People's Fund and the Missional Property Fund; the majority of these funds are secured from external organisations to resource local churches.

We have held events which focus on setting a culture of evangelism, discipleship and prayer. We are also supporting parish ministry through training and networking opportunities. We have enabled people to speak out about the injustices of modern-day slavery, homelessness, and debt. We have encouraged people to pray in new ways, continued to support new churches in new communities and re-missioning in Kings Hill, Ebbsfleet and Chatham. We're looking at chaplaincy, administration, and supporting big projects.

You can view our Called Together film by following these links:

<https://vimeo.com/242727017> full
<https://vimeo.com/244318799> short

Our [annual review and accounts](#) gives a fuller picture of recent progress and how all we do seeks to support Growing disciples, Enriching communities and Resourcing mission and ministry.

The changes brought by the coronavirus pandemic in 2020, the closure of church buildings and the need to find new ways to do things has prompted a timely review of the focus and content of the Called Together strategic framework. Overseen by the Bishop of Tonbridge, this review



will be carried out in 2020 and implemented in 2021 following approval by Bishops Council and the Diocesan Synod.

Our Mission

Act Justly, Love Mercy, Walk Humbly. Micah 6:8

We have many community initiatives, partners, training and volunteering opportunities to encourage and resource us in the mission field to go confidently as we love and serve and share the good news of Jesus through Word in Action.

We help groups to welcome and support people with different needs, including addictions, debt, homelessness and mental health through a range of services, including community cafes/places of welcome/lunches/debt advice/foodbanks, befriending, gardening, etc, reflecting Jesus through whole person care, for the common good.

We also campaign and raise awareness on issues which are affecting our communities, such as Modern Slavery and Loan Sharks. Whether you are a Leader, a partner agency or a valued volunteer, be encouraged that by working together with our communities, lives are being transformed.

Improving and Developing Local Communities – our ongoing projects:

The Diocese works with local people and communities to redefine our vision for particular areas. You can read about the phases of development projects in the links below:

<https://www.rochester.anglican.org/strategy/chatham-town-centre/>

<https://www.rochester.anglican.org/strategy/ebbsfleet/>

<https://www.rochester.anglican.org/strategy/kings-hill/>

3. The Job Description and Key Responsibilities of the Property Director

JOB TITLE:	Property Director
LOCATION:	Diocesan Office, St. Nicholas Church, Boley Hill, Rochester
REPORTING TO:	Diocesan Secretary

PURPOSE OF JOB

Responsible for the management of a substantial property portfolio located in north-west Kent and south-east London, comprising clergy housing, investment property (including land) and redundant churches. S/he is also responsible for development of the portfolio to support the growth agenda of the Diocese and supporting parishes in management and development of their own properties in line with Ecclesiastical Measures.

PRINCIPAL ACCOUNTABILITIES

1. Strategy and Leadership

Develop and deliver Diocesan-level strategic thinking as it relates to property, in collaboration with the Diocesan Secretary, including:

- Contribute to the 5 year and longer-term financial planning of the Diocese, to support Diocesan strategic objectives, including through entrepreneurial use of property assets
- Develop and implement strategic relationships with suppliers and partners to better enable effective management of the Diocesan property portfolio. Manage the external property managers, currently Savills.
- Work collaboratively with the Archdeacons and external advisers to identify opportunities to (re)develop and maximise returns from Diocesan property
- Develop and implement Diocesan property policies and strategies to support and deliver the Diocesan strategic framework ‘Called Together’
- Participate actively in the leadership of the Diocesan Office as a member of the Operations Management Team (OMT).
- Lead and develop the Property Team to ensure delivery of a professional property support to parishes, operating with a culture of service
- Ensure that the Diocese discharges its responsibilities under relevant legislation including related to Faculties, Care of Churches and Ecclesiastical Measures.
- Develop and maintain good relationships with the Church Buildings Council, Historic England, the national amenity societies, local planning authorities and other relevant partners.

2. Property Developments

Work closely with the Diocesan Secretary in the strategic development of diocesan property and land assets, to identify opportunities for development and/or sale of sites

which will maximise capital and/or revenue returns; then establish programmes and projects for agreed developments.

3. Investment Property

Work with the Investment Property Committee and the Diocesan Secretary reshape the Diocesan Investment Portfolio potentially including sale of asset management intensive assets and consider replacement with indirect property investment to improve diversification and increase income and capital returns to benefit both current and future generations.

4. Parish Property

Strategic responsibility for the work of the DAC, as parishes seek to develop their own property on parish land, such as schemes for a new church hall, and ensure that its objectives and operation fit with the overall strategy and ethos of the diocese

5. Clergy Housing

Oversee the diocesan strategy for clergy housing, including ensuring a rolling review of the housing portfolio to ensure that properties remain fit for purpose, cost efficient, and that returns from vacant properties are maximised.

Work with the Diocesan Surveyor to plan improvements and maintenance of clergy housing in line with budget.

6. General management

Undertake the general management activities required of Diocesan Directors in line with the vision, values, and strategy of the Diocese, including

- Plan Property Team people resources to meet objectives and targets
- Ensure that the Property Team produces high calibre management information, in particular to ensure clear communication of the status of significant property transactions and how net income and capital transactions are tracking against budgets
- Ensure that effective systems are in place for monitoring/reporting and managing property-related income, expenditure, supplier payments, creditors and debtor management
- Lead a holistic culture of learning, development and service in the Property Team
- Conduct/ensure effective annual appraisals and regular supervision meetings for all Property Team members
- Implement best practice and legal requirements under duty of care and employment
- Produce, in conjunction with the Finance Director, the Property Department annual revenue and capital budgets
- Live out the Diocesan values as an exemplar for the Property Team, modelling effective leadership and collaboration both within the team and across the Diocese.

SKILLS AND EXPERIENCE

Essential

1. Graduate level education or a relevant professional qualification or equivalent experience in relevant legislation including Property Law, Planning Law, Landlord & Tenant Law, Trust Law and Charities Act Law
2. Experience of senior leadership and team management in a property department of significant size, including experience of at least two of the following functions: residential service management, property asset management or building projects.
3. Experience of developing strategic plans for a property portfolio and for discrete development opportunities; thoroughly conversant with development and investment feasibility and appraisal techniques
4. Experienced negotiator with a track record of property acquisitions, sales and management
5. Able to develop, nurture and maintain sound working relationships with senior peers, staff members and external suppliers/partners
6. Expertise in managing and implementing capital projects and change programmes
7. Experience and skills in setting budgets and controlling delivery to meet income and expenditure targets
8. Articulate and well-presented, with high levels of literacy, numeracy and IT skills
9. Ability to work consultatively and in partnerships
10. Ability to prioritise and work under pressure
11. Able to access all areas of the diocese
12. It is essential that the post holder has an understanding of, and supports the Christian Ethos of the Church of England

Desirable

13. Knowledge of the governance structures of the Church of England
14. A working understanding of Ecclesiastical Measures related to property
15. Conversant with the Town Planning legislation and procedures, current Building Regulations and CDM Regulations
16. Understanding of and empathy for the needs of clergy and parishes

COMPETENCIES

Achievement Drive – A desire to meet or exceed standards, welcoming feedback, and continually seeking to improve. It includes staying focused on goals over an extended period of time.

Relationships – The ability to understand the perspectives, feelings and concerns of others and initiate, build and maintain relationships in a mutually beneficial way. Recognise one's own feelings and those of others and manage emotions effectively.

Persuasiveness – The ability to convince others of a view, conclusion, position etc. Communicating in an impactful way, tailored to one's audience.

Problem Solving – The ability to investigate and breakdown a problem or situation into its component parts, identifying implications and the key underlying issues and establish possible solutions.

Independence – A demonstrated belief in one's capability to select an appropriate approach to a situation. It includes confidence in one's judgement or opinion and showing resilience in adversity. Know when to seek the support and advice of others.

Adaptability – The ability to adapt one's behavioural style or method of approach where necessary to achieve a goal. Responds to change with a positive attitude and demonstrates a willingness to learn new ways to accomplish objectives.

Teamworking – The willingness and ability to work co-operatively and collaboratively with others toward a shared goal, contributing actively to the team. Builds positive relationships and a sense of pride within the team.



4. Remuneration and Benefits

Salary circa £65-70K per annum

Benefits:

- Defined Contribution Pension scheme with Scottish Widows – 5% employee contribution, 5% employer contribution
- Life Insurance 4 x Salary
- 22 days annual leave rising to 25 days after 1 year, plus bank holidays



5. Timeline, Application Process and How to apply

Timeline

Dates	Activity
19 October 5pm	Applications close
w/c 19 and 26 October	Thewlis Graham consultant interviewing of interested candidates
11 November	Client Interviews

Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Job Description and Key Responsibilities section and the people who best meet these will be invited for interview with Thewlis Graham - Covid secure online.

Those candidates not invited to interview will be advised by email by late October.

Longlisted candidates will be advised by email. After a consultation between the Diocese of Rochester and Thewlis Graham Associates a Shortlist will be drawn up and Shortlisted candidates invited for interview with the Client, again in the most Covid secure way.

How to Apply

To apply for this role, please email in word format to applications@thewlisgraham.com the following documents quoting reference **U0904**: -

1. A comprehensive CV
2. A letter containing:
 - your reasons as to why you would consider yourself suitable for this 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 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.

Diversity Monitoring

Diversity Monitoring is independent of the recruitment process but please do complete your completed diversity monitoring 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.

Thank you

6. Organisation Structure

